



**The Republic of Uganda**

# NAKAPIRIPIRIT DISTRICT LOCAL GOVERNMENT

**THIRD NAKAPIRIPIRIT FIVE YEAR DISTRICT DEVELOPMENT PLAN  
2020/21- 2024/25**

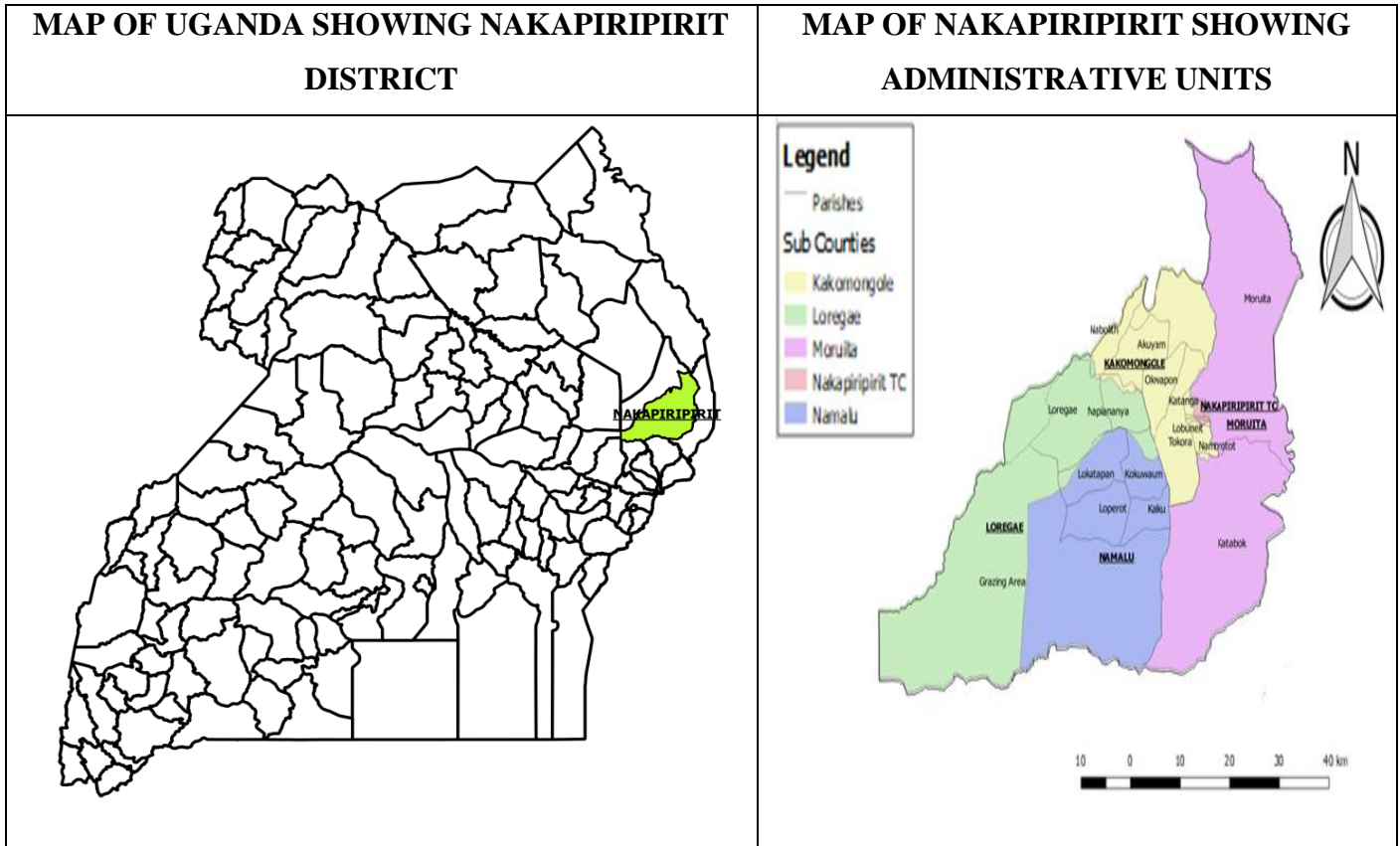
**VISION:**

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

**THEME:**

IMPROVED SERVICE DELIVERY FOR SOCIO-ECONOMIC TRANSFORMATION

**MAP OF NAKAPIRIPIRIT AND UGANDA, SHOWING LOCATION OF THE DISTRICT**



## **DISTRICT VISION STATEMENT**

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

## **DISTRICT MISSION STATEMENT**

To efficiently and effectively provide quality services to the people of Nakapiripirit  
District in order to promote sustainable development

## **DISTRICT CORE VALUES**

RESULT-ORIENTED: Strive for excellence in the execution of our duties.

TRANSPARENCY: Be open and transparent in all our union activities and funds

ACCOUNTABLE: Accept that your actions impact everyone around you.

TEAM WORK: Work together and Operate in an open, democratic, and representative manner

INTEGRITY: Act with integrity and principle knowing and doing what is right with courage and honest.

RESPONSIBILITY: Embrace opportunities to improve as we advance the union's agenda

RESPECT: Support the principles of human rights and social justice worldwide including treating others with dignity irrespective of their background, abilities and beliefs.

## **FOREWORD**

Nakapiripirit district has developed this Third five year Development Plan consistent with the Comprehensive National Development Planning framework (CNDPF) and NDPII to guide interventions over the period 2020/21 to 2024/25. The focus of this plan is to raise socio-economic standards for the people of Nakapiripirit through the provision of quality services in the areas of Health, Education and the provision of safe water. It is hoped that these will enhance the populations' capacity to sustainably exploit the natural resources and other opportunities to improve their quality of life.

Emphasis will be placed on effective and efficient utilization of public resources to attain the objectives contained in this DDPIII and improvement in the operation and maintenance of existing assets and facilities

The investment priorities will include: Physical infrastructure development mainly in water and sanitation, health, education, roads and facilitating availability and access to critical production inputs especially in agriculture and promotion of technology and innovation.

Finally the plan also focuses on how to operate and maintain the investments that have already been put up.

I call upon the people of Nakapiripirit to embrace the aspirations of this plan in the development and implementation of programmes and projects in Nakapiripirit and I urge the private sector and NGOs to align their development efforts towards achieving the DDP objectives and the district vision  
FOR GOD AND MY COUNTRY



**NANGIRO JOHN**

**NAKAPIRIPIRIT DISTRICT CHAIRPERSON**

## **ACKNOWLEDGEMENT**

This third Five Year Development is an outcome of wide consultations at all levels of Development Planning including the Lower Local Governments, Departments, Line Ministries and Development Partners. It aims at improving the quality of life for the people of Nakapiripirit District through increasing income generating opportunities and improved service delivery. This DDP covers the fiscal period 2020/2021 to 2024/2025. It stipulates the districts' medium term strategic direction, development priorities and implementation strategies. In addition, it details development status, challenges and opportunities.

I wish to express my gratitude to the Lower Local Governments, for collecting baseline information and local priorities to which this plan responds and also the sector heads who have been the link between the line ministries and the local implementation of policy, the line ministries for providing policy direction and guidance

I also wish to acknowledge the invaluable input of Development Partners through the planning processes and the complementary role they play in the delivery of service.

I express my sincere appreciation to the National Planning Authority Team which trained the DTPC on the new planning guidelines and also reviewed the DDP to ensure that it was aligned to the National Development Plan

Finally, I would like to thank the Planning department for coordinating the development of this plan that will guide the development agenda of Nakapiripirit district over the next five years.



The image shows a handwritten signature in black ink that reads "Td". To the right of the signature is a blue rectangular official stamp. The stamp contains the text "CHIEF ADMINISTRATIVE OFFICER" and "NAKAPIRIPIRIT DISTRICT" in capital letters. Below this text, there is a field labeled "DATE:" followed by a series of small, illegible characters, likely a barcode or a unique identifier.

**AWUYE ABDALLAH**  
**CHIEF ADMINISTRATIVE OFFICER**

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## **LIST OF ACRONYMS**

AIDS	-	Acquired Immuno Deficiency Syndrome
ANC	-	Anti-Natal Care
ART	-	Anti-Retroviral Treatment
BCC	-	Behaviour Change and Communication
CAO	-	Chief Administrative Officer
CBO	-	Community Based Organization
CDO	-	Community Development Officer
CFO	-	Chief Finance Officer
CNDPF	-	Comprehensive National Development Planning Framework
CPR	-	Contraceptive Prevalence Rate
CSO	-	Civil Society Organization
DAO	-	District Agricultural Officer
DDP	-	District Development Plan
DEC	-	District Executive Committee
DHMT	-	District Health Management Team
DHE	-	District Health Educator
DHO	-	District Health Officer
DIS	-	District Inspector of Schools
DSC	-	District Service Commission
DTPC	-	District Technical Planning Committee
EIA	-	Environmental Impact Assessment
FAL	-	Functional Adult Literacy
FY	-	Financial Year
GoU	-	Government of Uganda
HC	-	Health Centre
HIV	-	Human Immunodeficiency Virus
HLG	-	Higher Local Government
IEC	-	Information Education and Communication
ICT	-	Information Communication Technology
LC	-	Local Council
LED	-	Local Economic Development

LGDP	-	Local Government Development Plan
LLG	-	Lower Local Governments
MAAIF	-	Ministry of Agriculture, Animal Industry and Fisheries
MoLG	-	Ministry of Local Government
NDP	-	National Development Plan
NEMA	-	National Environment Management Authority
NGO	-	Non – Governmental Organization
OPD	-	Out Patient Department
OPM	-	Office of the Prime Minister
PDCs	-	Parish Development Committees
PHC	-	Primary Health Care
POCC	-	Potential Opportunities Challenges and Constrains
PWD	-	Persons With Disabilities
RGC	-	Rural Gross Centre
SDG	-	Sustainable Development Goals
STI	-	Sexual Transmitted Infection
TB	-	Tuberculosis
UDHS	-	Uganda Demographic Health Survey
UNDP	-	United National Development Programme
UNFPA	-	United Nations Population Fund
UPE	-	Universal Primary Education
VHTs	-	Village Health Teams

## **EXECUTIVE SUMMARY**

This Five-Year Development Plan is a people centered plan, prepared through a bottom-up approach. It integrates sub-county and sectorial plans. It spells out the District Vision, Mission statement, goals, objectives, and priorities.

Nakapiripirit District will implement its third five-year Development Plan (DDP III 2020/21-2024/2025) in line with NDP III emphasizing achieving the Uganda Vision 2040. The Vision aims at transforming Uganda from a predominantly peasant and low-income country to a competitive, upper middle-income country. Therefore, this Plan builds on the achievements registered under the first and second District Development Plan (DDPII 2015/16- 2019/20) and takes into consideration the challenges encountered and lessons learnt during its implementation. The Plan also seeks to leverage opportunities presented by emerging developments at the community level. DDP III aims to increase overall competitiveness, create additional wealth and employment while emphasizing inclusive and sustainable growth. Overall, the Plan prioritizes key development programs, opportunities and fundamentals envisaged in the NDPIII and the Ugandan Vision 2040.

It highlights the main cross-cutting issues like poverty, gender, environment, Nutrition, Climate change , mindset change, governance and integrates the activities of sub-counties, NGO's and CBOs into programs as aligned to NDPIII. It also captures the issues raised in the HIV/AIDS District Strategic Plan, Forest Management Plan, DEAP and Statistical strategic plan.

In order to achieve the District mission and vision, the council has developed the following goals/strategic objectives.

- Identifying and collecting sufficient local revenue in order to ensure that service delivery standards through increasing revenue mobilization campaigns, proper enumeration, and assessment and tendering out market fees and licenses collection.
- Contributing to the sustainable growth of the economy, through increased Agricultural Production and Productivity and private sector strengthening.
- Increasing the level of basic education in the District, through provision of educational facilities; infrastructure, scholastic materials, training of schoolteachers, intensifying school inspection and mobilization of parents and other stakeholders.
- Improving and increasing accessibility to basic Health Services by the Committees, through upgrading of Health Centres and facilitating the NGO Health facilities.

- Improving the District Infrastructure, through increased school classrooms staff accommodation especially for teachers and Health workers, office space, increased length of motorable road network and water for production.
- Increasing access to safe water and sanitation through construction of boreholes, springs, community water tanks, shallow wells, gravity flow schemes etc.
- Improving democracy accountability, through strengthening council operations by training and sensitizing councilors, facilitating Internal Audit Systems, and financial management and strengthening planning at both the District and Lower Local Governments.

#### District Vision

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

#### District Mission

“To efficiently and effectively provide quality services to the people of Nakapiripirit District in order to promote sustainable development”

#### District Theme

IMPROVED SERVICE DELIVERY FOR SOCIO-ECONOMIC TRANSFORMATION

#### Goal:

To Increase Average Household Incomes and Improve the Quality of Life of the people of Nakapiripirit.

The focus of the DDPIII will be to consolidate the achievement of DDPI &II as a highlighted above and in addition to service delivery; this plan commits to promoting local economic development through public private partnership arrangements. The District Council has the responsibility of setting priorities and objectives within the available resources focusing on local needs but in accordance with National Development Plan priorities. Stakeholder’s and lower local governments will be empowered to identify their own local needs and set feasible solutions within their means and in a democratic manner.

### **Key priorities during the plan period 2020/2021 to 2024/2025**

#### ADMINISTRATION

1. Completion of New Administration block
2. Rehabilitation of all old Sub county and District Administration blocks
3. Repair and maintenance of District transport equipment



4. Construction of 4 New Sub County Head Quarters
5. Purchase motor cycles for sub counties
6. Purchase vehicles for supervision and monitoring of service delivery
7. Purchase office furniture

#### PRODUCTION

1. Establish Climate smart technology demonstration and multiplication centers
2. Construct a plant clinic
3. Construct small Irrigation schemes
4. Establish oil mills
5. Construct community stores
6. Construct cattle crushes
7. Construct slaughter slabs
8. Construct 2 community valley tanks
9. Construct 2 dams

#### HEALTH

1. Construct HC IIIs in sub-counties without
2. Construct Health staff houses
3. Rehabilitate Health staff houses
4. Procure and distribute Essential medicines and health supplies

#### EDUCATION

1. Construction of WASH facilities
2. Construction and rehabilitation of Primary School Classrooms
3. Construction and rehabilitation of teacher houses
4. Construct 5 Primary Schools
5. Construction of Secondary schools
6. Supply furniture to primary schools

#### ROADS AND ENGINEERING

1. Open new District roads
2. Construct bridges on DUCAR network
3. Conduct maintenance of District and Community Roads

#### WATER

1. Spring water protection
2. Rehabilitation of existing point water sources
3. Rehabilitation of existing water supply system in Town and RGCs
4. Construct Public latrines
5. Construction and rehabilitation of boreholes
6. Establish piped water schemes

#### NATURAL RESOURCES

1. Establish Tree Nurseries and sale seedlings to commercial tree plantations

#### TRADE INDUSTRY AND LOCAL DEVELOPMENT

1. Construct roads to tourist and cultural heritage sites

**Achieving these goals/strategic objectives and priorities will be mainly through attainment of the following key outputs.**

- Sufficient Local Revenue collected
- Donor funds identified
- Pupils enrolled, attending school and completing primary education,
- Primary Health care services delivered
- Farmers advised, trained and improved productivity
- Feeder roads constructed and maintained
- Crimes detected and solved
- Communities participating in development planning and participatory development plans and budgets produced.
- Accessible safe water sources provided.
- Projects monitored and evaluated

The District development plan will be supported by revenue/resources that include the locally generated revenue, the central government transfers (Condition/Unconditional Grants, DDEG) and the Donor funds/NGOs.

**Unfinished activities**

- Construction of Sub County administrative head quarters
- Improving access to social services through rehabilitation and construction of schools and health facilities
- Improving rural livelihoods and food security through extension services, provision of farm inputs and appropriate technologies
- Incomplete development of wetland and environment plans and their implementation to ensure sustainable utilization of natural resources
- Promotion of private sector actors
- Road infrastructure development
- Increasing access to water and improving hygiene and sanitation through drilling and rehabilitation of water sources, construction of latrines and Community Led Total Sanitation (CLTS)
- Community sensitization and mindset change regarding government programmes and community development initiatives
- Construction of production (livestock, agriculture and market) infrastructure

**Financing Strategy:**

In line with the NDP III the District will require more innovative strategies for mobilizing resources both domestic, lobbying from central government and other development partners. The Local Revenue Enhancement Plan for the FY (202/21-2024/2025) will guide the district in the identification of more sources of revenue, and strategies of how to collect more revenues.

Implementation of this DDP III will cost us approximately 101.6 billion Uganda shillings of which, over 67.3% is expected from central Government releases, 0.8% from local revenue 12.5% from external financing and 19.4% for Other Government Agencies / Ministries responsibilities additional in 5 years, at the annual growth projection of 5% and financing deficit of Shs 37.9 billion

### **Implementation Strategy**

Implementation of the plan will be through the Medium-Term Expenditure Frame Work (MTEF) through the Annual work plans, budgets framework papers, and budgets. The key elements of the implementation strategy are to ensure responsibility for developing and implementing the plans under different programs

During the five years, the following will be critical for the successful implementation of the plan:

- Prioritising, Profiling and sequencing of project implementation to achieve efficiency in resource use.
- Use of Public Private Partnership in gearing development.
- Ensuring alignment of all planning and budget instruments to the DDP III& NDPIII programmes.
- Emphasising Joint monitoring and evaluation at all levels by all stakeholders.
- Ensuring good governance and physical accountability

Implementation will be both participatory approach and public private partnership in monitoring the implementation of the district development plan. Implementation will be coordinated by the office of Chief Administrative officer assisted by planning unit. There are number of institutions that will be involved in the implementation of the district development plan that include district departments, Lower Local Governments, Implementing partners, Civil Society organizations and the private sector. Departments, Lower Local Governments and Civil Society organizations will be responsible for initiating procurements and contracting out of projects, supervision, monitoring and reporting. While the members of private sector (contractors and service providers will be responsible for implementing the contracted works and services. The district executive committee and office of the Resident District Commissioner will oversee the implementation of the plan over the five-year period

### **Monitoring and Evaluation Arrangements:**

A well-coordinated district wide M&E system for effective tracking evaluation and feedback on DDPIII implementation and result framework is to be established. A participatory approach that entails the involvement of all key actors to fully internalize and own the system as well as use the results framework to inform their actions will be implemented. The M& E strategy will be developed and linked to PBS for ensuring effective implementation of planned outputs. There will be multi-sectoral monitoring on quarterly basis and lesson learnt from field monitoring to be shared during stakeholder

activity review meetings at the district level, involving LLG representative, Private sector, CSOs, opinion leaders, DEC members and councilors. Progress reports compiled under PBS on quarterly basis shared in DTPC and other stakeholders will be submitted to the relevant Ministries.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background Information

This describes the historical background of the District, what informed the generation of the DDP III, the sequence of planning process applied in the development of the plan, and the structure of the plan.

#### 1.1.1 Historical Background

Nakapiripirit District was one of the eleven Districts that were pronounced Districts by the Sixth Parliament of Uganda. It was carved out of Moroto District in 2002. Unlike others, Nakapiripirit has been a District before (1973-1981). Nakapiripirit prior to its current status was a District in 1973 and it was by then called South Karamoja District with its headquarters at Nabilatuk. But unfortunately in 1981, Obote II government regime phased out the District and aligned it to Moroto District in form of Pian, Pokot and Chekwii Counties.

Nevertheless, the restoration of Nakapiripirit in July 2001 as a District marked its rebirth to enhance government policies of decentralisation. Consequently, after the curvature of Amudat and Nailatuk districts from Nakapiripirit district in 2010 and 2017 respectively has left the LG with new administrative units as will be shown later under administrative structure.

#### 1.1.2 Context of the Local Government 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, the Local Government Act which places the primary responsibilities for development planning to the HLGs and LLGs, and reviews of the previous DDP2 which unfolded development challenges, and enhanced lesson learning to be consolidated in this DDP3.

The LGDP III is in line with the Uganda Vision 2040, LED policy, the PPP policy, the Local Government act and linked to the priorities identified in the NDPII. It takes on the new of development programme approach with 12 Development Programmes selected from the National Development Plan III that we are to contribute to. Each of the development programmes will capture various strategies and interventions responding to particular issues identified irrespective of the department in charge of implementation.

Nakapiripirit DLG has so far developed and implemented 2 Development Plans under Comprehensive National Development Planning Framework with the first plan running from FY 2010/11 to 2014/15 and the second one running from 2015/16 to 2019/20.

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

#### **1.1.2.1 Key achievements of previous Plan**

The implementation of the second Development Plan led to the following as key achievements

- Improved access to social services including education and health with one secondary school constructed at Nakapiripirit SS and health facilities rehabilitated.
- Improved literacy levels from 12.8% to 36.7%
- Improved livelihoods and food security
- Utilization and management of natural resources through three Wetland management plans prepared and implemented for Chosan-Chololo and Komojoj-Namalu wetlands.
- Improved peace with reduced incidences of animal raids and community ambushes
- Improvement in water coverage from 66% in 2015/16 to 78.4% in 2019/20.
- Community groups supported through livelihood projects like UWEP, YLP, Karamoja micro projects, among others

#### **1.1.2.2 Unfinished activities**

There still a lot of unfinished activities which included;

- Construction of Sub County administrative head quarters
- Improving access to social services through rehabilitation and constriction of schools and health facilities
- Improving rural livelihoods and food security through extension services, provision of farm inputs and appropriate technologies
- Incomplete development of wetland and environment plans and their implementation to ensure sustainable utilization of natural resources
- Promotion of private sector actors
- Road infrastructure development
- Increasing access to water and improving hygiene and sanitation through drilling and rehabilitation of water sources, construction of latrines and Community Led Total Sanitation (CLTS)
- Community sensitization and mindset change regarding government programmes and community development initiatives
- Construction of production (livestock, agriculture and market) infrastructure.

#### **1.1.2.3 Major Challenges**

The major challenges faced during the implementation of the second development plan included;

- Non alignment of annual workplans and budgets to the development plan by the various departments.
- Inadequate funding to the development plan due to low revenue base and declining disbursements of funds from the Central Government.
- Policy changes from ministries amidst the implementation of the second development

- Unpredictable creation of administrative units with Nabilatuk District removed from Nakapiripirit District including new sub counties and parishes created
- Inadequate staffing in all key sectors with only 57% staff in post compared to the approved government structure
- Delayed procurement process due to inadequate capacities in the procurement unit with only one staff (Procurement Officer)
- COVID Challenges for example fears of patients coming to the health facilities because COVID-19 epidemic especially at the start causing OPD utilization to fall down.
- Low community appreciate and support for government programmes
- Poor Operation and maintenance of established facilities (schools, water, health, etc)

#### **1.1.2.4 Lessons learnt**

The lessons learnt in the past development plan implementation period included;

- Coordination is key in tracking implementation of the Development through sector coordination groups
- Development plans should be comprehensive to cover all necessary issues or problems despite the limited resources i.e. the Development Plans can be a resource mobilization plans
- Functionalization and harmonization of planning and management structures is key in the development implementation
- Community participation and involvement enhances appreciation of the development interventions.

#### **1.1.2 Description of the LG Development Planning Process**

Nakapiripirit District Local Government employed a bottom-up planning model in which consultations were made at the lower levels (Sub Counties) to generate priorities from parish and village priorities. This process was led by the District Planning Department which integrated Departmental plans and priorities picked from the Sub Counties.

The process started with Regional Budget Consultative Workshop organized by MOFPED in Mbale on 03<sup>rd</sup> – October, 2019 where National Planning Authority disseminated draft guidelines for the development of LGDP III. The District organized Budget Conference which doubled as a Planning Conference on 22<sup>nd</sup> October, 2019 in which guidance from the National Planning Authority was shared with the Heads of Department, District political leadership, Sub County leaders and their respective planning / administrative staff (Sub County chief (SAS), Sub Accountants and Community Development Officers).

The Sub county chiefs and Community Development Officers disseminated the various planning guidelines and tools, and then collected data and priorities through the Parish Chiefs. These priorities were captured and presented before the Sub County Technical Planning Committee and prioritized interventions forwarded to the District for inclusion in the Development Plan inform of draft Sub County Development Plans. The National Planning Authority continued supporting the District and also disseminated a another set of LG Development Plan III guidelines in the Regional Budget Consultative Workshop of 24<sup>th</sup> September, 2020 in Mbale and other development plan review workshops.

The consultative meetings at various levels took in to consideration views of all groups of people at community level i.e. PLHIV, 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 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 and DDP III.

The Planning department scrutinized and synthesized submissions from departments and sub counties and those in the National Development Plan III, presented to District Planning Committee meeting on 16<sup>th</sup> November, 2020 who recommended it for the District Executive Committee (DEC). The DEC sat on 19<sup>th</sup> November, 2020 and approved the priorities for the Development Plan III, made adjustments and forwarded to the District Council for approval. The District Chairperson presented the Development Plan III inform of priorities to Council who approved it in the sitting of 10<sup>th</sup> December, 2020.

### **1.1.3 Structure of the Local Development Plan**

This Local Government Plan is divided in to seven (6) chapter.

**First chapter** looks at the background information about the District, District profile, and how the plan was developed.

**The second chapter** entails development situation (performance), cross cutting issues, District POCC, analysis of urban development issues, LG management and service delivery, and summarized LG issues.

**Chapter three** looks at local government strategic direction with the Vision, mission local programmes adopted from the National Development Plan III, Key development results and summarized program interventions and outputs.

**Chapter four** describes the implementation and coordination strategy, institutional arrangements includes 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.

## **1.2 Nakapiripirit District Profile**

This provides a clear picture of the geographical location of the District as well as its endowment in terms of physical features.

### **1.2.1 Key Geographical Information**

#### **1.2.1.1 District location**

Nakapiripirit is around 516 kilometers from Kampala using Kampala-Mbale-Soroti-Moroto-Nakapiripirit road (All Tarmac) and 353 Kilometers from Kampala using Kampala-Mbale-Nakapiripirit through Pian-Upe Game reserves. It is located in the Southern part of Karamoja region bordered in the North by Nabilatuk District, South by Kween, Bulabuli and Bukedia Districts, Katakwi and Kumi Districts in the West and Amudat in the East. The District land area is about 2,640.7 Km<sup>2</sup>.

#### **1.2.1.2 Climate and rainfall patterns**

The District is relatively not semi-arid like other Districts in Karamoja, 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.

### 1.2.1.3 Vegetation cover

Nakapiripirit District has a wide variety of vegetation types which fall under twelve categories. These categories are; High Altitude Moorland and Heath, High Altitude Forest, Moist Thicket, *Butyrospermum/Combretum* Savannah, Dry *Acacia* Savanna, Grass Savanna, Tree and Shrub Steppe, Dry *Combretum* Savannah, Grass Steppe, Bushlands, Dry Thicket, Permanent Swamps and Seasonal Swamps.

### 1.2.1.4 Drainage system

In terms of drainage system, the permanent swamps cover about 268 Km<sup>2</sup>, Seasonal wetlands or swamps cover about 553 Km<sup>2</sup>. The wetlands are more concentrated in the Western and Southern half of the District where the topography is relatively flat.

### 1.2.1.5 Topography

The relief of Nakapiripirit District is generally represented by a fairly flat plain with a highest pick found on Mt. Kadam towards the Southern part of Chekwii County at 3,063m above sea level. Along the Eastern border with Amudat, the entire length is marked by the steep Turkana escarpment.

### 1.2.1.6 Soils

There are variations in soil textures in the district with Topographic soils found mainly in the southern part of the district; Organic and Eutrophic soils of Tropical Regions are particularly associated with Mt. Kadam in Namalu Sub-county.

### 1.2.1.7 Energy

According to 2014 census, nearly 98 percent of all households in the district use wood as major source of energy for cooking and lighting as in Table 1. However, the district has potential for developing a mini hydroelectric power from its fast flowing streams running down Mt. Kadam. Nakapiripirit was joined on to the National Grid and a second line was launched by the Minister of Energy in March, 2021. Solar energy is another energy source that has not been harnessed to its potential which could help in reducing the pressure on the environment especially forests.

Table 1: District Source of Energy for Lighting and cooking by Sub-county during the Population and Housing Census, 2014

Sub-county	Total Households	Electricity	Paraffin-Lantern	Paraffin-Tadooba	Wood
Loregae	4,313	54	20	10	4,229
Moruita	2,459	97	120	105	2,137
Nakapiripirit Town Council	950	142	119	131	558
Namalu	5,217	124	335	98	4,660
Kakomongole	2,713	61	48	27	2,577

## UBOS, 2015

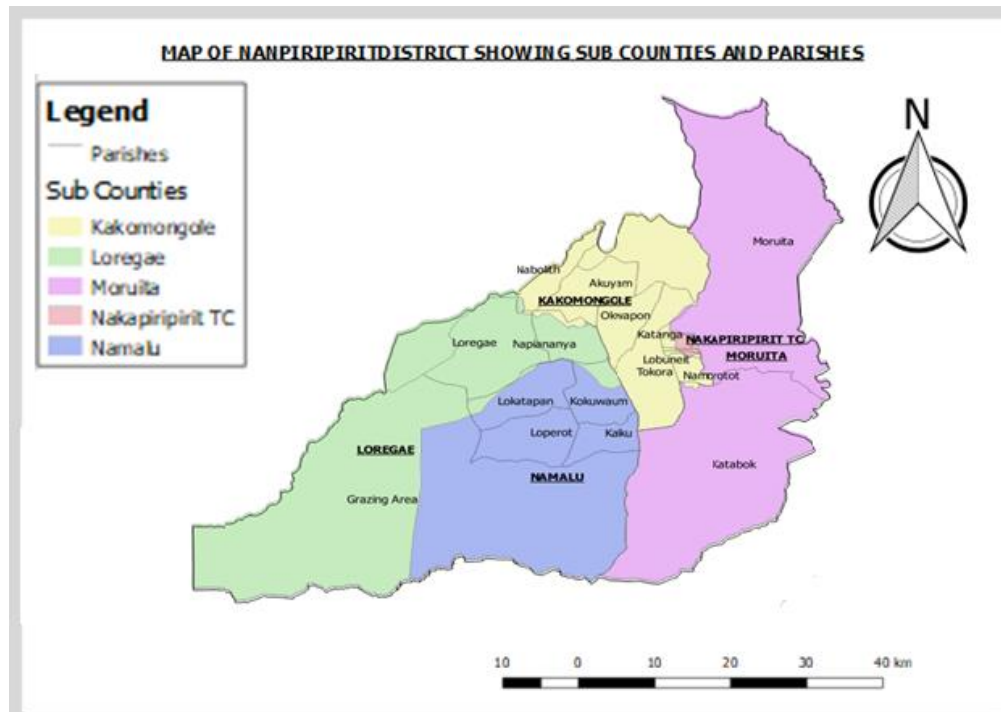
### 1.2.2 Administrative Set up

Nakapiripirit district comprises of 2 counties, 8 sub-counties and 1 Town council, 34 Parishes, and 206 Villages. However, there are currently only 4 sub-counties and 1 town council which are operational on which analysis is based on while 4 others are not operational given below.

Table 2: Administrative Units in Nakapiripirit District

County	Sub counties /Town council	No. of parishes	No. of Villages	Status
Checkwii	Kakomongole	3	15	Operational
	Kawach	5	30	Not operational
	Loregae	4	25	Operational
	Loreng	5	25	Not operational
	Namalu	3	38	Operational
Chekwii East / Kadam	Moruita	3	21	Operational
	Nakapiripirit TC	3	6	Operational
	Lemusui	5	27	Not operational
	Tokora	3	19	Not operational

Source: District Planning Unit 2020



### 1.2.3 Demographic characteristics

### 1.2.3.1 Population size

Nakapiripirit District has an estimated total population of 113,300 people for the year 2020 as shown in Table 3

**Table 3: Population Characteristics of Nakapiripirit District**

Sub Counties (Operational)	House holds	House hold size	Sex Ratio	Population			Land Area KM <sup>2</sup>	Population Density
				Male	Female	Total		
Kakomongole	3,360	7.5	95.3	12,300	12,900	<b>25,200</b>	310.5	81.2
Loregae	5,377	5.3	87.5	13,300	15,200	<b>28,500</b>	1,037.3	27.5
Moruita	3,063	6.3	103.2	9,800	9,500	<b>19,300</b>	849.4	22.7
Nakapiripirit TC	1,171	4.1	84.6	2,200	2,600	<b>4,800</b>	4.5	1,066.7
Namalu	6,455	5.5	95.1	17,300	18,200	<b>35,500</b>	439.0	80.9
<b>Total</b>	<b>19,426</b>	<b>5.7</b>	<b>94.0</b>	<b>54,900</b>	<b>58,400</b>	<b>113,300</b>	<b>2,640.7</b>	<b>42.9</b>

*Nakapiripirit Planning Department, 2020 and UBOS, 2020*

### 1.2.3.2 Sex ratio

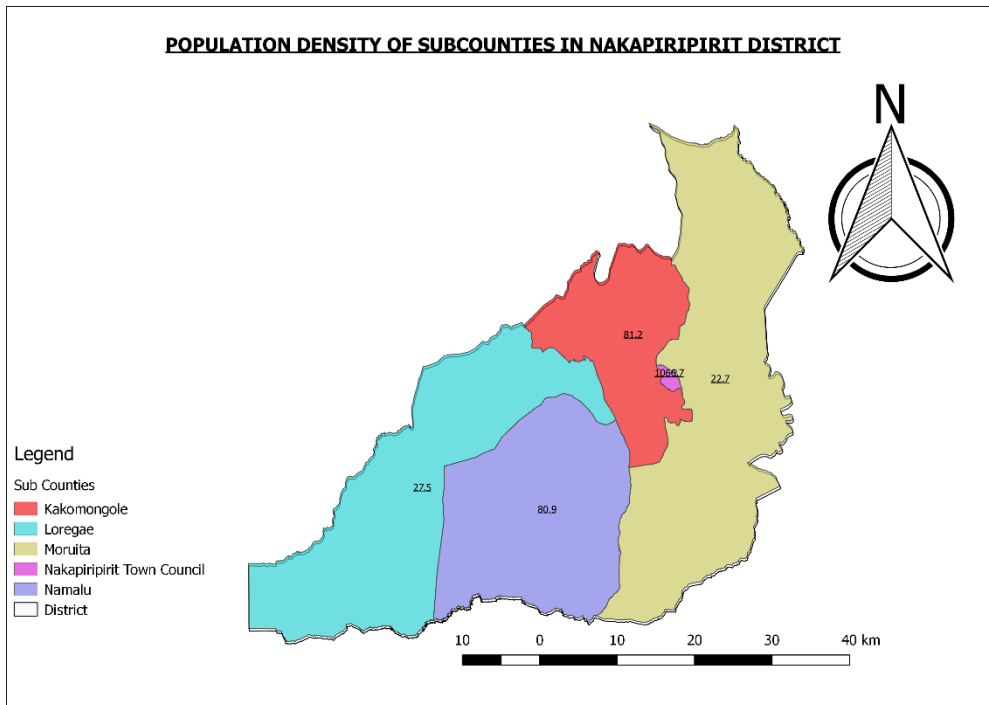
The sex ratio of Nakapiripirit District stood at 94.0 of which 54,900 are Males and 58,400 females as shown in Table 3 above. This means that for every 100 females, there are 94 males in Nakapiripirit District. Moruita Sub County has the highest sex ratio of 103.2 while Nakapiripirit TC had the lowest sex ratio.

### 1.2.3.2 Households

Nakapiripirit District has a total of 19,426 households with an average household size of 5.7 living. Namalu Sub County has the highest number of households in the District with 6,455 households. Kakomongole had the highest household size of 7.5 while Nakapiripirit like most urban areas had the lowest household size of 4.1 people per household. Majority of the households in Nakapiripirit are headed by males (79.6%) compared to their female counterparts (20.4). In addition, 0.5% households are headed by children (0 - 17 years), 26.5% of the households are headed by youths (18 - 30 years) and 24% of the households are headed by older persons (60 years and above)

### 1.2.3.3 Population density

The population of Nakapiripirit like all other Karamoja Districts is unevenly distributed population which is concentrated in urban centres and many rural growth centres. The Population density of Nakapiripirit is 42.9 people per Square Kilometer for 2020 as shown in Table 3 which is below the national average of 173 people per Square Kilometer.

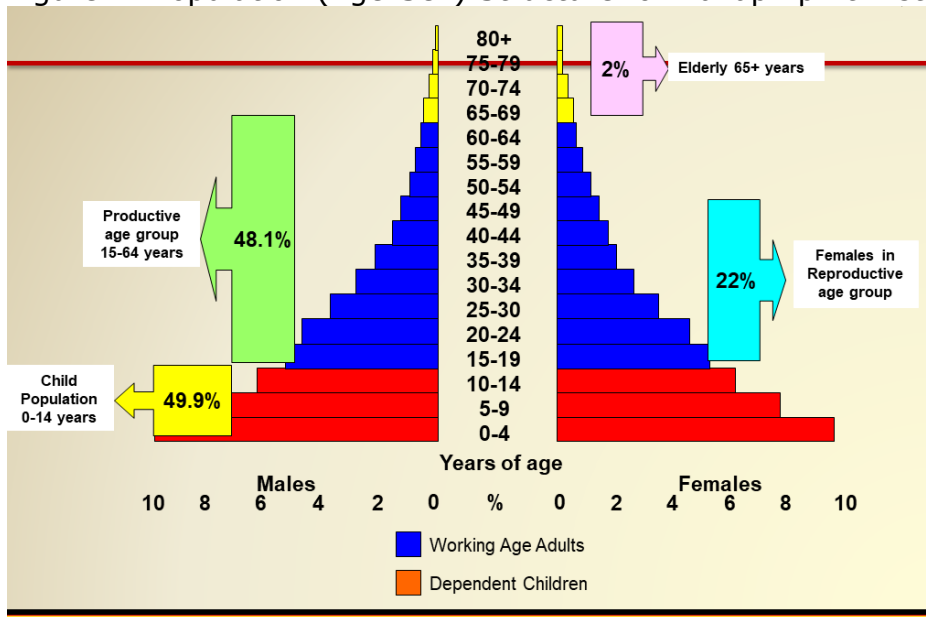


Nakapiripirit TC like most urban areas in Uganda had the highest population density of 1,067 people per a Square Kilometer which is more than 5 times the national average while Moruita Sub County had a very population density of 22.7. This affects the delivery of service delivery because most of them are planned based on administrative standards.

#### **1.2.3.4 Population structure**

Nakapiripirit has a predominantly young population with 56.9% aged 0 – 17 years, 21.8% aged 18 – 30 years. Only 15.7% of the total population is aged 31 – 59 and 5.6% is aged 60 years and above. According to the pyramid below, it is noticed the population structure of Nakapiripirit like that of Uganda has a wide base. This shows that Nakapiripirit has a relatively young population with majority of the people 24 years and below composing of 66.7% of the total population form the pyramid.

Figure 1: Population (Age-Sex) Structure for Nakapiripirit District



### 1.2.3.5 Population Growth

Nakapiripirit District population grew at an average annual rate of 4.6 between 2002 and 2014, which is more than the national population growth rate of 3.0. The large population size shown in Table 3 above and pyramid (Figure 1) above is propelled by the rapid population growth rate estimated at 4.6% per annum which is higher than the national population growth rate (3.0%). The high population growth rate has been due to the high fertility in the District estimated at almost 7.3 children per woman and the reducing mortality because of the moderate peace prevailing and improvement in service provision particularly health.

### 1.2.3.9 Fertility

Nakapiripirit registered a high Total Fertility Rate (TFR) during the last conducted census in 2014 which stood at 7.3 children per women. This is high when compared to the national TFR of 5.4. The high fertility in Nakapiripirit is as a result of many factors which include early pregnancies, pro-natalist cultural beliefs, and low contraceptive utilization at 8% among others. This has posed a big challenge to the Nakapiripirit District Local Government in this post-disarmament period as a lot of youths are idle yet more children are coming into the world unplanned for.

Overall, Early marriages have contributed to the high fertility with 8.3% girls aged 10 – 17 years and leading to early bearing early of 9.5% of girls having a child before celebrating their 18<sup>th</sup> birth day.

Table 4: Marital status and child bearing among female children by selected age group and Sub-county; Nakapiripirit District, 2014

Sub-county	Marital status (10-17 years)			Child bearing(12-17 years)		
	Ever Married	Never Married	Total	Ever had a Birth*	No Birth	Total

Loregae	202	2,137	2,339	143	1,531	1,674
Moruita	223	1,452	1,675	115	1,154	1,269
Nakapiripirit TC	38	338	376	40	250	290
Namalu	109	2,567	2,676	114	1,844	1,958
Kakomongole	163	1,650	1,813	210	1,147	1,357
<b>District</b>	<b>735 (8.3%)</b>	<b>8,144</b>	<b>8,879</b>	<b>622 (9.5%)</b>	<b>5,926</b>	<b>6,548</b>

**UBOS, 2017**

### 1.2.3.6 Dependency ratio

Nakapiripirit District has a relatively high dependence burden or ratio of 107.9% as illustrated in Figure 1. The 48.1% of the population (aged 16 – 59 years) are the ones supporting 51.9% (aged 0 – 14 years (49.9%) and 60 and above (2%)). This is worsened by the high levels of youth unemployment which impacts greatly on the few people who engaged in gainful employment. Table 5 shows that the 11.2% were not working at the time of the census as shown in Table 5.

**Table 5: Working status of the population by selected age group and Sub-county; Nakapiripirit District, 2014**

Sub-county	Persons Aged 15+ Years			Children Aged 10-17 Years		
	Working	Not Working	Total	Working	Not Working	Total
Loregae	10,044	418	10,462	4,492	117	4,609
Moruita	7,383	776	8,159	2,779	511	3,290
Nakapiripirit TC	1,718	297	2,015	414	273	687
Namalu	11,795	1,876	13,671	4,209	1,101	5,310
Kakomongole	6,603	1,395	7,998	2,833	674	3,507
<b>District</b>	<b>37,543</b>	<b>4,762</b>	<b>42,305</b>	<b>14,727</b>	<b>2,676</b>	<b>17,403</b>

**UBOS 2016**

### 1.2.3.7 Urbanization

Urbanization in Uganda focuses places that have been gazzatted by the Government as cities, Municipalities, and town councils. For Nakapiripirit district, the urban population for 2020 is estimated from the population projection of 2020 for areas under Nakapiripirit Town Council.

**Table 6: Population by Sex and Residence**

Sex	Residence		
	Urban	Rural	Total
Male	2,200	52,700	54,900
Female	2,600	55,800	58,400
<b>Total</b>	No. 4,800	108,500	113,300

	%	4.2%	95.8%	100%
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Table 6 above shows that 4.2% of Nakapiripirit District lives in urban areas (Nakapiripirit TC) for the year 2020 with 2,200 Males and 2,600 Females. This indicates that majority of the population of Nakapiripirit District lives in rural areas (95.8%).

### **1.2.3.8 Mortality**

In terms of mortality, Nakapiripirit District performed well during the Population and Housing Census of 2014. In the Population and Housing Census (2014), Infant Mortality Rate (IMR) of Nakapiripirit was established at 28 per 1,000 children with males more likely to die at 30 compared to their male counterparts at 26. Under 5 Mortality stood at 36 per 1,000 children with males more likely to die at 38 compared to the females at 34. Life expectancy at birth stood at 71.8 with women likely to live longer up to 72.5 compared to males whose life expectancy is 71.2

### **1.2.3.9 Migration**

The District was faced with limited and temporal migration which is mainly internal that is between Villages, Parishes and Sub Counties. The Population of Nakapiripirit characterized by seasonal movements of the people. This is mainly caused by;

- Search for fertile land (Re-settlement)
- Nomadic pastoralism
- Drought and Famine
- Insecurity
- Unemployment
- Breakdown in the social structure

This was supplemented by institutionally organized movements which involve people being directed to greener belts among others for improvement in agricultural production and productivity. Migration in return has caused; increased children on the street, Prostitution, Increased crime rate, Increases pressure on social services in receiving areas, Land Depletion, Deforestation, among others

### **1.2.4 Natural Endowments**

Nakapiripirit District is endowed with lots of natural resources. These include the vast land, animals, natural trees, wetlands and mounts.

#### **1.2.4.1 Environment and Natural Resources in Nakapiripirit:**

Environment and Natural Resources are very important in the development process of the district because it contains resources which have great value for the lives of the people. The majority of the population (almost 90%) depends on the environment and natural resources for their livelihood, more than 70% are employed in agriculture. This means that the state of the environment has a huge implication for poverty alleviation. Most if not all of the households in the district depend on wood fuel (firewood and charcoal) for cooking. It, therefore, follows that the degradation of the environment and the natural resources leads to low productivity and consequently low income that contributes to poverty and low standards of living of the people of Nakapiripirit District.

The increasing degradation of these resources coupled with increasing climate variability and climate change is beginning to have a serious negative impact on the Districts social and economic development and the livelihoods of its people.

#### **1.2.4.1 Mineral Deposits**

Nakapiripirit district is estimated to contain over 10 minerals of economic value, including gold, marble and limestone. It is thought that 18,000 men, women and children are engaged seasonally in the artisanal and small-scale mining sub-sector (ASM). Alternative sources of income are needed for people who no longer have access to livestock; but ASM can perpetuate their poverty cycle with low and inconsistent incomes, and work that is laborious and hazardous.

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.

#### **1.2.4.2 Game Reserves and Tourism**

The district has about 2,500 square kilometers of game reserve and about 3,600 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 picturesque 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.

There has been a focus on the potential for tourism in Nakapiripirit due to its unique culture and wildlife areas. Like the Maasai in Kenya and Tanzania, the natives have maintained many of their traditional pastoralist practices e.g. homesteads; hairstyles, facial and body scarification; song, dance and poetry; embroidery, dress, art and crafts; traditional religion; cultural institutions and customary ceremonies; and tribal marks on cattle.

The recent investments in infrastructure (roads and electrification) have opened up the possibility for district to benefit more from tourism, and a number of other developments are underway.

For tourism to bring revenue and benefits to the district as a whole, a number of issues will need to be addressed by all the stakeholders. Benefits of wildlife tourism, for example, are frequently seen as accruing to the state with local communities seeing losses in terms of reduced grazing areas, inability to burn pasture leading to increases in tsetse fly, and crop raiding by elephants. Community engagement will be needed for the successful promotion of tourism.

#### **1.2.4.3 Forests, Gum Arabic and other products**

The district has about 300 square kilometres of forest reserve located around Mt. Kadam. The district vegetation is of acacia species. The acacia trees produce a natural gum (gum Arabic) that has very good market in the soft drinks industry. There are also large reserves of aloe Vera, wildly growing in many parts of the district.

#### **1.2.5 Social – Economic infrastructure**



### **1.2.5.1 Physical infrastructure**

Physical infrastructure is essential for the delivery of basic social services and to stimulate economic growth, for example through linkages to markets for agricultural production/livestock trading. The second National Development Plan highlights the importance of upgrading strategic roads in the north of the country to support key sectors, including tourism and mining. The government is keen to incentivize the private sector to invest in infrastructure.

Recent achievements in infrastructure: The Uganda National Road Authority is upgrading roads linking in Karamoja other parts of the country particularly Muyembe to Nakapiripirit road and community access roads have also reopened. Construction of offices at sub-county levels has ensured greater engagement at this level, whilst further investments have taken place in terms of school and health infrastructure.

The district now has connections to the national electricity grid, as part of the Rural Electrification Scheme, and is connected with private power distributors. Overall the level of energy and lighting provision remains low, with continued dependency on firewood and charcoal causing environmental degradation. The district has tremendous potential for the development of renewable energy sources (solar, wind energy and greater use of biomass/biofuels), leapfrogging fossil fuels grids to clean energy.

### **1.2.5.2 Standard of living**

The standard of living is mainly defined by livelihood patterns, human settlement patterns and resource productivity including economic activities.

**Livelihood patterns:** The population of Nakapiripirit is largely agro-pastoralist with majority of households keeping livestock and some subsistence crop agriculture. Namalu and Kakomongole are the leading sub counties in crop agriculture while Moruita and Loregae are predominantly pastoralist. There is also an increasing number of households engaging in trade especially in the urban and rural growth centers.

**House Income Analysis:** In Nakapiripirit, the most important sources of household income is from marketing of Agricultural products (19%), followed by the sale of alcohol/ brewing (12%), and 20% of the HHs engaged in some kind of formal skilled or non-agricultural trade while others 19% engaged in some unspecified activities. (HEA 2017/2018).

**Human settlement patterns:** The human settlements in Nakapiripirit are not planned, mapped or serviced under the National Land Use Policy, National Shelter Strategy and the Town and Country Planning Act, CAP 246. These townships, markets and traditional homesteads are clustered or nucleated. They follow the traditional clan system of population settlement. The traditional settlement plan or village model in Nakapiripirit is designed with consideration of social set up, security and protection of the community and their livestock and other family assets enclosed with a manyatta.

**Livestock trade:** From a livestock trade perspective the district can now be viewed as a regional economic hub. Livestock are supplied internally to other parts of Uganda and are being informally exported. Karamoja's livestock are directed to about 20 terminal markets in Uganda as well as into Turkana and Pokot in Kenya, and Juba in South Sudan. This trade is providing important regional level economic benefits, generating revenues that extend far beyond those of the direct livestock transactions. Taxes and movement permit levies are a valuable revenue source for sub-counties,

whilst trade networks support significant numbers of livelihoods ranging from transportation services to petty trading.

#### **1.2.5.3 Poverty analysis**

Nakapiripirit GDP was established at USD 18.7 million with GDP per capita of USD 137 (Mickey Raza, Jonathan D. Moyer, Xuantong Wang, and Paul Sutton, 2017). Nakapiripirit is one of the Districts with the highest level of poverty in Uganda with about 59.5% of as the head count compared to 21.4 at National level. Poverty has become further entrenched as a disproportionate percentage of the population remains trapped in subsistence agriculture.

The major causes of poverty in Nakapiripirit include; predominant subsistence and rural economy, peasant farming techniques, low investment opportunities, lack of industrialization and No reliable source of energy.

## CHAPTER TWO: SITUATION ANALYSIS

### 2.0 Introduction

This chapter reflects on the status of the District in relation performance against established standards in the District. This includes; District POCC analysis, Development situations and summary of development issues.

### 2.1 Analysis of District Potentials, Opportunities Constraints and Challenges

The District development Plan has come with various Potentials, Opportunities, and constraints and challenges which are detailed in the matrix below;

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<p><b>1. The Land</b> Nakapiripirit has vast land totaling to 2640.7KM<sup>2</sup>. Majority of this land is not exploited and has fertile soils and land can produce more food than the domestic requirement of the district and the extra to be marketed and raising people's income. If fully exploited which lead Nakapiripirit into economic development</p> <p><b>2. Livestock</b> Nakapiripirit is an agro-pastoral community and has one the largest stocks of livestock In addition, there are 4 cattle markets which are a source of incomes to the people.</p>	<p><b>1. Political will and Commitment</b> Nakapiripirit has political leaders from the District level to the Village level who are committed to its development. These if fully exploited can be used to lobby for more resources, attract development interventions and ensure that government programmes are fully and value for money realized.</p> <p><b>2. Government Policies and Programs</b> The current policy environment put in place by Central Government is expected to spur Nakapiripirit into development. For example Decentralization policy has</p>	<p><b>1. Weak government structures</b> Nakapiripirit has appointed staff up to the Parish level, however, not all parishes have parish chiefs (16 out of 25) and a few extension workers (2 out of 6 Veterinary Officer, 4 out of 6 CDOs, 3 out of 6 Agricultural officers) at the sub county level. This limits the coverage of service delivery. In addition most of the Parish Development Committees are not functional.</p> <p><b>2. High illiteracy levels and low skilled Population</b> Nakapiripirit has one of the lowest</p>	<p><b>1. High Population growth</b> Nakapiripirit has the highest population in the Karamoja region with a population growth rate of 4.6% compared to the national which is 3.0. If the population continues to grow at this rate Nakapiripirit is unlikely to achieve its vision because the achievement made are watered down by the tremendous population increase</p> <p><b>2. Low grade Hydro-electricity</b> Nakapiripirit is one of the marginalized Districts when it comes to power / electricity. We have weak phase</p>

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<p><b>3. Existence of Government structures</b> Nakapiripirit has the presence of Government up to the lowest level (Village). The CAO heads the public service in the District at HLG level, the Sub County SAS at the LLG level and Parish chiefs man their respective parishes. The Political leaderships is from the District level with the District Chairperson up to the Village level with LC I Chairpersons. These structures aid the implementation and monitoring of government programmes up to the lowest level.</p> <p><b>4. Location of Nakapiripirit</b> Nakapiripirit District is strategically located in the middle of two cities (Mbale and Moroto) on the shortest route to Moroto City from Mbale.</p> <p><b>5. Partnership.</b> Nakapiripirit is implementing the Public Private</p>	<p>empowered the Local Government to extend services to the grass root people, Karamoja micro projects Programme, Peace Recovery and Development Programme, NUSAF, Karamoja Development Policy, among others. This allows them to do the planning and implementation themselves to help address the needs raised during the setting of priorities.</p> <p><b>3. Government support</b> Nakapiripirit receives technical and financial support from the Central Government annually and quarterly through the Ministry of Finance, Planning and Economic Development as well as other ministries and government authorities. Both government conditional and unconditional grants are helping to fill the resources gap in the District</p> <p><b>4. Peace and Political stability</b></p>	<p>literacy levels in Uganda with only 13.8% people able to read and write (Census 2014). The majority of the people are not skilled which hampers them from accessing employment and economic productivity. This high illiteracy has affected the absorption and utilization of government programmes.</p> <p><b>3. High Poverty levels</b> Nakapiripirit has one of the highest poverty levels in Uganda with a poverty head count of 88%. This is as a result of unemployment and inadequate skills to be absorbed in the available job market</p> <p><b>4. Low local revenues</b> Nakapiripirit locally raised revenues are very low despite having high population and vast area. This is of the high poverty levels and</p>	<p>of hydro-electricity that cannot support reasonable industrialization. This has limited the growth of industries and reduced employment opportunities in the District</p> <p><b>3. Environmental degradation/Soil Erosion</b> The deteriorating state of the environment is another big threat considering that agriculture is the mainstay of the people and yet it is so heavily dependent on the environment to make it feasible in terms of soils, water, vegetation etc. Aggressive human action, e.g., charcoal burning and over grazing of livestock has resulted in to environmental degradation. Indeed the district will show evidence of massive erosion both sheet and gulley, loss of vegetation cover, little or no surface water etc. The ramifications of</p>

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<p>Partnership strategy of government with various stakeholders. There is a strong relationship and mutual understanding between the District Local Government and development partners which include Donors, NGOs, CBOs, FBOs, CBOs and Banks. Through good collaboration they complement government efforts in programmes which government would otherwise leave due to budget constraints, sharing of expertise and experiences and ability to reduce duplication of efforts.</p> <p><b>6. Existence of game reserves and conserved areas</b> Nakapiripirit District is home to Pian-Upe Game Reserve with a variety of animal and plant species.</p> <p><b>7. Minerals</b> Nakapiripirit is rich in various Minerals including Gold, Mercury, Murrum,</p>	<p>For long, the people of Nakapiripirit were caught in civil unrest caused by cattle rustling and ethnic conflicts that hindered the delivery of services. The successful Disarmament program which was conducted by Government has brought peace and stability in Nakapiripirit. This is an opportunity to extend government authority and services to all the places which could not be reached because of insecurity.</p> <p><b>6. Young Population</b> Nakapiripirit has a young population with 58% below 18 years and 80.3% below 30 years. These are the groups of the population that are adaptive, quick to learn and energetic. If given the appropriate skills and guidance then Nakapiripirit will achieve its goals and objectives as well as the District Vision.</p> <p><b>7. Infrastructure development</b></p>	<p>unemployment. This has hindered the Local Government from completing its mandate in all the Departments.</p> <p><b>5. Inadequate infrastructure</b> Nakapiripirit infrastructure is still wanting. We do not have a Hospital, Hydro-electricity, Industrial park, Tarmac roads, among others. Most facilities are hard to access during the rainy season as the soils clay and loamy. These have affected economic development and access to quality services as well as exploiting the opportunity of being in a strategic position.</p>	<p>this deteriorating environment are many and far-reaching and it may not be too early to begin looking beyond our resources and abilities to halt and possibly reverse the looming dangers.</p> <p><b>4. Climate change and prolonged droughts</b> Prolonged drought is another formidable threat to the realization of meaningful agricultural practices in the district. This is brought about by torrential rainfall whose distribution is uneven. The total amount of rainfall received in the district ranges between 700mms to 1,500mms, just like many parts of Karamoja sub region.</p> <p><b>5. Pests and diseases</b> Pests and diseases have unleashed untold damages to the crops and animals in the district making agricultural</p>

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Sand, Rocks and aggregates. All these if well regulated and exploited can spur tremendous income improvement and development	UNRA has embarked on construction of a Tarmac road from Muyembe to Nakapiripirit road. This will improve connectivity of Nakapiripirit with other Districts hence increasing mobility and access to markets for her products.		enterprises economically unviable. Personnel in the agricultural and veterinary sectors in the district are incredibly scarce.

### Key Development Indicators

The LGDP reflects applicable national development indicators in a table below. This is in view of the NDPIII and the Uganda Vision 2040 Targets. Examples of Key Standard Development Indicators include: Proportion of persons in the LG that is below poverty line, literacy rate, maternal mortality rate, infant mortality rate, teacher-pupil ratio, among others against the national average

### Key Development Indicators

Indicator	District Status	National Average	NDP III Targets
Share of working population	48%	79.0	87.2
Population below poverty line	59.5%	21.4	18.9
GDP (USD)	137	6.2	7.2
Population Growth	3.0	3.0	2.5
Agriculture contribution to GDP	69%	22.9	19.9
Percent of manufactured agriculture products in market	0	12.3	19.8
Percentage of Titled land	0.2	21	40
Youth unemployment (%)	14.8	13.3	9.7
Households with access to Electricity	20%	21	60
%age of District roads in fair to good condition	43%	61	80
Forest Cover (percent of total land area)	11.4%	12.4	15
Wetland cover (percent)	Not Known	8.9	9.57
Water coverage	58%	73	85

Indicator	District Status	National Average	NDP III Targets
Sanitation coverage (Latrine coverage)	49%	83	
Hygiene (Hand washing)	59.3%	34	50
Employment population ratio	82.7	47.3	69.8
Life Expectancy at birth	71.8	63.3	70
Infant Mortality	72	43	34
Maternal Mortality Rate	588	336	211
Neonatal Mortality Rate	30	27	18
U5 Mortality Rate	105	64	42
Literacy	16.9%	73.5	80.0
Stunted Children U5 (Percent)	35.2%	29	19

## 2.2 Development situation

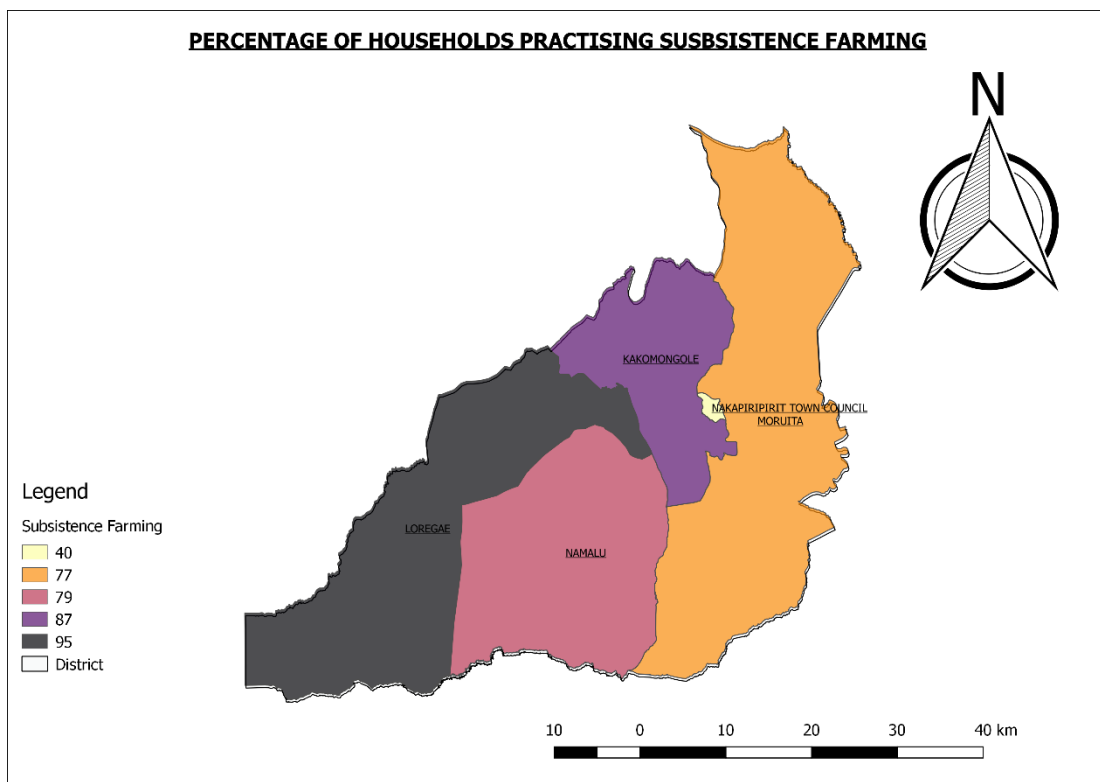
Development achievement is one of the key of focus of this Development Plan. This section discusses the development situation of Nakapiripirit which include Key Growth Opportunities such as; Economic development, Economic / Productive infrastructure, Human and Social Development, Environment and Natural Resources, Urban Development and Physical Planning and LG Management and Service Delivery.

### 2.2.1 Economic Development

Economic development of Nakapiripirit will focus on the key growth opportunities as discussed below;

#### 2.2.1.1 Agriculture

Nakapiripirit Agricultural sector is predominantly pastoralist with increasing households engaging in crop agriculture due to government interventions and existing peace which has encouraged the people to go further in previously abandoned lands.



Despite the importance of Agriculture in the economy, the sector’s performance in recent years in terms of production and productivity, has not been satisfactory mainly due to: slow technological innovations and adoption particularly amongst farmers; poor management of pests and diseases; inadequate extension services, limited access to land and agricultural finance that disproportionately affects women and youth farmers;; as well as over dependency on rain-fed agriculture. In addition, the majority of the women farmers lack ownership and control over land (5.2% of women own agricultural land in Nakapiripirit district compared to the national figure of 28% women and 72% men) (IPC analysis 2017/2018).

Table 7: POCC of Agriculture in Nakapiripirit

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<ul style="list-style-type: none"> <li>• Vast land in the green belt</li> <li>• Range lands</li> <li>• Fertile soils</li> <li>• Availability of extension services</li> <li>• Youthful population</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing peace</li> <li>• Agricultural development partners like SBDI</li> <li>• Affirmative action from Government</li> <li>• Improving attitude towards crop agriculture</li> <li>• Policy direction to improve agricultural</li> </ul>	<ul style="list-style-type: none"> <li>• Poor access to markets from farmlands</li> <li>• Inadequate agricultural input dealers and inadequate agriculture planting inputs/seedlings distributed to the farmers in all sub counties</li> </ul>	<ul style="list-style-type: none"> <li>• High illiteracy levels</li> <li>• Poor attitude of people’s over reliance of hand outs</li> <li>• Pests and disease outbreaks like fall army worm</li> <li>• Inadequate funding to the</li> </ul>



	production and productivity	<ul style="list-style-type: none"> <li>• Limited extension services with few extension workers</li> <li>• Poor farming practices like bush burning, single cropping, etc.</li> </ul>	agricultural sector <ul style="list-style-type: none"> <li>• Climate change causing Erratic and unreliable rain of weather</li> </ul>
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A greater percentage of supply of agricultural inputs to farmers in the district came from Operation Wealth Creation as shown in Table 8 below.

**Table 8: Inputs provided to farmers in Nakapiripirit**

S/N	Enterprise	2015	2016	2017	2018	2019	Total	Beneficiaries
1	Maize (Kgs)	7600	10,320	14,405	27,000	20,000	79,325	6,559
2	Beans (Kgs)			26,500	9500		36,000	3,604
3	G/nuts (Kgs)	1,000					1,000	50
4	Soya beans (Kg)	3306					3,306	329
5	Orange seedlings			10,0342	20,000		120,342	1,490
6	Mangoes seedlings			14,000	20,000		34,000	227
7	Cassava cuttings (bags)	100		1201	1245	760	3,306	745
8	Sorghum (Kgs)					17,200	17,200	3,800
9	Cow peas (Kgs)					8,000	8,000	1,277
10	Dairy cattle		28	23	34	25	85	85
11	Breeding bulls		09				09	09
12	Piglets	20					20	20
13	Boar goats	92					92	46

### **Crop agricultural Production and productivity**

Nakapiripirit registered an increase in area under food crops planted during 2017/18 by 8.5% for cereals (maize, sorghum, rice), 6.12% for root crops (sweet potatoes, cassava), 4.34% for pulses (beans, cow peas) and 5.25% for oil seeds (ground nuts, sesame seeds and sunflower).

Table 9: Production of major crops in Nakapiripirit

S/N	Enterprise	2015	2016	2017	2018	2019	Total	Beneficiaries
1	Maize (Kgs)	19400	21,200	20600	20,000	21,800	103,000	6555
2	Beans (Kgs)	7,640	7,900	8,300	8,000	9,110	40,950	5700
3	G/nuts (Kgs)	7,300	8,120	7828	7,600	8,300	39,148	2820
7	Cassava cuttings (bags)	740	810	780	760	830	3,920	930
8	Sorghum (Kgs)	16,600	18,200	17,700	17,200	18,800	88,500	19000
9	Cow peas (Kgs)	7,760	8,400	8240	8,000	8,850	41,250	6385

Despite all the challenges, there has been improved post-harvest handling and storage of produce with more value addition facilities established including; 120 Maize grinding mills, 7 Rice hullers, G-Nut grinding machines, one aggregation center in Namalu, 8,760 Portable silos, 20 Super grain bags, 267 plastic silos, One Stores at Prison and Namalu SC.

### Livestock and poultry

Livestock production is the one of the major socio-economic activities in Nakapiripirit. The District experienced an improvement in the animal industry with the adoption of improved breeds as shown in Table 8.

There has been low production of animals because the communities have local breeds and have an attitude that promotes large stocks of animals without minding about quality and inadequate appreciation of commercialization.

Table 10: Estimated Number of Animals / birds by type

S/no	Animal type	Estimated Number	Production trends
1	Cattle	410,0000	There has been a decline in numbers due to drought.
2	Sheep	250,000	There has been a decline in numbers due to drought,
3	Goats	156,000	There has been a decline in numbers due to, parasites and diseases, pockets of insecurity, trade etc.
4	Poultry	35,000	Had been major source of proteins during quarantine. Disease, parasites, poor housing and hygiene
5	Turkeys	490	Disease, parasites, poor housing and hygiene
6	Ducks	973	Disease, parasites, poor housing and hygiene
7	Pigs	351	Disease, parasites, poor housing and hygiene

## **Fishing**

Nakapiripirit districts has made limited interventions in fish farming with 4 fish ponds found in Nakapiripirit Town Council with capacity of 200 fish in each pond. The major types of fish reared are tilapia and cat fish. There are still low levels of fish farming due to lack of a fisheries officer and inadequate knowledge by the community.

## **Entomology**

Apiary or bee keeping is practiced by few farmers in the various parts of the District. The production department trained 200 Apiculture farmers and supplied them with modern bee hives. There is one major cooperative that is involved in apiary called Moruita Honey producers and processors Association. Many people have not embraced apiary due to lack of skills, few honey processing sites, increased destruction of the environment which has reduced the tree cover.

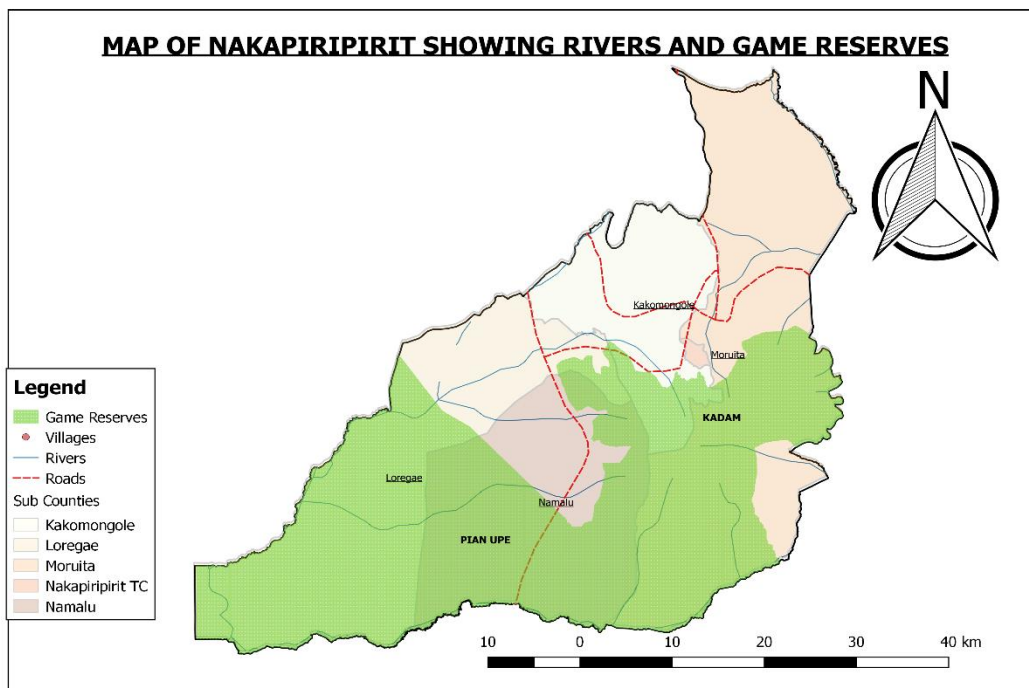
## **Summary of key issues under Agriculture**

The major issues of concern identified under agriculture include;

- Limited mechanization of agriculture and use of rudimentary tools in farming including hand hoes
- Poor farming practices like bush burning, over cropping of a single crop
- Inadequate extension services due to low staffing levels
- Poor documentation of land
- Limited access to credit
- Over dependency on rain fed agriculture
- Lack of ownership and control over land by women yet they are the largest users in farming
- Limited access to land and agricultural finance that disproportionately affects women and youth farmers
- Large stocks of local breed with commercial yields
- Negative attitude towards commercial animal rearing
- Inadequate skills and equipment to support apiary

## **2.2.2 Tourism**

Tourism in Nakapiripirit district has majorly been spearheaded by the Uganda Wildlife Authority with emphasis on the Pian-Upe Game Reserve. The district has about 2,500 square kilometres of game reserve and about 3,600 square kilometres of controlled hunting area, leaving less than 1,000 square kilometres for people. The tourism industry in the district is till young but rapidly growing. The district has picturesque 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. There has not been too much investment in tourism due to lack of staff specifically Tourism Officer. Therefore, tourism has been an occupation for the private sector and a few community groups supported by Uganda Wildlife Authority who is the major actor. However, Nakapiripirit has a young but developing leisure and hospitality sector with guest houses most of which operate like hotels but have inadequate services that can suit demands of foreign tourists as shown in Table 11 below;

**Table 11: Hotel and other accommodation facilities in Nakapiripirit**

S No.	Hotel Name	Type	Location
1	Heritage Hotel	Hotel	Namalu SC
2	UWA Bandas	Bandas	Pian-Upe (Namalu SC)
3	Pian-Upe Camping Site	Camping site	Pian-Upe (Namalu SC)
4	Kadam Hotel	Guest house	Namalu SC
5	Panahora Hotel	Hotel	Nakapiripirit TC
6	Nakaps City View	Guest house	Nakapiripirit TC
7	Hill view	Guest house	Nakapiripirit TC

**Table 12: POCC Analysis for tourism**

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<ul style="list-style-type: none"> <li>• Scenery view at Archer</li> <li>• Pian-Upe Game Reserve</li> <li>• Mt Kadam with new caves discovered</li> <li>• Rich traditional culture</li> </ul>	<ul style="list-style-type: none"> <li>• Tarmacking of Nakapiripirit-Muyembe road</li> <li>• Strategic investment by Government in Tourism development and promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Poor access to tourism sites</li> <li>• Inadequate staffing (No tourism officer of Conservation Officer)</li> <li>• Limited funding to tourism activities</li> </ul>	<ul style="list-style-type: none"> <li>• Environment degradation leading to destruction of the habitant</li> <li>• Inadequate funding towards tourism promotion</li> </ul>

### Tourism products

The major tourism products in Nakapiripirit include;

- Animal tracking and bird view in Pian-Upe Game Reserve
- Camping especially in the game reserve
- Scenery view at Archer landscape where you can morethan 11 Districts of Karamoja, Teso and Acholi (Kaabong, Kotido, Napak, Moroto, Nabilatuk, Amudat, Bukedea, Kumi, Katakwi, Kitgum and Agago)
- Caves
- Heritage sites such as Akiriket or Elders meeting points
- Karamoja traditional culture including dressing attire,

### Summary of issues

The summary of issues under tourism includes;

- Inadequate hotel facilities matching to international standards
- Disorganized players in the tourism industry with no coordination
- Lack of professional staff especially there is no Tourism Officer
- Poor access to tourism sites
- Environmental degradation and encroachment on tourism sites
- Weak attitude towards tourism promotion and development

### 2.2.3 Minerals

Nakapiripirit is one of the districts in Karamoja with the highest mineral potential with viable deposits of limestone, marble, gold, iron ore, diamond, gems and rubies. Already, Tororo cement is extracting marble stones and limestone, very important inputs in the making of cement. At present the processing of raw materials is undertaken outside of Karamoja, denying revenue to the district in terms of multiplier employment and economic benefits. Limited attention is being paid to the environmental and social impacts of mining on local communities. Mining takes place against a backdrop of challenges and a history of land related conflict. Unregulated mining, unclear licensing processes and outdated laws impact on levels of tension, marginalization and violence between individuals, the state, communities and companies. Most of these places are Table 13 shares some of the identified or speculated minerals in Nakapiripirit

**Table 13: Minerals in Nakapiripirit**

Mineral	Location	Status
Gold	Moruita	Smallscale mining
Marble	Moruita Sub County / Mt Kadam	Propsectus
Mercury	Tokora	Propectus
Iron Ore	Moruita (Ututu)	
Graphite	Namalu SC	
Murrum	All Sub counties	Mining but unregulated
Sand (Majorly Riverline Sand)	All Sub counties	Mining but unregulated
Stones and aggregates	All Sub counties	Mining but unregulated

**Table 14: POCC analysis of minerals in Nakapiripirit**

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<ul style="list-style-type: none"> <li>Abundant unexploited minerals</li> </ul>	<ul style="list-style-type: none"> <li>New geological survey expected to reveal more minerals</li> <li>Increasing interest from private investors</li> <li>Development partners like ECO supporting small scale miners</li> </ul>	<ul style="list-style-type: none"> <li>Disorganized miners</li> <li>Poor access to the mineral areas</li> <li>Unskilled miners</li> <li>Lack of proper mining gear and equipment</li> <li>No District staff in line with exploration qualification</li> <li>Communal land ownership</li> </ul>	<ul style="list-style-type: none"> <li>Land grabbing by corporations</li> <li>Licensing by Ministry of Energy and Minerals without input of Districts.</li> <li>Unregulated mineral dealers</li> </ul>

The major mineral being extracted in Nakapiripirit is gold in areas of Moruita, practised by mostly women and youth. This is done in shallow alluvial pits using rudimentary tools. Separation of gold from waste minerals is done either by plastic basins or calabashes. Miners expose themselves to a number of occupational risks including chronic exposure to dust and heat (sun scorching), accidents from flying rock fragments, falling debris and collapse of open pit walls or underground tunnels leading to loss of life. "Wildcat pitting" renders livestock grazing and free passage of humans difficult, if not impossible, at ASM sites because of the risk of falling into pits. This has led to fewer revenues because little money paid in exchange for their gold. In addition, these mining areas have poor hygiene and sanitation without proper latrine leading to seasonal outbreak of epidemics like cholera.

### Summary of mineral issues

The mining sector is faced with a number of issues summarised below;

- Unskilled mining labor force
- Unregulated mining activities and dealers

- Poor hygiene and sanitation in mining areas
- Land conflicts and grabbing
- Accidents from pitfalls

### 2.2.4 Trade, Industry and Cooperatives

Trade is one of the livelihood activities in Nakapiripirit especially in the urban and semi-urban areas at a small scale. Trade is majorly focussed on food and household items. Nakapiripirit has 6 markets with some limited infrastructure in Namalu (Cattle market), Moruita (Cattle market), Loregae (Cattle market), Lemsui (Cattle market), Kakomongole SC (General market) and Nakapiripirit TC (General market). The most traded commodities in the markets in animals and food items while in the urban areas where shops are, household items are the most traded. Most businesses are under developed and not registered which brings issues of supervision and made it hard to access capital which limits their growth. There is still over reliance of environment for survival through burning charcoal and cutting trees for firewood which is sold by the road sides of major roads.

The industrial sector of Nakapiripirit is still under developed and concentrated in agricultural food value addition with 120 maize grinding mills, 7 Rice hullers and one Ground nuts grinding machine in the entire District. People still trade in raw materials because the quality of electricity does not support major industrial and processing activities.

Nakapiripirit District has 4 active cooperative or commodity associations which include; Namalu Farmers Association, Moruita Honey Producers and Processors Association and Kakomongole Farmers Association and Nakapiripirit Green Farmers Association. There have not cooperative societies or SACCOs created in the previous 5 years as there has not been a Commercial Officer to support them.

**Table 15: POCC Analysis of Trade, Industry and Cooperatives**

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<ul style="list-style-type: none"> <li>• Increased production of agricultural products</li> <li>• Livelihood programmes like EMYOOGA, UWEP and YLP</li> </ul>	<ul style="list-style-type: none"> <li>• Tarmacking of the Nakapiripirit to Muyembe road</li> <li>• Karamoja feeds Karamoja programme by WFP</li> <li>• Parish Development Model with financial inclusion</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Poorly developed industrial sector</li> <li>• Lack of transport equipment for Commercial Office that hindering movements to the various places</li> <li>• Poor quality produce which cannot attract international sales</li> <li>• Weak business association</li> </ul>	<ul style="list-style-type: none"> <li>• Hostility amongst the business communities</li> <li>• Inadequate information commodity prices and profitable business enterprises</li> <li>• Poor transport and communication networks</li> <li>• Illiteracy among local traders</li> <li>• Weak and erratic electricity supply</li> </ul>

## Summary of issues

- Inadequate access to capital by business
- Poor market infrastructure
- Over reliance on environment for survival
- Unregulated business and enterprises development

### 2.2.5 Financial Services

Nakapiripirit is limited financial services with no banking institution. However, the district has other micro finance institutions like Platinum that majorly focus on loan disbursement to government employees and small scale businesses. The nearest banking services are in Moroto around 93 Kms and other options are in Mbale around 136 Kms. This increases the cost of doing business as cash from major banking institutions can be accessed from those two places.

Table 16: POCC Analysis of financial services

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
• Microfinance service providers	• Increasing economic growth • Mobile and internet banking	• No banking institutions	• Predominantly rural and remote district

### Summary of financial services issues

- No banking institutions in the District

## 2.3 Economic/Productive Infrastructure

This section provides a brief overview of the economic/productive infrastructure in the Nakapiripirit with focus on Water for Production (WfP), Transport, Energy and ICT.

### 2.3.1 Water for Production

Water is one of the major factors in the growth and development of an economy regarding production and productivity of the agriculture which is the key growth sector. Nakapiripirit District has a total 10 facilities of water for production as shown in table 17 below;

Table 17: No. of Water for Production facilities by Sub County

Sub County	Type of water for production facility				% Functionality
	Dams		Valley tanks		
	Functional	Non-Functional	Functional	Non-Functional	
Kakomongole			4		100%
Loregae					
Moruita			1		100%
Nakapiripirit TC					
Namalu		1	2	2	40%
<b>Total</b>		<b>1</b>	<b>7</b>	<b>2</b>	<b>70%</b>

*Water department, 2020*



The functionality of water for production facilities is at 70% with only 7 valley tanks functional against 2 valley tanks and one dam that are not functional. There is low access to water for production facilities at 50% (10 facilities out of 20 functional parishes) with no irrigation scheme in the District and one sub county lacks any vast water facilities. This is has limited modernization of agriculture and increased movements by pastoralists to look for water. In addition, the pastoralists water their animals using boreholes leading to their constant break downs.

### Summary of issues

- Low coverage of water for production facilities

### 2.3.2 Transport

Road networks in the district are fairly good linking all sub counties to the district headquarters and neighboring districts. Nakapiripirit District has 200.6km of district roads. 103 km are in good condition, 8.5km in Fair condition, and 15km in poor condition and about 74.1km in Bad condition. A good condition road is one which can provide accessibility throughout the year. A fair road is one which can provide accessibility throughout the year but in the wet season to only four wheel vehicles. A poor road is one which provides accessibility to all vehicles only in the dry season A bad road is one which does not provide accessibility at all. This is mainly due to presents of bottle necks e.g. big potholes, broken bridge / culvert, water logging, swamp crossing etc.

**Table 18: Roads of Nakapiripirit District**

Type of works	Roads to be maintained	Location	Distance
<b>ROUTINE MANUAL ROAD MAINTENANCE</b>	1-Nakapiripirit-Kakomongole 16Km 2-Namalu-Nabulenger 6Km 3-Nakapiripirit-Tokora 8Km 4-Namalu-Loreng 15Km 5-Amudat main road –Komaret 10Km 6-Katabok-Lemusui 10km	1-Kakomongole 2-Namalu 3-Kakomongole 4-Loregae 5-Moruita 6-Moruita	16km 6km 8km 15km 10Km 10Km
<b>PERIODIC ROAD MAINTENANCE</b>	1-Namalu-Kokuam Dam 3Km 2-Namalu-Nabulenge 08Km, 3-Namalu-Loreng 23Km 4-Namalu-Kaiku 2Km 5- Nakapiripirit-Kakomongole 16Km 6-Kakomongole-Nabilatuk 15km 7-Kakomongole-Moruita Junction 23km	1-Namalu 2-Namalu 3-Loregae 4-Namalu 5-Kakomongole 6-Kakomongole 7Kakomongole	3km 08 km 23km 2Km 16Km 15km 23km

Type of works	Roads to be maintained	Location	Distance
<b>ROUTINE MECHANISED ROAD MAINTENANCE</b>	1-Nakapiripirit-Kakomongole 16Km	1-Kakomongole	16km
	2-Namalu-Nabulenger 6Km	2-Namalu	6km
	3-Nakapiripirit-Tokora 8Km	3-Kakomongole	8km
	4-Namalu-Lorenge 15Km	4-Loregae	15km
	5-Amudat main road -Komaret 10Km	5-Moruita	10Km
	6-Katabok-Lemusui 10km	6-Moruita	10Km
<b>SPOT REPAIR</b>	1-Nakapiripirit-Tokora 4Km	1-Kakomongole	4Km
	2-Nakapiripirit-Kakomongole 8km	2-Kakomongole	8Km
	3-Namalu-Nabulenger 4Km	3-Namalu	4Km
	4-Namalu-Lorenge 5Km	4-Loregae	5Km
	5-Katabok-Lemusui 10Km	5-Moruita	10Km

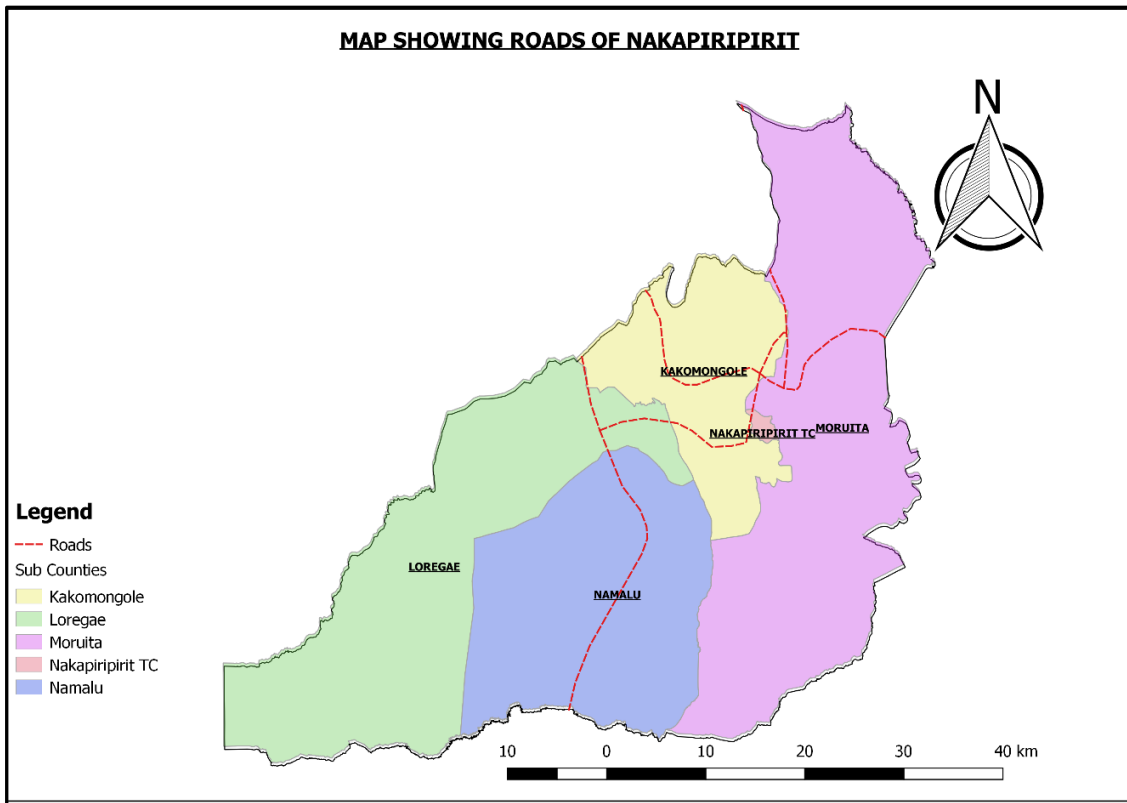
***Nakapiripirit Works and Technical Services Department, 17/02/2021***

**Table 19: Summary of Surface Condition**

Surface	Sections under the surface type		Break up of section length by surface condition		
	Length (km)	% District Total	Good %	Fair %	Poor/Bad %
Earth	103.7 km	78 %	43%	19.2 %	37.8 %
Gravel	96.9 km	22%	17 %	82.7 %	0%

***Nakapiripirit Works and Technical Services Department, 17/02/2021***

Access in Nakapiripirit has improved greatly with a tarmac road from Moroto and Soroti while the other alternative route of Mbale-Muyembe-Nakapiripirit is also being tarmaced. The District and community access have however remained in relatively poor condition due to inadequate funding to the roads sector and weak soils coupled with many swamps which incese the cost of rehabilitating or constructin roads.



Moruita is the worst connected sub county because of its poor and hilly terrain with steep slopes that make it hard to construct roads.

There has been increased environmental degradation with communities cutting a lot of trees for construction, fencing and burning of charcoal. This has increased the negative effects on the roads as bare grounds have contributed to water logging and flash floods which wash away bridges and roads.

#### **Summary of issues**

- Inadequate funding to the transport sector leading less roads worked on
- Inadequate access to various places due to lack of bridges
- Frequent erosion of roads due to floods as a result of environment degradation

#### **2.3.3 Energy**

Energy is key in the development of country and its access and availability is very critical. Nakapiripirit has various sources of energy which majorly include;

**Hydro Electricity:** This is common in the major urban areas like Nakapiripirit TC, Namalu Trading Center, Tokora Trading Center, among others. Its distribution is limited to places with spontaneous trading and fluid population categories. Hydro electricity is majorly used by households in homes which a few millers using for milling in Nakapiripirit TC and Namalu

**Solar energy:** Nakapiripirit has no solar plant but people at household level have installed solar energy in their homes and in work places especially in the shops and administrative units. Education and health institutions have solar energy has a back-up for the erratic hydroelectricity that was recently brought to the District.

**Firewood and charcoal:** This is the most used source of energy majorly in the rural areas including the kraals where most of the livestock is kept.

**Motor or Generators:** This is mostly used in offices and milling machines to supplement the hydroelectricity which is predominantly used in Nakapiripirit Town Council.

**Table 20: Major energy sources by Sub County**

Sub county	Energy source			
	Hydroelectricity	Solar	Firewood charcoal	and Generators
Kakomongole	Yes	Yes	Yes	No
Loregae	Yes	Yes	Yes	No
Moruita	No	Yes	Yes	No
Nakapiripirit TC	Yes	Yes	Yes	No
Namalu	Yes	Yes	Yes	No

There is still limited access to hydroelectricity because of the high levels of poverty coupled with the high connection fees. In addition, use of solar energy is still low because there is limited access to competent suppliers within the District. These continued failure to get alternative sources for energy have had a negative effect on the natural resources due to increased dependence on existing forests and bush lands. In addition, these forests and bush lands due to environmental degradation are distant yet women and girls are mostly involved in looking for firewood.

Summary of issues (list or bold the issues).

- Inadequate access to renewable energy such as Solar and hydro-electric power as an energy source
- Over exploitation of natural resources leading environmental degradation

### 2.3.4 ICT

Information and Communication Technologies (ICTs) refers to all communication technologies, including the internet, wireless networks, cell phones, computers, software, middleware, video-conferencing, social networking, and other media applications and services enabling users to access, retrieve, store, transmit, and manipulate information in a digital form. Information Communication Technology (ICT) has become a key component in the development of economies all over the world and is one of the priorities of the NDP III to exploit exiting opportunities. Nakapiripirit like the rest of the world has continued to embrace use of ICT as a form bridging the gap between communities through gadgets and platforms to address problems and exploit opportunities without conventional/physical management. There is increased delivery of quality services using technology at a fraction of the cost of delivering those services using conventional means. Many places previously hard to reach like Lemsui, Kadam and many others can now be easily accessed effectively reached and served in a cost-efficient manner

Nakapiripirit has majorly 2 mobile network service providers that is MTN and Airtel which provide mobile payments and transactions, internet, Voice communications, among others. The District is still faced with inconsistent availability of connectivity

which weaker as go off the town. This has affected the utilization of IT equipment for gainful employment and promotion of economic development in the District. In addition, there are limited dealers in ICT equipment with the few majorly in mobile phone accessories.

**Summary of issues**

- Poor mobile and internet connectivity
- Limited suppliers of ICT equipment and services

**2.4 Human and Social Development**

This section provides information on the aspects of human and social development including: Health, Education, Water and Sanitation; Community Development and Social Protection in the Nakapiripirit District.

**2.4.1 Health**

Nakapiripirit increased access and utilization of health services to the population and by end of 2019, 70% percent of the population lived within a 5 kilometre radius of a health facility.

**Health infrastructure and staffing:** The structure of health services comprises of the District Health Office, HC IV with Health Sub District, HCIIIs, HCIIIs, and Village Health Teams. Nakapiripirit district has 17 Health Units of different categories. The district has 12 functional health facilities with; 1 Health Centre HC IV, 5 HC IIIs and 6 HC IIs. Of these, three are Private Not for Profit (PNFP), nine are Government-owned. The distribution of facilities is fair, but some lack the basic equipment to offer reasonable services. Many rural units require rehabilitation and equipping. Besides diseases, poor nutrition has contributed to worrying situation and as such, the plan intends to utilize an integrated approach to health. The District has improved in terms professional staff to client performance with 1: 56,000 doctor patient ratio, 1 Clinical Officer to 37,000 patients and 1 Nurses to 7,245 patients. In addition, the District has 100% coverage of Village Health Teams in all the 181 old established villages.

**Other Health Services Accessibility indicators**

Average Population served by each health unit:	1,965
Percentage of population within 5km radius of health unit:	63%
Number of licensed private clinics :	5
OPD Utilization:	87%
Deliveries in health facility:	46%
Midwives: pregnant women (15-49) ratio:	1:332

**Maternal and Child Health Services:** In general terms uptake of ANC, deliveries and immunization services has been quite low between 2015/16-2017/18 has been low although ANC1 increased drastically in 2016/17 due to the campaign backed with free net distribution for clients. The drastic increase in service up take in 2017/18 is associated with the increased mass campaigns. There is also a consistent improvement in Deliveries in the District.

**Health promotion and education:** Health department has conducted health and education to promote individual and community responsibility through IEC interventions and VHT strategy. This has contributed to reduction in morbidity and mortality due to environmental health and hygienic practices. Epidemic and disasters like COVID-19 have affected the achievements that were realised during the DDP II period. However, prevention strategies have been put in place to prevent, detect early and promptly respond to health emergencies and other diseases of public health importance. This has strengthened epidemic, disaster prevention, preparedness, response and management at all levels in addition to strengthened integrated disease surveillance, with particular emphasis on the early warning system.

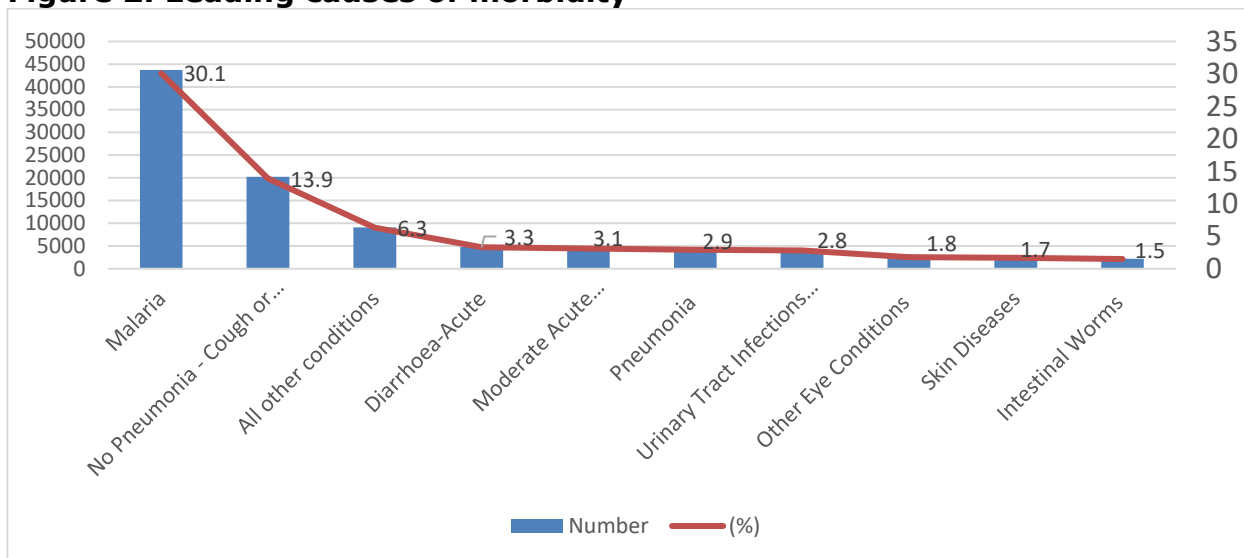
**Morbidity:** Nakapiripirit like the rest of Uganda is faced with high incidences of illnesses and the burden of disease is shared in the table below;

**Table 21: Major causes of morbidity in Nakapiripirit**

S/N	Disease	Male	Female	Total	Percentage
1	Malaria	20,041	23,667	43,708	30.1%
2	No Pneumonia - Cough or Cold	8,630	11,579	20,209	13.9%
3	All other conditions	3,413	5,692	9,105	6.3%
4	Diarrhoea-Acute	2,423	2,406	4,829	3.3%
5	Moderate Acute Malnutrition (MAM)	1,856	2,654	4,510	3.1%
6	Pneumonia	1,771	2,415	4,186	2.9%
7	Urinary Tract Infections (UTI)	1,164	2,834	3,998	2.8%
8	Other Eye Conditions	1,136	1,497	2,633	1.8%
9	Skin Diseases	1,141	1,351	2,492	1.7%
10	Intestinal Worms	1,042	1,151	2,193	1.5%

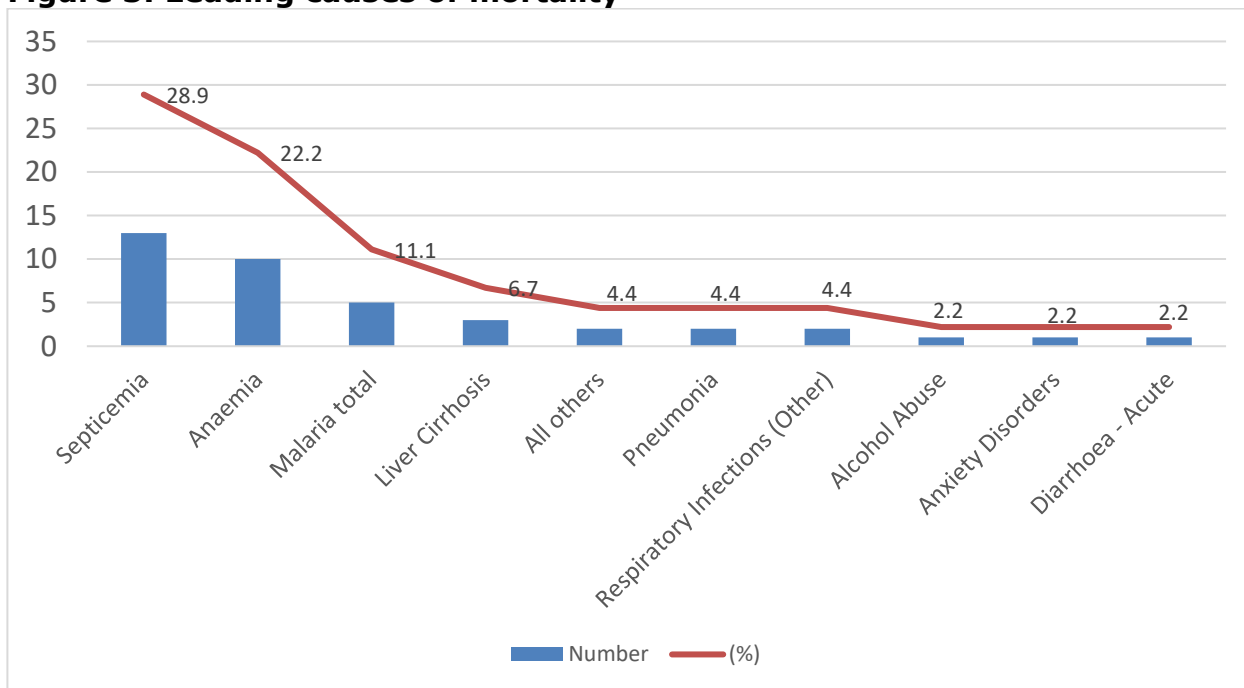
Malaria is the most leading cause of illness amongst the population of Nakapiripirit District. Tuberculosis is also one of the major diseases that has affected the health of the people in the district with emerging cases of multi drug TB resistance cases registered to a tune of about 20 in last financial year i.e. FY2019-20. There has been increasing causes of tuberculosis due to poor follow up of TB clients in the community who fail to complete treatment. There is need for continued health education talks to be extended to the people in the community about the dangers of not adhering to treatment, and also conduct a contact tracing exercise in the community in order to establish the people who has contracted the disease.

**Figure 2: Leading causes of morbidity**



**Mortality in Health facilities:** Malaria: In-patient malaria deaths have reduced from 20 per 100,000 in 2016/2017 to 9.38 per 100,000 in 2017/2018 largely due to the effective distribution of insecticide treated nets (ITNS). Currently, Septicemia (28.9%) is the leading cause of death in health facilities as shown in Figure 3 below.

**Figure 3: Leading causes of mortality**



In addition, between FY2012/13 and FY2016/17, infant mortality per 1,000 live births has gone down from 54 to 43 deaths of children, maternal mortality decreased from 438 to 336 deaths per 100,000 live births, and stunting has reduced from 33 percent to 29 percent. However, Malaria is the leading cause of death at 30.1% alongside other illness as shown in Figure 2 above.

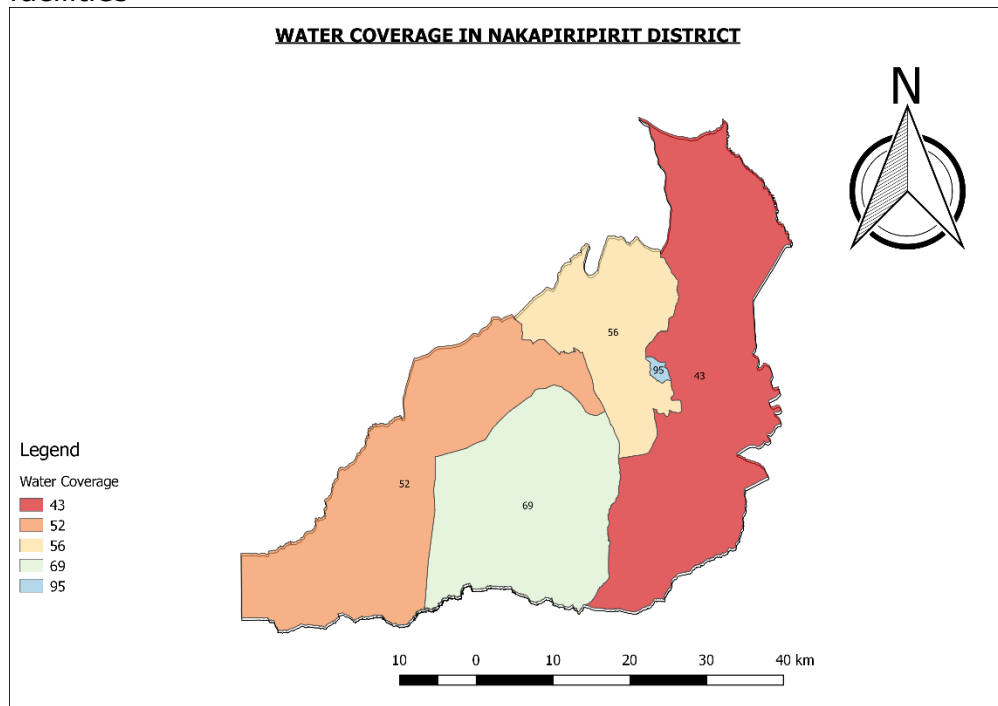
## Summary of health issues

The major health issues included;

- Inadequate staffing in health facilities
- Rampant drug stocks
- High prevalence of Malnutrition
- High prevalence of Malaria
- Poor health seeking behavior
- Poor access to health services with no Hospital

### 2.4.2 Water and Sanitation

Nakapiripirit district has mountainous and low lying areas with low potential for springs. Its population majorly depends on boreholes as the main source of safe clean water. The water sector is charged with the mandate of ensuring provision of sustainable, safe clean water and improved sanitation for human, and livestock, the community being responsible for effective operation and maintenance of these facilities



**Table 22: Safe water coverage for Nakapiripirit District b Sub County**

Parameter	Sub county	Percentage
Safe water coverage	Namalu	67%
	Loregae	52%
	Kakomongole	53%
	Moruita	47%
	Nakapiripirit TC	95%
	Rural access	56%
	Urban access	95%



Parameter	Sub county	Percentage
	<b>District Average</b>	<b>58%</b>

The District safe water coverage is at 58% which is less than the NDP III baseline of 73% for FY 2017/18 and the NDP III target of 85%. Moruita Sub County had the lowest water coverage 47% while Nakapiripirit had the highest coverage as shown in Table 22 above. The Sub Counties below the District coverage of 58% are Loregae (52%), Kakomongole (53%) and Moruita (47%) and therefore require more water infrastructure investments.

Table 23: Functionality of water sources by Sub County

Parameter	Sub county	Percentage
Functionality	Loregae	88%
	Kakomongole	64%
	Moruita	81%
	Nakapiripirit TC	67%
	Namalu	84%
	HC	100%
	Primary Schools	96%
	Urban	67%
	Rural	82%
	District	86%

The functionality of water sources in Nakapiripirit is at 86% with the urban water sources less functional compared to the rural one at 67% and 82% respectively as shown in Table 23 above.

### Sanitation Coverage

The latrine coverage in the District is very low at 49% for Households despite being higher than the national coverage of 19%. All health facilities and schools have latrines although a lot still needs to be done because they are less compared to the users or target population.

Table 24: Sanitation coverage in Nakapiripirit District

Indicator	Percentage
HH latrine coverage	49%
Health facility	100%
Pupil stance ratio	140

### Hand washing

There has been improvement in the presence of hand washing facilities in the communities and institutions due to COVID-19 interventions. However, this is still low especially at the Household level at 59.3% as shown in Table 25.

Table 25: Hand washing facility coverage in Nakapiripirit District

Indicator	Percentage
HH HWF coverage	59.3%
Primary School functional HWF	100%

### Summary of issues

- Inadequate access to safe water at 58% which is below the national target of 85%
- Weak water management structures leading nonfunctional water sources.
- Low latrine coverage
- Inadequate hand washing facilities.

### 2.4.3 Education

The Education department is charged with the responsibility of implementing the district and national education policies and plans. It also monitors and evaluates the performance of the education system and school operations to keep required standards.

The district has 38 primary schools; 32 Early Childhood Development Center’s (ECDs); 2 government aided secondary schools and 1 technical school. The education standards are to a great extent influenced by several factors which include: - funding, school infrastructure, teachers, parents and the learners.

### Early Childhood Development (ECD)

Nakapiripirit has a total of 32 ECD centers with 14 ECDs fully functional and reporting a Gross Enrolment Rate of 15% (1,898 children out of 12,900 children) which is segregated as shown in Table 26 below;

**Table 26: ECD Performance in Nakapiripirit District**

<b>Class</b>	<b>Right Age - Male</b>	<b>Right Age - Female</b>	<b>Right Age Total</b>	<b>All Ages - Male</b>	<b>All Ages - Females</b>	<b>All Ages - Total</b>
Baby	128	172	300	388	450	838
Middle	99	129	228	268	303	571
Top	80	80	160	256	233	489
<b>Total</b>	<b>307</b>	<b>381</b>	<b>688</b>	<b>912</b>	<b>986</b>	<b>1,898</b>
GER	15%		NER	5%		
GER - Males	14%		NER - Males	5%		
GER - Females	15%		NER - Females	6%		

The low enrolment captured is majorly due to weak reporting and inconsistent in the operations of ECD centers since most of them are started by communities who do not facilitate caregivers, COVID-19, not being affiliated to any primary school as directed by Ministry of Education and non-functional Centre Management Committees (CMC).

### Primary Education

Nakapiripirit has a total of 38 coded primary schools with enrolment of 34,736 shown in Table 27 and Table 28 respectively

**Table 27: Number of Primary schools in sub counties by ownership**

Sub County	Type of Ownership				
	Faith Based	Government Aided	Community	Private	Total
Kakomongole	1	7			8
Loregae		7	1		8
Moruita		3	4		7
Nakapiripirit Town Council	1	1			2
Namalu	1	8	2	2	13
<b>Grand Total</b>	<b>3</b>	<b>26</b>	<b>7</b>	<b>2</b>	<b>38</b>

**Table 28: Enrolment of Pupils in Primary Schools by Class**

Class	Males	Females	Total
P.1	7,395	7,938	15,333
P.2	3,186	3,136	6,322
P.3	2,081	1,895	3,976
P.4	1,945	1,410	3,355
P.5	1,542	1,027	2,569
P.6	1,099	820	1,919
P.7	778	484	1,262
Total	18,026	16,710	34,736

**Table 29: Key Education performance indicators for Primary Education**

Indicator	Status	Standard
Pupil Teacher Ratio	56.4	45
Schools with functional SMCs	97%	100%
Pupil Classroom Ratio	78.8	45
Pupil Desk Ratio	6.8	3
Pupil Stance Ratio – Male	79.1	40
Pupil Stance Rate – Female	81.1	40
Pupil Stance Rate	80.0	40

The indicators for primary education are very poor in Nakapiripirit with all of them being below the National standards as seen in Table 29.

## **Secondary Education**

Nakapiripirit District has only two secondary schools that is Nakapiripirit Seed Secondary School and Namalu Seed Secondary School with enrolment of 623 students. Despite being only 2 schools, they are faced with numerous challenges such as; Inadequate staffing, poor road accessibility, inadequate infrastructure and poor attitude by communities towards formal education.

## **Tertiary Education**

Nakapiripirit District has only one tertiary institution which is called Nakapiripirit Technical Institute with enrolment of 254 students learning various courses including mechanics, carpentry, brick laying and masonry, among others

## **Summary of education issues**

- Inadequate school facilities for both secondary and primary levels including classrooms, latrines, desks and teachers' houses
- Inadequate staffing due to closed staff ceiling under primary education and delayed posting of teachers by Ministry of Education under secondary education.
- Poor road access as most of the schools are allocated away from densely populated centers dues to the factor of communities giving distant land for school establishment.
- Poor hygiene and sanitation with many schools have inadequate latrine stances and hand washing facilities
- High school dropout due early pregnancies, COVID-19, poor attitude towards education
- Teachers absenteeism of both learners and Teachers and loss of interest in formal Education

## **2.4.4 Community Development and Social Protection**

The Community Based Services Department is guides and implements community development and social protection programs. It is mandated to promote social transformation of communities by empowering them to harness their potential through skills development, labour productivity and protection of rights and freedoms and especially that of the vulnerable community. It emphasizes the promotion of social protection, equality, equity, Human Rights, Culture, suitable working conditions, and employment. It also targets vulnerable groups such as, the women, children, the unemployed youth, the elderly, and persons with Disability who are often marginalized and generally excluded from economic growth. It also facilitates special groups' council activities as spelt out in the women, Youth and Disability council Acts.

This includes the following sections

- Community mobilization
- Children and Youth services
- People With Disabilities Services
- Special Interest Councils; PWDs, Women and Youth
- Functional Adult Literacy
- Gender and Culture mainstreaming
- Social Rehabilitation services.

The department provides grants for youth livelihood improvement and employment creation through the YLP

- ✓ Provision of unrestricted credit for women through Uganda women Entrepreneurship Programme (UWEP).
- ✓ Social Protection i.e payment of elders under SAGE programme.

Table 30 shows key indicators for community development that can help in the transformation of society

**Table 30: Community development parameters**

Measurement of Parameter/Indicator	Status
Community Development staff per person	1:21,667 persons.
Male Action Groups	34
Number of women Groups:	204
Number of FAL Instructors by sex:	54 Females, 48 Males
Number of NGOs in the district:	21
Ratio of CDAs/CDOs to the community:	1:2,571
Youth Groups:	107
PWD Groups:	68

### Orphans and other Vulnerable Children

The in the District stand at 44,764 which is 39.5% of the population in the District with 22,153 being males and 22,611 being females. The orphans in the District are increasing due to different factors. currently 34% of the orphans have lost mothers, 58% lost Fathers while 8% lost both parents meaning that the biggest percentage of the orphans have lost their fathers who are the bread winners living them in poverty.

### Youth

In Uganda, young people under the age of 30 constitute 78% of the population. With its young growing population, the country is challenged to meet the educational, health and employment needs of the young people. The millions of youths at risk in Uganda include: OVCs, disabled youth, victims of conflict; youth abusing drugs or alcohol; and youth affected by HIV/AIDS. The youth in Nakapiripirit constitute a bigger portion compared to the other age group with the 90% unemployed while the few employed are under the informal sector such as boda boda, brick making, saloon, catering, carpentry, charcoal burning among others. Yet they lack skills in most of what they do in addition to managing business and marketing.

### Gender perspectives

Gender equality is achieved when women and men, girls and boys, have equal rights, life prospects and opportunities, and the power to shape their own lives and contribute to society.

**Socio-cultural aspects:** The people of Nakapiripirit are Karimojongs who are a patriarchal society organized in social settings centered on the adult male population which is divided into two groups based on generations called "nganyameta" (those who eat together). The first group is composed of elders called mountains ("Ngimoru") and the second is of their sons who are called warriors ("Karauna") sub divided into

the Gazelles ('Ngigetei') and the rats ('Ngimirio'). The "Ngimoru" sit in their assemblies ('Akiriket') where decisions are made, and roles passed on to the sons who must follow without questioning. Elders were the most valued as custodians of knowledge, spiritual guidance and society morals (Novelli, 1988).

This decision making process excludes the women although they are silently attributed to the hierarchy of their husbands. During the traditional assembly (Akiriket) where elders and male youth gather in a shrine; Non initiated males (who are culturally regarded as women) must remain outside the semi-cycle. Traditionally, Women were not allowed to eat certain foods like chicken and while in "Akiriket" or community meetings, men enjoyed all the good or fleshy parts of carcas as women were given offals, lungs, among others (Novelli, 1988). Much as women do not make direct decisions, there are women's councils known as Alogita a ngaberu, similar to the men's councils, Akiriket. Through the women's councils, they are able to discuss and cooperate on issues affecting their community, in particular environmental and adverse climatic changes that grossly impacts their ability to access water, food and pasture for their families and animals. (EASS, 2020).

**Gender roles:** The role of women differs from that of men, both in social and economic fields. However, these roles are complementary. In order to do a further analysis of Gender in the Karamoja setting, it is important to understand the power dynamics at play between: young and old, ethnic/tribal/or territorial groups, the poor and better-off, married and unmarried, initiated and uninitiated, those with cattle and those without, those with access to natural resources and those without, those who engage in the market and those who do not, those that are sedentarised and those who pursue transhumance, urban and rural, and educated and non-educated( Hodgson, 2000).

**Table 31: Roles of Men and Women in Karamoja**

Men	Women
Men controlling livestock	Women controlling milk.
Men engaging in livestock production	women pursue cultivation
Provide security to the home by Fencing the home and protecting the household and society; Animals were grazed communally, and all men were supposed prioritize security of all animals.	Involved in inside affairs of a home like Set a home; construct a home, mudding, cleaning
They merely have a lot of leisure time sleeping under trees.	Handling health matters; treating the sick including the children. All TBAs are women, delivering children
The men only provide food during emergency through piercing of the animal and get blood to feed the family. They do not slaughter, neither kill the animal, but pierce to draw blood out of it.	Women regarded as donkeys or source of hard labor; producing, firewood, Sisters in law would not work and wait for the wife of their brothers. They were regarded as bread winners, going to the garden to get food, milking the animals.

Most men in Karamoja are polygamous by nature of the patriarchal system and in need of prestige and children	Widow inheritance: When a man died, his wife would be inherited
Karamoja men practice polygamy	Women are expected to be monogamous

**Gender Based violence (GBV)**

Gender Based Violence is known to increase vulnerability to HIV infection and this affects Sexual Reproductive Health. GBV is perpetrated by harmful cultural norms and high alcohol consumption. Poverty compels girls to engage in early and unprotected sex for survival. Women are not given chance to have access to resources such as land, access to credit facilities, and most rural women do not own mobile phones and cannot have access to mobile money services.

The VAWG survey (2020) results show that at national level 51% of women agree with the various reasons for wife beating; 4 in every 10 women (43%) believe that wife beating is justifiable if the wife is unfaithful, if she disobeys her husband (27%), while only 6% when the wife asks about other women. The figure for women who have ever experienced violence is higher for Karamoja at 60%.56% of Ugandan women aged 15-49 experience spousal violence and 22% experience sexual violence (UDHS, 2016). 49% of women and 41% of men believe a man is justified to beat his wife for specific reasons; 35% of girls and 17% of boys experience sexual violence and 59% of females and 68% of males report experiencing physical violence during childhood (VAC survey, 2018). In addition, economic violence, including the denial of women’s and girls’ access to land and inheritance rights remain rampant. In Karamoja, up to 53% and 13% of women have experienced physical and sexual violence at the age of 15years (UDHS 2016); 34% of women in Karamoja are married before the age of 18years, 7.3% married before the age of 15.

**Female Genital Mutilation (FGM):** FGM is the act of partially or total removal of female female genitalia or other injuries to the female genital organs for non-medical reasons. It is also called female circumcision. It is an invasive violation that impacts on the short- and long-term health, safety and well-being of girls and women. It is also believed that cutting women and Girls was meant to control their sexuality as men spent months away from homes in pastoralism. Young girls after FGM are quickly married off since they are seen as a source of wealth (dowry).

Female Genital Mutilation (FGM/C) is majorly practised among the Kadama minority in Moruita and Lemusui Sub Counties with a prevalence of 27%.

**Sexual violence:** Sexual violence includes rape, defilement, Intimate Partner Violence. It affects different age groups for example nationally 13-17yrs (25% girls; 10% boys): 17% of Pregnancies are as a result of forced sex nationally (18 – 24yrs) 28.3%9.4% of girls (10-24yrs) reported to have experienced forced sexual intercourse (UNFPA 2018) Sexual exploitation and abuse nationally 18-24yrs (15%) School dropout nationally 18 – 24yrs (28%).In Karamoja however, 16.9% of women reported having been Physically forced to have sexual intercourse while 18.6% have Experienced any of the 3 forms of sexual violence (Forced to do something degrading

or humiliating, Had sex because afraid of what partner might do, Physically forced to have sexual intercourse) of sexual violence.

**Child marriage:** Child marriage is referred to as marrying of Children before the age of 18. This is a common practice in Karamoja where Girls are prepared for marriage throughout their life. Accordingly, 34% of women in Karamoja are married before the age of 18 years and 7.3% married before the age of 15 (UDHS 2016).

### **Summary of issues**

- High unemployment levels especially among the youth
- High prevalence of GBV
- Inadequate skills for access to gainful employment
- Early and child marriages

## **2.5 Environment and Natural Resources**

Nakapiripirit is endowed with unique natural resources if well harnessed can make significant contribution towards improving its GDP and the welfare of its people. The District has several natural resources which include; mountainous forests, Minerals, Rivers, Grasslands, among others. There are a number of issues affecting environment and natural resources which include;

**Environmental degradation:** Majority of people in Nakapiripirit rely on the environment as a source of energy. Approximately 98.8% people in Karamoja rely on the environment for cooking compared to National average of 94.2%. Of this, 87.7% use firewood and 8.1% charcoal in Karamoja and 89.3% use firewood. Karamoja sub-region had the highest percentage of households that got firewood from the bush/forest (95%) compared to the National of 66.2%. This has resulted into depletion of environment and soil erosion which accounts for over 80% of the total cost of environment degradation in Uganda. This is partly attributed to population growth at a 3.02% and encroachment on previously vacant places for settlement and agricultural production. The over reliance on wood fuel exposes girls and women to many risks such as rape, insecurity, wildlife injuries, etc since they move long distances due to reduced number of forests or bushes near homesteads. The high percentage that gets firewood from the bush/forest has implications on environment protection.

Some of the measures that can be put in place to mitigate environmental degradation include; Promotion of woodlots around households, Agro-forestry, Sensitize of communities on negative practices, enacting ordinances and bye laws to control bad practices and mobilization of communities on better land management practices e.g. mulching, tree planting, contour cultivation, terracing, promoting physical planning and land use planning, domestication of riverbank and lakeshore management regulations, regulating use of wetlands, identification and mapping out wetlands for restoration, promotion of development and enforcement of wetland management plans, mobilize communities to implement environmentally friendly wetland activities like eco-tourism, fishing and wetland edge gardens, promote investment in tree planting.

**Poor management of natural resources:** Only 4.6% of people in Karamoja compared to the National of 24.2% engage in environment protection which is majorly



tree planting (UNHS, 2019/2020). Majority of the protection is done by the women and yet the men are the ones who engage in more destructive environment practices such as bush burning and charcoal making. Other factors responsible for poor management of natural resources include insecure land tenure and poor law enforcement.

**Increased outbreak of natural or environmental hazard:** Karamoja is very prone to many hazards majorly floods or water logging and long dry spell. This has led to crop destruction and resulting food insecurity, loss of livelihood, Hunger resulting in GBV as women are the bread winners, outbreak of epidemics, loss of lives especially girls who are taken by flooding rivers as they go to fetch firewood. Provide drought resistant /tolerant varieties/breeds, promote alternative livelihoods e.g., mining and tourism, Crop diversification, Mapping of disaster-prone areas, Mapping of fragile ecosystems, Assessment of natural capital/ habitats, Support formulation of by-laws

**Reduced coverage of forests and wetlands** Forest cover in Uganda has reduced from 20 percent in 1986/87 to 9.5 percent in FY2017/18 while wetland cover has reduced from 13percent to 10.9 percent over the same period (NDP III). On the other hand, at national level, wetland degradation is over 70 times the rate of restoration. i.e., between 1994 and 2015, 2.5 percent of the wetlands have been permanently lost and are no longer recoverable. It is thus inevitable with the already arid land nature of Karamoja region that a lot needs to be done to protect what the region has. The reduced coverage of forests and wet land could be attributed to poor farming practices, informal settlements and unplanned urbanization. Wetland degradation has affected water catchment areas and worsened the water tables which increased the distance to water sources as facilities are constructed far from households (NPA, 2020). The Local government authorities and responsible ministries such as ministry of Lands, natural resources and energy should work together to clearly demarcate boundaries of critical wetlands, improve enforcement, create agenda to restore wetlands and promote reforestation and afforestation programs.

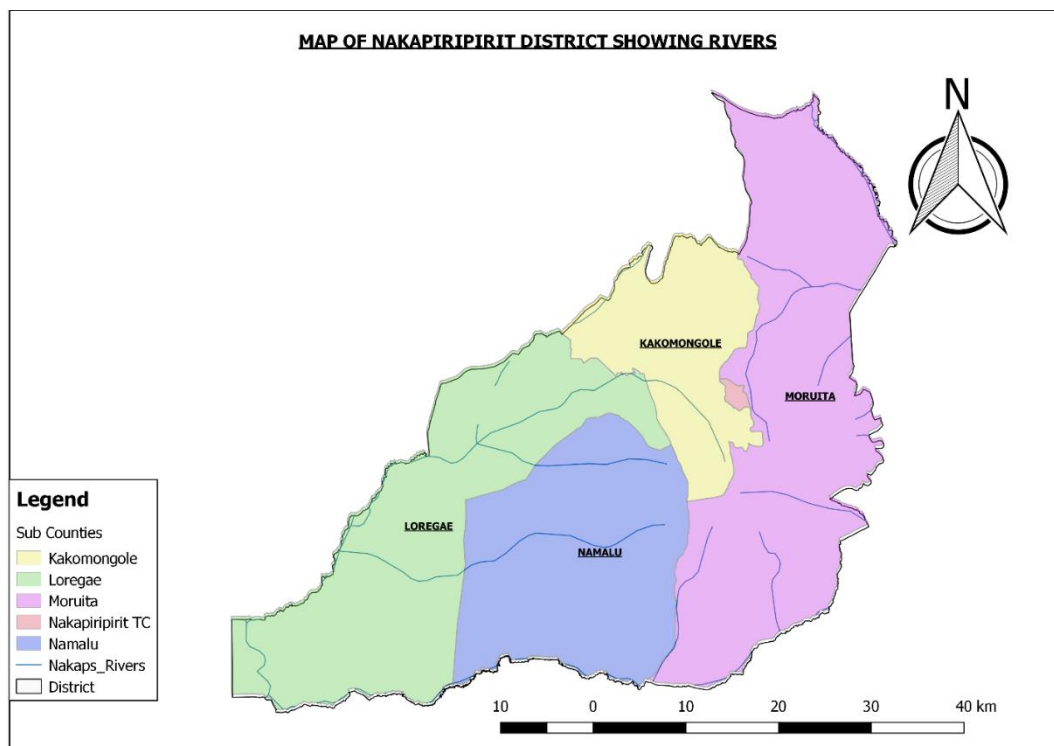
**Access to land by women:** Most women have access to land for production. Women have access to land and other productive assets like oxen, hoes, ox-ploughs etc. but neither own nor control them. There is need to promote financial inclusion and .enforcement of inheritance rights for women and girls. Regarding ownership of land/property, most have no documentation (title or deed) of ownership. Urban women and men are more likely not to own a house (78% of women, 63% of men) than rural women and men (57% of women, 41% of men). The land is communally owned under the stewardship of elders comprising solely of men (for most districts). Need to advocate for land ownership by women, enforce the succession amendment act 2022.

### **Discrimination and un-equal treatment on Land acquisition and Minerals licensing:**

The land and Resettlement Laws including the Land Act, Cap. 227 (as amended) and the Land Acquisition Act, Cap 226, provides for non-discrimination and equal treatment in land acquisition. The majority of communities in mining areas (69.3%) are not aware of their land rights and compensation mechanisms. Only 30.7% were aware of their land rights as well as the other compensation mechanisms. Further

disaggregation by category of people in the mining communities reveal that the average level of awareness was much lower among older persons (5.5%), persons with disabilities (7.4%) and women (7.2%). As a result, the vulnerable people do not demand for justice hence denial of equal opportunities due to high prevailing levels of ignorance. (Equal opportunities Annual Report, November 2018) With regards to gender, section 114 of the Equal Opportunity Act provides that “notwithstanding the provisions of any other law to the contrary, a woman may be employed in any underground work in any mine or in any operation or activity related to or associated with mining.” In addition, the miners are exploited by the companies in terms of low pay which is not commensurate to the kind of work they do. The companies dictate low prices to the miners who have no right to bargain for better pay and yet these companies sell the proceeds elsewhere at much higher prices.

Women are the most marginalized groups in terms of employment due to the nature of employment that requires specialized skills to match demands for the sector (Annual Report on the state of Equal opportunities in Uganda, FY 2017/2018). Mining communities in Karamoja are grappling with land grabbing by companies involved in mining. This is made worse by the fact that, majority lack legal proof of land ownership and hence making the affected people more vulnerable. The Mining Act, 2003, and Mining Regulations, 2004 spells out the ownership and administration of the minerals, and addresses issues of mining agreements, licenses, prospecting, exploitation and leases. Equity concerns affecting the mineral sector include cases of sexual violence and exploitation against women, girls, boys and PWDs. Among the key concerns of exploitation is pay that is not commensurate with the workload as well as limited compliance with workman’s compensation and safety measures for the local laborers by the contractors. There is increased exposure to health risks such as sexually transmitted infections including HIV and AIDS in mining Areas.



## Summary of issues

- Environmental degradation
- Deforestation due to expansion of agricultural lands and charcoal burning
- Unregulated and illegal mining practices
- Poor hygiene and sanitation in mining areas
- Encroachment on wetlands

## 2.6 Urban Development and Physical Planning

### 2.6.1 Urbanization

Urbanization offers considerable opportunities for accelerating socio-economic transformation. Depending on the form that urbanization takes, the concentration of economic actors in space enables substantial productive advantages that can contribute to growth and development. Planned and efficient urbanization will enhance rather than restrict inclusive structural transformation.

Nakapiripirit district comprises of one Town Council (Nakapiripirit Town Council), One Trading Center (Tokora) and 3 Rural Growth Centers namely Namalu, Moruita and Lemusui.

There is limited provision of services like access roads, sanitation facilities, water, health facilities etc. in most of the urban centres in the district hence the services are not enough to meet the demands of the people. There is need for the district to provide more services to cater for everybody. Solid waste management is a serious problem in the district because most of the growth centres are practicing open dumping and even where there are garbage bunkers they are not well managed with garbage scattered around coupled with delays to empty them to the dumping site. This leaves a lot of garbage scattered all over the place especially those ones easily blown by wind. There is a rapid increase of population into these urban centres especially the youth but with very few job opportunities of petty trade, boda-boda etc. This has tended to increase the crime rate and other vices like prostitution increasing the spread of HIV/AIDS, gambling, drug abuse etc. There is therefore need to create opportunities to engage them to enable them earn a living.

### 2.6.2 Housing

Nakapiripirit district does not have adequate housing both in terms of quantity and quality of houses. Table 32 below shows the housing conditions from data that was collected during the Census of 2014.

**Table 32: Housing conditions during 2014 Census**

<b>10.1: Construction Materials For the Dwelling Units</b>	<b>No.</b>	<b>Percentage</b>
Households living in dwelling units constructed using permanent roof materials	3,451	13.6
Households living in dwelling units constructed using permanent wall materials	757	3.0
Households living in dwelling units constructed using permanent floor materials	1,258	5.0

<b>10.2: Status of Dwelling Units</b>	<b>No.</b>	<b>Percentage</b>
Households living in semi-permanent dwelling units	3,628	14.3
Households living in temporary dwelling units	21,303	83.9

Majority (83.9%) of the Households lived in temporary structures as dwelling status in the table above.

### **2.6.3 Physical Planning**

Physical planning is one of the important aspects of development. All these urban areas do not have approved Physical Development Plans and there is unplanned, uncontrolled and unregulated infrastructure development. There is poor land use planning, inadequate control of development and as a result into conflicts. There is also misuse of the road reserves because the masses do not understand their importance. Therefore this calls for immediate physical planning in urban areas to effectively control development. There is need to address these urbanization issues to ensure access for all to adequate, safe and affordable housing and basic services, provide access to safe, affordable, accessible and sustainable transport systems for all.

#### **Summary of issues**

- Inadequate knowledge on about the Physical Planning standards and guidelines.
- Poor land documentation and non-supportive communal Land tenure system.
- Lack of Physical Development Plans in all urban areas
- Fragile and erratic land prices
- High population growth has led to inadequacy in housing units.
- Cultural aspects of women not owning land has made many women to own housing units.

### **2.7 LG Management and Service Delivery**

LG Management and Service Delivery is a key function for efficient and effective management of public service delivery. It entails the establishment of institutions, structures and systems, and the formulation and enforcement of policies, laws, ordinances, regulations, standards and procedures for effective coordination and management of public delivery systems. Management ensures that public services are accessible by users in a timely and reliable manner, and they are affordable and of good quality.

#### **2.7.1 Administrative structure and infrastructure at both HLG and LLG levels**

This Administration department is entrusted to provide support services, managerial and policy guidance to all sectors of Nakapiripirit District with the objective of achieving effective and efficient service delivery to the populace. Nakapiripirit District comprises of 2 Counties of Chekwii and Chekwii East with 8 rural Sub-counties and 1 new Town Councils. In total 9 LC IIIs, 35 LC IIs and 206 LC Is.

Local Government Management and Service delivery is at the centre of coordinating the delivery of services. Management services are defined to include operations of the LG for administration, planning, budgeting, supervision, monitoring, reporting,

accounting and auditing. Proper implementation of these mandates will strengthen the delivery of services. The Finance department plays a very central role in mobilization, assessing, collection, spending, reporting, recording and accounting for the funds of the district. The Planning department plays the functions of guiding the DTPC, Council Committees, DEC and District Council on development planning, appraisal of priority interventions, implementation, monitoring and evaluation of sector work plans.

The District Council is the supreme political organ and is headed by a District Chairperson who is supported by 4 members of the District Executive Committee (DEC). There are 5 Standing Committees that deliberate policy matters and make recommendations to the full Council. Furthermore, among the other mandatory obligations of the District Council, is the preparation of comprehensive and integrated development plans incorporating the plans of lower level local governments for submission to the National Planning Authority. Nakapiripirit district Council is composed of 26 councillors (14 males and 12 females). The District Speaker chairs the District Council. The District Executive Committee (DEC) is composed of 5 members. Each of the five DEC members coordinates with corresponding Standing Committee as follows:

- District Chairperson
- Vice Chairperson and Secretary for social services
- Secretary for Works and Technical Services
- Secretary for Production and Marketing and Natural Resources
- Secretary for Finance, Administration, Planning and Water

The District Chairperson chairs the DEC. the DEC oversees the day-to-day operations of the District on behalf of the District Council.

The overall objective of the Internal Audit is to ensure that the Higher Local Government and Lower Local Governments adhere to Local Government Financial and Accounting Regulations (2007) during dispensation of their roles and responsibilities.

### Office infrastructure

The district headquarters does not have adequate office space for staff and the offices are scattered which makes it difficult to coordinate departments .The Production department is operating from town which is about 2km from the district headquarters and is housed at three different locations. This makes coordination difficult both within the department and with the rest of the departments. In addition the buildings are in a poor state and do not provide a conducive working environment. However, the district has an ongoing construction of a new district administration block which will be able to house all offices. It is therefore a priority that over the next 5 years the finishing stages of this block be funded to solve the problem of office accommodation.

Nakapiripirit has 8 sub counties and 1 new Town council which are mandated to deliver decentralised services and their details are in Table

Table 33: Lower Local Governments service information

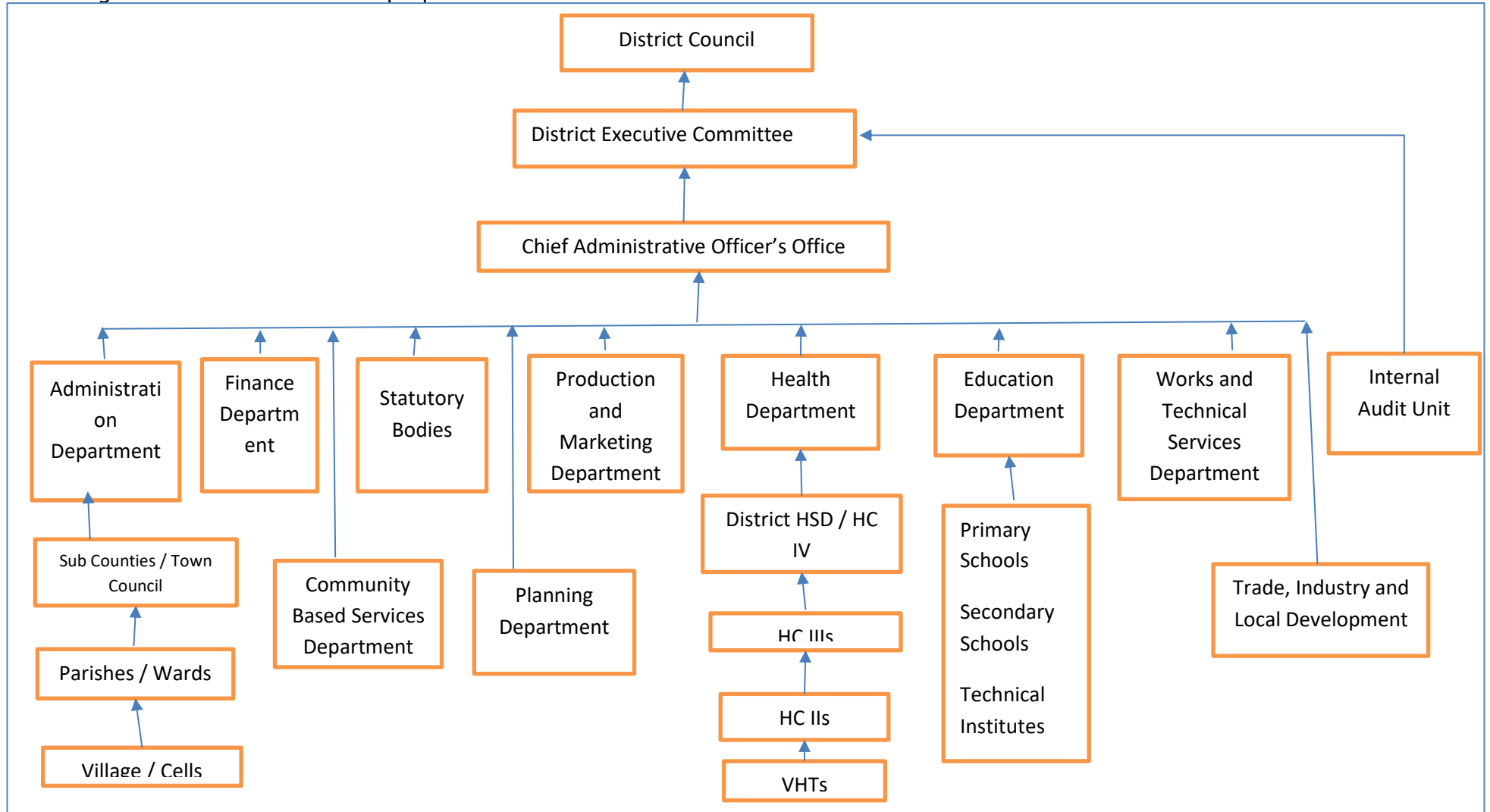
LLG Name	Distance from HQs (KMs)	Office block	Access to power	Titled
Kawaach	43	No	No	No
Kakomongole	19	Yes	No	No

Lemusui	98	No	No	No
Loregae	28	Yes	Yes	No
Loreng	38	No	No	No
Moruita	10	Yes	No	No
Nakapiripirit TC	2	Yes	Yes	No
Namalu	38	Yes	Yes	No
Tokora	15	No	No	No

The Sub counties of Kawaach, Lemusui, Loreng and Tokora were created in FY 2016/17 and have not yet constructed Administration blocks at their respective headquarters. There will also need to secure land titles for other sub counties with offices.

## District Local Government Structure

Figure 4: Structure of Nakapiripirit District Local Government



## 2.7.2 Staffing structure and staffing level by functions

Staffing Structure and levels is presented in Table 34 below;

**Table 34: Nakapiripirit District Local Government Staff levels**

<b>Department/ Sector</b>	<b>Approved</b>	<b>Filled</b>	<b>Vacant</b>	<b>Percentage</b>
Office of Chief Administrative Officer	3	3	0	100%
Administration	37	23	14	62.1%
Finance	26	15	11	57.7%
Statutory Bodies	6	4	2	66.7%
Production	12	4	8	33.3%
Health ( DHO's Office)	8	6	2	75%
Health – HC IV	48	29	19	60.4%
Health – HC IIIs	76	54	22	71.0%
Health – HC IIs	21	17	4	80.9%
Education - HLG Department	9	5	4	55.6%
Education - Primary	260	248	12	95.4%
Education - Secondary	126	67	59	53.2%
Education - Tertiary	68	34	34	50%
Works & Tech. Services	27	12	14	44%
Natural Resources	10	5	5	50%
Community Based Services	5	3	2	60%
Planning Department	3	2	2	66.7%
Internal Audit Unit	2	1	1	50%
Trade, Industry & Local Economics	6	1	5	16.7
<b>Sub Total</b>	<b>753</b>	<b>533</b>	<b>220</b>	<b>70.8%</b>
<b>Sub County Staffing Levels</b>				
Administration	10	4	4	50%
Community Based Services	10	4	4	50%
Parishes	32	32	0	100%
Production	40	0	14	0%
<b>Sub-Total</b>	<b>92</b>	<b>40</b>	<b>22</b>	<b>43.5%</b>
<b>Towns Council Staffing Levels</b>				
Office of the Town Clerk	2	1	1	<b>50%</b>
Administration	21	15	6	<b>71.4%</b>
Finance and Planning	6	3	3	<b>50%</b>
Works	10	2	8	<b>20%</b>
Production	3	1	2	<b>33.3%</b>
Community Based Services	3	1	2	<b>33.3%</b>



Department/ Sector	Approved	Filled	Vacant	Percentage
Trade, Industry and Local Development	2	1	1	50%
Public Health	3	1	2	33.3%
Audit	1	1	0	0%
<b>Sub-Total</b>	<b>51</b>	<b>26</b>	<b>25</b>	<b>50.9%</b>
<b>Total</b>	<b>896</b>	<b>599</b>	<b>267</b>	<b>67%</b>

It is evident from above that whereas the overall staffing position is fair a number of departments have low staffing levels which affect service delivery as analysed below;-

- Production department with a staffing level of 57% is low given that government has put emphasis on the Agro- industrialization as means for wealth creation where the majority of the people depend on Agriculture for their livelihood.
- Also, works and community based services are also low which impacts on direct service delivery including mindset change.
- Trade industry and local Economies development was created recently and is very key in complementing other programmes in wealth creation but is at 33% only
- There are no staff at all for the town Boards and the new Town Councils
- The staffing levels are low for secondary schools at 44% and tertiary at 57% and need to be boosted for better service delivery.

### **2.7.3 Status of equipment and tools for service delivery**

The departments of Administration, Finance, water, Natural Resources, Community, Planning, Internal Audit and Trade do not have any vehicle. The District Local Government majorly depends of 6 vehicles including Ambulance services limited the staff at the District Head Quarters from supervising and supporting those in the Lower Local Governments.

### **Summary of issues**

- Poor maintenance of District equipment due to inadequate funding for operation and maintenance.

### **2.8 Synthesis of the emerging issues/Summary of development issues informing the LGDP Formulation.**

- High levels of poverty in the district
- Low local revenue tax base
- Inadequate staffing and skills in government and private sector
- High unemployment rate especially among the youth

- Poor state of roads affecting access to social and economic facilities
- Inadequate facilities for service delivery e.g. schools, staff houses, health facilities, equipment, transport, storage facilities etc.
- Degradation of natural resources thus contributing to climate change
- Low involvement of community in government programs and poor mindset
- High rate of population growth causing pressure on the limited resources
- Poor coordination and capacity of institutions such as SMCs, HUMCs, WUCs etc
- High incidences of disease in humans, crops and livestock
- Lack of security of land tenure
- Low capacity to access of funds for investment in productive activities
- Inadequate levels of access to services including electricity, water, ICT

## CHAPTER THREE: LGDP STRATEGIC DIRECTION AND PLAN

This chapter provides the direction of the District Development Plan in terms of achieving the desired status and how its implementation will contribute to NDP III. The strategic direction is proposed as prioritizing those key sectors with the greatest multiplier effect that will propel the achievement of the District vision, National goal and the National Vision.

This Five-Year Development Plan is a people centered plan, prepared through a bottom-up approach. It integrates sub-county and sectoral plans. It spells out the District Vision, Mission statement, goals, objectives and priorities. The District Development strategy of this five-year development Plan (FY 2020/21 -2024/25) developed to enhance vision-based planning aligned to National Vision

### 3.1 Adoption of District Goal, Overall Objective and Programs

This involves the goal, objectives and priorities of the District in line with the vision, Mission of Nakapiripirit District that have been premised on the national vision which is;  
*"Transformed Uganda Society from a peasant to modern and prosperous country within 30 years."*

#### Goal of Nakapiripirit DDP III

The goal of third Nakapiripirit Local Government Development Plan (NLGDP III) for FY 2020/21 – 2024/25 is **to Increase Average Household Incomes and Improve the Quality of Life of Ugandans**. The goal is adopted from the third National Development Plan (NDP III) based on assumptions of sustained peace, security, good governance, and a stable macro-economic environment prevailing and that these will provide the basic anchor for economic growth and development under this plan. The LGDP III like NDPIII aims to pursue achievement of these goals under the overall theme of Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation. The goal of this DDP contributes to the achievement of the Vision of the National Vision and Nakapiripirit Vision which is  
*"A peaceful, transformed, self-reliant and prosperous people by the year 2040"*

#### Objectives of Nakapiripirit LGDP III

In order to achieve the goal of LGDP II, Nakapiripirit adopted all the 5 strategic objectives from the National Development Plan III which include the following;

- (i) Enhance value addition in key growth opportunities;
- (ii) Strengthen the private sector capacity to drive growth and create jobs;
- (iii) Consolidate and increase the stock and quality of productive infrastructure;
- (iv) Enhance the productivity and social wellbeing of the population; and
- (v) Strengthen the role of the state in guiding and facilitating development.

These strategic objectives derived from the NDP III are linked to the proposed LG objective prepared through a consultative process. These include;

Table 35: Linkage of District Objectives with the National Objectives

DISTRICT OBJECTIVES	NATIONAL OBJECTIVES
1. To improve the quality of services provided by the District Local	1. Enhance the productivity and social wellbeing of the population;

Government for sustainable wealth creation, employment, health and inclusive education	2. Strengthen the role of the state in guiding and facilitating development. 3. Strengthen the private sector capacity to drive growth and create jobs;
2. To improve food security through quality extension services and control of effects of pests, parasites and disease	4. Enhance value addition in key growth opportunities;
3. To improve the livelihoods and increase income generating opportunities	
4. To promote proper management of the environment and natural resources.	
5. To improve access to social services through infrastructure development routine road maintenance	5. Consolidate and increase the stock and quality of productive infrastructure;

**LGDP Goals, Overall objectives, and Programs**

<b>Goal</b>	To Increase Average Household Incomes and Improve the Quality of Life of Ugandans
<b>Overall Objectives:</b>	(i) Enhance value addition in key growth opportunities; (ii) Strengthen the private sector capacity to drive growth and create jobs; (iii) Consolidate and increase the stock and quality of productive infrastructure; (iv) Enhance the productivity and social wellbeing of the population; and (v) Strengthen the role of the state in guiding and facilitating development.
<b>Programs that a Nakapiripirit DLG will contribute to:</b>	1. Agro-Industrialization 2. Mineral Development; 3. Tourism Development; 4. Natural Resources, Environment, Climate Change, Land and Water Management; 5. Private Sector Development 6. Integrated Transport Infrastructure and Services 7. Sustainable Energy Development 8. Sustainable Urbanisation and Housing 9. Human Capital Development 10. Community Mobilisation and Mindset Change 11. Public Sector Transformation 12. Governance and Security 13. Development Plan Implementation

### 3.1 Alignment of Sustainable Development Goals to the National Development Plan III and District Development Plan III

This Development Plan developed by putting into consideration the Sustainable Development Goals, National Development Plan III and District Development Plan III in relation to service delivery and infrastructural development projects. Below is the summary

**Table 3.1: Alignment of SDGs to NDP III and DDP III**

Sustainable Development Goal	National Development Plan III	District Development Plan III
<b>Goal 1:</b> No poverty: "End poverty in all its forms everywhere	The overall goal is "Increased household incomes and improved quality of life". Reduced Poverty rates; from 21.4 percent to 18.8 percent;	Improve household incomes and provide basic necessities of life: Reduced Poverty Rates from 59.5% to 45%
<b>Goal 2:</b> Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture."	Increasing productivity, inclusiveness and wellbeing of the population. Rate of growth of the agricultural sector from 5 percent to 11 percent. Reduction in the percentage of households dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent;	Improve agricultural productivity and value addition to agricultural products sustainable food production systems Reduced household dependent on subsistence agriculture as the main source of livelihood from 68% to 45% Increased household food and nutrition security ( Three meals per day)
<b>Goal 3:</b> Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages."	Improve access and quality of social services	Achieve universal health coverage for all through reduced morbidity and mortality of the local population.
<b>Goal 4:</b> Quality education: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."	Improve access and quality of social services. Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory and quality assurance system of ECD standards	Continue and expand implementation UPE, USE and vocational training for both boys and girls in all sub counties Implement IECD services in all public and private schools
<b>Goal 5:</b> Gender equality: "Achieve gender equality and empower all women and girls.	Improve access and quality of social services. Reduce vulnerability and gender inequality along the lifecycle.	Promote empowerment and increased access to socio-economic services for all women and girls to social services and livelihood programmes like UWEP, YLP,

Sustainable Development Goal	National Development Plan III	District Development Plan III
		EMYOGA, and other partner support.
<b>Goal 6:</b> Clean water and sanitation: "Ensure availability and sustainable management of water and sanitation for all."	Improve access and quality of social services	To improve access to quality social services through the provision of safe water and sanitation services.
<b>Goal 7:</b> Affordable and clean energy: "Ensure access to affordable, reliable, sustainable and modern energy for all."	Energy development Programme: aims to increase access and consumption of clean energy. Increased electricity consumption per capita from 100kwh to 578kwh; Reduction in the cost of electricity to USD 5 cents for all processing and manufacturing enterprises. Increased population with access to electricity; from 21 percent to 60 percent and increase in transmission capacity; and enhanced grid reliability. Then, reduction in the share of biomass energy used for cooking.	Improve access to renewable energy technologies at institutional and community level through promotion of energy saving stoves,, extension of Rural Extension , use of solar systems and use of biogas technology. Increase population having access to electricity from 20 to 60%
<b>Goal 8:</b> Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and <u>decent work</u> for all."	Human Capital Development Programme: aims to increase productivity of the population for increased competitiveness and better quality of life for all. Increase in the stock of jobs by an annual average of 520,000 Tourism Development Programme: aims to increase Uganda's attractiveness as a preferred tourist destination.	Develop tourism attraction site and promote local tourism

Sustainable Development Goal	National Development Plan III	District Development Plan III
<p><b>Goal 9:</b> Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster <u>innovation</u>."</p>	<p>Agro-industrialization programme: aims to increase commercialization and competitiveness of agricultural production and agro processing. Mineral Development Programme: aims to increase mineral exploitation and value addition in selected resources for quality and gainful jobs in industrialization. Innovation, technology development and transfer Programme: aims to increase development, adoption, transfer and commercialization of Technologies &amp; Innovations through the development of a well-coordinated STI eco-system. Increased coverage of the national broadband infrastructure to 45% of total number households and 70% of the total number of schools. Digital Transformation Programme: aims to increase ICT penetration and use of ICT services for social and economic development.</p>	<p>Promote value addition to local products through creation of several factories to boost incomes. Use of ICT that has been emphasized and expansion of broadband infrastructure with support from NITA-U</p>
<p><b>Goal 10:</b> Reducing inequalities: "Reduce income <u>inequality</u> within and among countries."</p>	<p>Reduced Income Inequality (Gin coefficient); from 0.41 to 0.38.</p>	<p>Encourage More commercial banks to set up branches in Nakapiripirit District for inclusive financial management especially business men and women Encourage establishment of SACCOs and Produce cooperatives to strengthen financial penetration.</p>

Sustainable Development Goal	National Development Plan III	District Development Plan III
		Strengthen Village Saving and Lending Associations to provide short term, affordable and alternative financing
<b>Goal 11:</b> Sustainable cities and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable."	Sustainable Urbanisation and Housing Programme: aims to attain inclusive, productive and livable urban areas for socioeconomic transformation.	Develop the District Physical Development Plan and Rural Growth Centre, Town Councils, surveying and titling of the rural growth centers,.
<b>Goal 12:</b> Responsible consumption and production: "Ensure <u>sustainable consumption</u> and <u>production patterns</u> ."	Manufacturing Programme: aims to increase the product range and scale for import replacement and improved terms of trade.	Target to improve on the quality of what we produce and increase its consumption locally like, flour, beef, fruits, vegetable oil, and other products
<b>Goal 13:</b> Climate action: "Take urgent action to combat <u>climate change</u> and its impacts by regulating <u>emissions</u> and promoting developments in <u>renewable energy</u> ."	Climate Change, Natural Resources, Environment, and Water Management: aims 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.	Promote afforestation and use of renewable energy technologies by nationals and refugees. Climate change intervention is one of the District priorities. Promote and implement climate smart agriculture (CSA)
<b>Goal 15:</b> Life on land: "Protect, restore and promote sustainable use of terrestrial <u>ecosystems</u> , sustainably manage forests, combat <u>desertification</u> , and halt and reverse <u>land degradation</u> and halt <u>biodiversity loss</u> ."	Increased forest cover; from 9.5percent to 18percent. Sustainable Development of Petroleum resources: aims to attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner.	District will prioritize preserving biodiversity of forest and wetland ecosystems as a percentage of total land mass. Achieving a "land degradation-neutral district" can be reached by restoring degraded forests and land lost to poor agricultural practices: Support urban greening in all the rural growth centres and support communities to grow trees on commercial basis



Sustainable Development Goal	National Development Plan III	District Development Plan III
<b>Goal 16:</b> Peace, justice and strong institutions: "Promote peaceful and inclusive societies for <u>sustainable development</u> , provide <u>access to justice</u> for all and build effective, accountable and inclusive institutions at all levels."	Governance and Security Programme: aims to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.	The district will prioritize reducing violence against women and children with stronger local council judicial systems that will enforce laws and work toward a more peaceful and just society. Minimize and reduce internal and external border conflicts
<b>Goal 17:</b> Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for <u>sustainable development</u> ."	Re-engineer the Public service to promote investment; and, Enhance partnerships with non-state actors for effective service delivery. Private Sector Development Programme: aims to increase competitiveness of the private sector to drive sustainable inclusive growth.	The District will work with all MDAS, OPM, development partners and CSOs to deliver services to the community. Social corporate responsibilities by Private sector (Telecommunication companies, breweries, Banks, SACCOs). Strengthening the technical and financial capacities of the private sector. Strengthen the department of Trade, Industry and Local Economic Development. Improve on regulatory environment and improve on infrastructures like power, roads and communications. Mapping and profiling the private sector players

**3.2 Key LG Development Plan Results and Targets**

This sub-topic presents results on Key Development Results (2019/20) and targets for 2021/25 as Adopted/Adapted NDPIII Targets

**Table 3.2: Key LG Development Plan Results for Human Capital Development**

Program Objective	Program Outcomes	Indicators	Baseline	2024/25
To improve population health, safety and management.	Reduced Morbidity and Mortality of the population	Maternal Mortality ratio (per 100,000)	588	336
		Neonatal Mortality Rate (per 1,000)	30	27
		Infant Mortality Rate (per	72	43

		1,000)		
		Under Five Mortality Rate (Per 1,000)	105	64
		Malaria incidence per 1,000 population	30.1	25
		Number of new HIV infections per 1,000 susceptible population (by age, sex, and key populations)	3.4	2.1
		Tuberculosis incidence per 100,000 population	5	2
1.Improved learning Achievement	1.Learners (Boys, Girls, and Children with Special needs) enrolling to primary and Secondary Schools	Gross enrolment Ratio pre-primary	45%	70%
		Net Enrolment ratio Pre-Primary	15%	50%
		Gross Enrolment ratio Primary	149%	
		Net Enrolment ratio Primary	54%	80%
		Pupil classroom ratio.	1:79	1:45
		Gross enrolment ratio Secondary	26%	50%
		Transition rate to S.1	37%	50%
2.Improved Competence of Learners	Improved competence levels 2. Continuous assessment of the learners at all levels. 3.Attendance of teachers and learners 4. Deployment of adequate teachers in accordance with the policy	Pass rate at P7	87%	100%
		Pass Rate at S4	75%	90%
		Literacy Rate at P3	34%	50%
		Literacy Rate at P6	63%	70%
		Numeracy Rate at P3	47%	80%
		Numeracy Rate at P6	52%	70%
		Literacy Rate at S2	42%	65%
		Numeracy Rate at S2	47%	65%
		Completion Rate at P.7	42%	70%
Completion Rate at S4	56%	80%		
Improved competence levels 2. Continuous assessment of the learners at all levels.	1.Mobilization, sensitization and awareness creation 2.Continuous assessment and examination 3.Guidance and	Desk pupil ratio	1:7	1:3
		Latrine stance - pupil ratio	1:79	1:45
		Classroom Student ratio	1:98	1:45
		Student Stance ratio	1:87	1:45
		Proportion of teachers accommodated	80%	100%
		Teacher Pupil ratio	1:98	1:45

3.Attendance of teachers and learners 4. Deployment of adequate teachers in accordance with the policy	Counseling 4.School Inspection and Monitoring 5.Effective School Administration and Management 6.promotion of sports and talent identification  7. Improved competence levels Continuous assessment of the learners at all levels.	Teacher Student ratio	1:87	1:45
2.Improved Competence of Learners	3.Attendance of teachers and learners, Deployment of adequate teachers in accordance with the policy	Teacher Attendance Rates (Primary)	57%	100%
		Teacher Attendance Rates (Secondary)	87%	100%
		Learner Attendance Rates (Primary)	34%	100%
		Learner Attendance Rates (Secondary)	67%	100%
	2.Continuous assessment and examination	P7 Completion Rate (Female)	38%	70%
		P7 Completion Rate (Male)	46%	70%
		PLE Pass Rate (Female)	86%	100%
		PLE Pass Rate (Male)	89%	100%
		S.4 Completion Rate (Female)	52%	80%
		S.4 Completion Rate (Male)	60%	80%
		UCE Pass Rate (Female)	62%	100%
		UCE Pass Rate (Male)	88%	100%
	School Inspection and Monitoring	% of primary Schools Inspected	100%	100%
		% of secondary Schools Inspected	100%	100%
		% of Other Tertiary institutions inspected	0%	100%
	Guidance and Counseling	% of schools with functional guidance and counseling departments	20%	100%
3. Efficient	Effective School		100%	100%

and quality Service delivery.	Administration and Management, Governance and Accountability	-%ge of primary Schools Inspected		
Efficient and quality Service delivery.	Mobilization, sensitization and awareness creation	-%ge of secondary Schools Inspected	100%	100%
	Promotion of sports and talent identification	Proportion of schools with garden	52%	100%
		% of schools participating in games and sports competitions at District and national levels	56%	100%
Increased safe water access from 86% to 95% to improve the health of the people	Safe water coverage		56%	73%
Latrine coverage			49%	70%

### 3.3 Adopted NDPIII Programmes and LGDP Programme Objectives

The table, provides information on the adopted NDPIII Programmes and contributions to the attainment of the NDPIII and SDGs and targets

**Table 3.3: Adopted NDPIII Programmes and LGDP Programme Objectives**

NDPIII Programmes	The adapted NDPIII Programme Objectives	SDGs and Targets
1. Agro-industrialization	1.1 Improve post-harvest handling and storage of agricultural products 1.2 Agricultural production and productivity of agro enterprises 1.3 Increase agro-processing of the selected products	2.1. Goal 2: Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
2. Tourism Development program	2.1 Promote local tourism in the district 2.2 Increase the stock and quality of tourism infrastructure within the district 2.3 Develop and diversify tourism products and services 2.4 Support private sector to train skilled personnel required for tourism chain	15.5 Goal 15: Life on land: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16 Environment, Climate Change and Natural	16.5 Restoration of forests and tree cover by natural regeneration or by plantation or by agro forestry	13.2. Goal 13: Climate action: "Take urgent action to combat climate

Resources Management	<p>16.6 Maintain and restore clean healthy and productive environment</p> <p>16.7 Reduce human and economic loss from natural hazards and disasters</p> <p>16.8 Increase incomes and employment through sustainable use and value addition to water, forest and other natural resources</p> <p>16.9 Availability of adequate and reliable quality fresh water resources for all uses</p>	change and its impacts by regulating emissions and promoting developments in renewable energy."
17 Private Sector Development	<p>17.5 Sustainably lower the cost of doing business</p> <p>17.6 Strengthen the organizational and institutional capacity of the private sector to drive growth</p> <p>17.7 Promote local content in public programmes</p> <p>17.8 Strengthening the enabling environment and enforcement of standards</p>	9.2. Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."
18 Transport Interconnectivity	<p>18.1 Reduce the cost of transport infrastructure</p> <p>18.2 Optimize transport infrastructure investment across the district</p> <p>18.3 Promote integrated land use and transport planning</p> <p>18.4 Prioritize transport asset management</p>	9.a Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."
19 Sustainable Energy and ICT Development	<p>19.1 Increase access and utilization of electricity</p> <p>19.2 Increase adoption and use of clean energy</p> <p>19.3 Promote utilization of energy efficient practices and technologies</p>	17.8. Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development."
20 Sustainable Housing and urban Housing	<p>20.1 Enhance economic opportunities in urban areas</p> <p>20.2 Promote urban housing market</p> <p>20.3 Promote green and inclusive urban areas</p> <p>20.4 Strengthen urban policies, governance, planning and finance</p>	11.3. Goal 11: Sustainable cities and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable

<p>21 Human Capital Development</p>	<p>21.1 To improve the foundation for human capital development  21.2 To improve population health, safety and management  21.3 Reduce vulnerability and gender in equality along the life cycle</p>	<p>3.8. Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages."  4.2. Goal 4: Quality education: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."  <b>5.2.</b> Goal 5: Gender equality: "Achieve gender equality and empower all women and girls</p>
<p>22 Regional Development</p>	<p>22.1 Strengthen the performance measurement and management framework for local leadership and public sector management.  22.2 Stimulate the growth potential for the Sub counties through area based agri-business LED initiatives</p>	<p>22.3 Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>
<p>23 Community Mobilization and Mindset Change</p>	<p>23.1 Enhance effective mobilization of families, communities and citizens for development  23.2 Strengthen institutional capacity of local government and non-state actors for effective mobilization of communities</p>	<p><b>8.5.</b> Goal 8: Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."  10.2 Goal 10. Reduce inequality within and among countries</p>
<p>11 Digital Transformation</p>	<p>11.2 Increase the ICT Human Capital</p>	<p>9.(c). Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."</p>
<p>12 Governance and Security Strengthening</p>	<p>12.2 Strengthen transparency and accountability  12.3 Strengthen citizen participation and engagement in democratic processes</p>	<p>12.4 Goal 16: Peace, justice and strong institutions: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,</p>

		accountable and inclusive institutions at all levels."
13 Development Plan Implementation	13.2 Strengthen capacity for development planning 13.3 Strengthen budgeting and resource mobilization 13.4 Strengthen the capacity for implementation to ensure a focus on results 13.5 Strengthen coordination, monitoring and reporting frameworks and systems	8.2. Goal 8: Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 17.1. Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development

### 3.4 Aligned Strategic District Objectives are;

- 1) Identifying and collecting sufficient local revenue in order to ensure that service delivery standards through increasing revenue mobilization campaigns, proper enumeration, and assessment and tendering out market fees and licenses collection.
- 2) Contributing to the sustainable growth of the economy, through increased Agricultural Production and Productivity and private sector strengthening.
- 3) Increasing the level of basic education in the District, through provision of educational facilities; infrastructure, scholastic materials, training of schoolteachers, intensifying school inspection and mobilization of parents and other stakeholders.
- 4) Improving and increasing accessibility to basic Health Services by the Committees, through upgrading of Health Centre IIs at parish level and facilitating the NGO Health facilities.
- 5) Improving the District Infrastructure, through increased school classrooms staff accommodation especially for teachers and Health workers, office space, increased length of motorable road network and water for production.
- 6) Increasing access to safe water and sanitation through construction of boreholes, springs, community water tanks, shallow wells, gravity flow schemes etc.
- 7) Improving democracy accountability, through strengthening council operations by training and sensitizing councilors, facilitating Internal Audit Systems, and financial management and strengthening planning at both the District and Lower Local Governments.

### 3.5 LGDP Programmes, Objectives/Outcomes, Interventions/Outputs

The district has adapted the NDPIII Programmes in line with sector priorities and strategic objectives. These programmes are: Agro-industrialization, Petroleum

Development, Tourism Development program, Water, Climate Change, Environment and Natural Resources Management, Private Sector Development, Transport Interconnectivity, Sustainable urbanization and Housing, Human Capital Development and Social protection, Community Mobilization and Mindset Change, Regional Development, Governance and Security Strengthening, Development Plan Implementation

**Table 3.4: Linkage between strategic objectives and LGDP Programmes**

No.	Strategic Objectives	Development Strategies	LGDP Programmes
1	Enhance value addition in key growth opportunities;	<ol style="list-style-type: none"> <li>Promote agro-industrialization</li> <li>Increase local manufacturing activity</li> <li>Harness the tourism potential</li> <li>Promote export-oriented growth</li> <li>Promote Rapid disaster preparedness and mitigation measures on environment</li> </ol>	<ol style="list-style-type: none"> <li>Agro-Industrialization</li> <li>Petroleum Development</li> <li>Tourism Development</li> <li>Water, Climate Change and Environment and Natural Resources Management</li> </ol>
2	Strengthen the private sector capacity to drive growth and create jobs;	<ol style="list-style-type: none"> <li>Provide infrastructure for access to affordable credit and financial services</li> <li>Increase local content participation</li> </ol>	<ol style="list-style-type: none"> <li>Private Sector Development</li> <li>Digital Transformation</li> </ol>
3	Consolidate and increase the stock and quality of productive infrastructure;	<ol style="list-style-type: none"> <li>Transport Interconnectivity</li> <li>Sustainable Urban Development</li> </ol>	<ol style="list-style-type: none"> <li>Transport Interconnectivity</li> <li>Sustainable Urban Development</li> </ol>
4	Enhance the productivity and social wellbeing of the population; and	<ol style="list-style-type: none"> <li>Improve access and quality of social services</li> <li>Institutionalize HR planning and capacity building</li> <li>Enhance skills and vocational Development</li> <li>Increase access to social protection Promote STEI</li> <li>Promote development-oriented mind-set</li> </ol>	<ol style="list-style-type: none"> <li>Human Capital Development</li> <li>Community Mobilization and Mindset Change</li> <li>Regional Development</li> </ol>
5	Strengthen the role of the state in guiding and facilitating development	<ol style="list-style-type: none"> <li>Increase district participation in strategic service delivery sectors</li> <li>Enhance partnerships with non-state actors for effective service delivery</li> </ol>	<ol style="list-style-type: none"> <li>Governance and Security Strengthening</li> <li>Public Sector Transformation</li> <li>Development Plan Implementation</li> </ol>



		3. Re-engineer Public service to promote invests. 4. Increase Resource Mobilization	
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Nakapiripirit District Development Plan aligned with the National Development Plan III 2020/21 – 2024/25 focusing on the following NDP priorities; Theme: *Industrialization for inclusive growth, employment and sustainable wealth creation*. The NDPIII Goal is to increase household incomes and improve quality of life.

In the LGDPIII Context, commercial agriculture is emerging in some sub-counties and integrated agricultural value chains linking production, through agro-processing to marketing are being established and deepened. In addition, government to designate areas for establishment of serviced industrial parks. Attaining and maintaining a desirable level of growth will require setting up of new resource-based industries that will create employment, increase domestic savings and consequently lead to increased investment and household income. This is because the industrialization process initiates and triggers changes in methods of production, thereby increasing incomes and productivity. The percentage of productivity and wealth of those engaged in manufacturing and other industries is rising while productivity and real incomes in rural agriculture remain low in the district. Tourism is another area where progress has been registered. Need the uniqueness, diversity and virgin nature of our tourism attractions. However, banking and financial services are concentrated in the urban areas. Under NDP III, it is proposed that government will pursue strategies to increase production, expand exports and reduce imports by promoting resource-led industrialization. Nationally, priority will be to increase agricultural production/productivity and agro-processing, mineral beneficiation, oil refining, tourism expansion, and labor intensive light manufacturing (including cottage industries).

A well-sequenced infrastructure investment in energy, roads, rail, industrial parks, and mechanized irrigation schemes to support increased production/productivity for export expansion and import substitution will benefit our district as well. Mindset change for increased production of more skilled, motivated and healthy workforce will lead to the progress industrial and modernized agricultural sectors.

Nakapiripirit District local Government has adopted the national vision of transforming Ugandan society from a peasant to a modern and prosperous country with in a period of 30 years and with the NDP III theme “ *Sustainable Industrialization Inclusive Growth, employment and sustainable wealth creation*”. The district will pursue the above vision and theme through Operation wealth creation, promotion of local economic development and public private partnerships. Nakapiripirit continue to priorities identified strategies: Improved learning Achievement, .Improved Competence of Learners, Efficient and quality Service delivery, Efficient and quality Service delivery; Improved competence level in Continuous assessment of the learners at all levels, attendance of teachers and learners , deployment of adequate teachers in accordance with the policy, improved Competence of Learners. Efficient and quality Service delivery: improved water access from 58% to 73% to improve the health of the people and sanitation coverage.

### 3.6 LGDP Programme, Objectives, interventions, Results (Outcomes and Outputs)

**Table 3.5(a) Agro- Industrialization**

<b>Adopted programme: Agro- Industrialization</b>			
<b>Development Challenges/Issue:</b> Low agricultural productivity and value addition , poor storage infrastructure, poor market access and low competitiveness for products in domestic and external , limited access to agricultural financial services and weak coordination and institutional planning			
<b>Program outcomes and results:</b> Increased productivity of small scale farmers (refuges & host) in the district	<b>Key Outcome Indicators</b>	<b>Status 2019/20</b>	<b>Target 2024/255</b>
	Number of value addition facilities established functional at least a year	0	25
	Quantity of Value addition products of various categories in metric tons	0	30
	Number of Small and Medium Enterprises involved in value addition chain	5	20
<b>Adapted Program Objectives</b>	<b>Adapted Interventions and Ooutputs</b>		
<ol style="list-style-type: none"> <li>1. Agricultural production and productivity of agro enterprises</li> <li>2. Improve post-harvest handling, storage of agricultural products</li> <li>3. Increase agro-processing of the selected products</li> <li>4. Increase market access and competitiveness of agro-industry products</li> <li>5. Increase the mobilization, provision and utilization of agricultural finance</li> <li>6. Strengthen institutional coordination for improved service delivery</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthen agricultural research and technology development</li> <li>2. Strengthen the agricultural extension system</li> <li>3. Provision of water for production</li> <li>4. Promote establishment of post harvesting handling, storage and processing infrastructure</li> <li>5. Increased access to and use of agriculture mechanization</li> <li>6. Establish regional post-harvest handling, storage and value addition facilities in key strategic locations</li> <li>7. Establish eco-friendly fully serviced agro-industrial parks/export processing zones to stimulate and expand agro-processing</li> <li>8. Establish a strategic mechanism for importation of agro-processing technology</li> <li>9. Strengthening extension services</li> <li>10. Strengthen enforcement and adherence to product quality requirements including; food safety, social and environmental standards, grades</li> <li>11. Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and capacities at sub county, district and zonal levels</li> <li>12. Develop concessional long-term financing for agricultural</li> <li>13. Support women farmers to transition to agro-business, export trade, and more profitable agricultural enterprises,</li> </ol>		

<b>Adopted programme: Agro- Industrialization</b>		
<b>Development Challenges/Issue:</b> Low agricultural productivity and value addition , poor storage infrastructure, poor market access and low competitiveness for products in domestic and external , limited access to agricultural financial services and weak coordination and institutional planning		
	including skilling and financial incentives (e.g. reduced credit interest rate and finance 14.Strengthen linkages between public and private sector in agro-industry. 15.Strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security	
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>
Adapted outputs 1	300 households supported with small scale irrigation scheme	Community Mobilization and sensitization of small farmers, supply of inputs for irrigation, training and technical backstopping
Output 2	5,000 farmers supported/provided extension services	Recruitment of additional staff, equipping staff, technical backstopping of farmers with advise
Output 3	Improve crop and livestock breeds for 300 farmers	Procure improved crop and animal breeds, Community Mobilization and sensitization of small farmers, supply of improved planting materials
Output 4	Support fish pond construction and fish gauge for 50 farmers	Community mobilization and sensitization, identify potentials sites for construction, support construction of ponds, supply fish fingerlings and supervision of farmers
Output 5	5 Storage facilities constructed and 4 produce cooperatives formed and supported	Identification of sites, mobilize communities to form cooperatives, construct storage facilities
Output 6	Organize 12 Exchange visits for farmers involved in agro processing within Uganda and outside Uganda	Identify place for learning, identifying learning areas, identify potential people for learning and organizing the learning visits
Project 1	Post-harvest handling and storage project	Construction of storage facilities, establishing agro processing facilities, training of enterprises on agro processing

<b>Adopted programme: Agro- Industrialization</b>		
<b>Development Challenges/Issue:</b> Low agricultural productivity and value addition , poor storage infrastructure, poor market access and low competitiveness for products in domestic and external , limited access to agricultural financial services and weak coordination and institutional planning		
Project 2	Agricultural production and productivity	Water for production and small irrigation scheme, Seed multiplication and breed improvement and Land use and planning
Likely risks	Low agricultural production and productivity due to climate change, Land conflicts due land tenure and ownership, High interest rates from commercial banks, Political influence, Pests and Diseases, limited labour supply, and market fluctuations.	Community Mobilization and sensitization of small farmers, supply of inputs for irrigation, training and technical backstopping , Unreliable market, establishing and supporting SACCOs
Mitigation measures	Climate smart agriculture, mobilization of farmers to form own cooperatives and savings, mobilization and sensitization of communities on land laws and policies, involvement of political leadership in all the programmes and projects	Training farmers to adapt Climate smart agriculture, Support Communities for customary land registration and individual land titling, Support formation of SACCOs and market linkages.

**Table 3.5(b): Human Resource Requirements to fully implement the Agro-Industrialization Programme**

<b>Qualifications and Skills required</b>	<b>Status</b>	<b>Estimated Gaps</b>
Agricultural and Food Products Processing specialist	0	1
Agricultural Economist	0	1
Agricultural Engineer Specialist	1	2
Agricultural Entomology specialist	1	3
Agriculture Fisheries Specialist	1	3
Agricultural Production Specialist	2	3
Agronomy and Crop science specialists	6	4
Veterinary Specialist	2	6
Animal Husbandry specialists	4	10
Soil Science specialist	0	1

Environment and Natural resource Management specialists	1	7
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**Table 3.7(a) DDPIII Strategic Objective (s): Tourism Development program**

<b>14 Adopted programme: Tourism Development program</b>			
<b>Development Challenges/Issue:</b> Undeveloped Tourism Sector, Limited diversification, limited information on tourists sites and opportunities, Poor infrastructure( roads, electricity water and ICT), Lack of innovation and creativity, limited capacity of local government staff, weak linkage with Ministry of Tourism and other private players, low investment in tourism industry			
Program outcomes and results: Develop and sustain tourism industry in the district	<b>Key Outcome Indicators</b>	<b>Status 2019/20</b>	<b>Target 2024/25</b>
	Number of local tourism attraction sites identified and developed	5	10
	Number of tourism facilities developed by private sector	5	10
	Number of skilled personnel trained and employed in the tourism industry	0	10
	Number of tourists within the district	200	5,000
<b>Adapted Objectives</b>	<b>Program</b>	<b>15</b>	<b>Adapted Interventions and Outputs</b>
1. Promote domestic and inbound tourism; 2. Increase the stock and quality of tourism infrastructure; 3. Develop, conserve and diversify tourism products and services; 4. Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions; 5. Enhance regulation, coordination and management of the tourism			1. Develop and implement district tourism development and marketing plans 2. Developing existing and new tourist attraction sites. 3. Profiling new and potential tourism sites in the district 4. Upgrade, maintain and develop existing tourist attraction sites 5. Formation of community based tourism development 6. Committees 7. Production and circulating marketing materials on tourism potentials 8. Map and develop all tourism sites both historical, cultural and nature including people involve in arts and craft, music dance and drama 9. Encourage private sector to develop hotels that meet international standards 10.Promote use of e-tourism services 11.Diversify tourism products 12.Improve on roads linking to potential tourism sites 13.Promote community tourism
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>	
Output1	Tourism potentials mapped and put district website	Identify, profile all potential sites, mapping and sharing information on tourism	

Output 2	Tourism road infrastructure developed and maintained	Opening of district and community access roads leading to tourism potentials, maintaining and upgrading roads
Output 3	Tourist facilities constructed	Encourage private sector to invest in tourism facilities, Identify and construct Community tourism center
Project1	Promotion of Tourism Industry within the district	Development of tourism infrastructure Promoting community tourism and strengthening tourism information system
Likely risks	Low up take of tourism services, weak private sector capacity, low community awareness on tourism industry, poor tourism infrastructure like roads, hotels, electricity, internet and water	Promote tourism information sharing, Designing capacity building programme for private sector on tourism investments, community mobilization and sensitization
Mitigation measures	Intensify community awareness of importance of tourism industry, enhance capacity of the private sector to invest in tourism industry and improve tourism infrastructure	Community mobilization and sensitization on importance of tourism, training and encouraging private sector to invest in tourism industry and improving tourism infrastructure.

**Table 3.7(b): 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	Promotion industry	Tourism and Hospitality Specialist	0	1
		Tourism product development and innovation specialist	0	1
		Tourism Information Centre Manager	0	1
		Tours and Travel Guides	0	6

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
		Wildlife Inventory and Monitoring Specialist	0	2

**Table 3.8 (a) DDPIII Strategic Objective (s): Water, Climate Change, Natural Resources and Environment Management**

<b>16 Adopted programme: Water, Climate Change, Natural Resources and Environment Management</b>				
<b>Development Challenges/Issue:</b>				
<ol style="list-style-type: none"> <li>1. Exposure to hazards and disasters to due to limited capacity for climate change, adaptation and mitigations</li> <li>2. Rampant degradation of the environment and natural resources caused by limited environmental education and awareness, limited alternative sources of livelihood and limited adoption of appropriate technology</li> <li>3. Absence of appropriate incentives for good environmental management practices</li> <li>4. Coordination and institutional capacity gaps in planning and implementation</li> <li>5. Limited access and uptake of meteorological information (accuracy in information) due to low technology and equipment for early warning and preparedness and ineffective systems and mechanisms for addressing vulnerability</li> </ol>				
Program outcomes and results: To stop and reserve the degradation of water resources, environment, natural resources and as well as the effects of climate change on economic growth and livelihood security	<b>Key Outcome Indicators</b>		<b>Status 2019/20</b>	<b>Target 2024/255</b>
	Forest and tree cover (%)		11.4	15
	Wetland restoration(hectares)		8.9	9.6
	Proportion of households participating in tree growing		5	30
<b>Adapted Objectives</b>	<b>Program</b>	<b>Adapted Intervention and outputs</b>		
16.2 Ensure availability of adequate and reliable quality fresh water resources for all uses.		<ol style="list-style-type: none"> <li>1. Maintain natural water bodies and reservoirs to enhance water storage capacity to meet water resource use requirements</li> <li>2. Sensitize communities on dangers of contaminate water.</li> <li>3. Conduct regular water quality monitoring and enforce existing laws governing water bodies</li> <li>4. Develop and implement integrated catchment management plan for water resource areas</li> <li>5. Develop and implement wetland and forest management plan</li> <li>6. Demarcate, gazette and conserve degraded wetlands</li> </ol>		
2: Increase forest, tree and wetland coverage and restore and protect hilly		<ol style="list-style-type: none"> <li>1. Strengthen conservation, restoration of forests, wetlands and water catchments and hilly and mountainous areas.</li> <li>2. Improve the management of districts and private forests</li> </ol>		

<p>and mountainous areas and rangelands</p>	<ol style="list-style-type: none"> <li>3. Integrate environmental management in all disaster response interventions</li> <li>4. Develop wetland management plans to support gazetting and demarcation of existing wetlands</li> <li>5. Promote rural and urban plantation development and tree planting including local and indigenous species</li> <li>6. Promote performance based sustainable forest management criterion</li> <li>7. Encourage agroforestry as climate smart agriculture practice</li> <li>8. Formulate economic and social incentives for plantation forests</li> <li>9. Development a district disaster risk management plan</li> <li>10. Develop checklist for integration of disaster risk reduction in plan, projects and budget</li> <li>11. Undertake disaster risk screening of the DDP and generate information to inform plan implementation.</li> </ol>		
<p>3: Maintain and/or restore a clean, healthy, and productive environment</p>	<ol style="list-style-type: none"> <li>1. Mainstream environment and natural resources management in policies, programmes and budgets with clear budget lines and performance indicators.</li> <li>2. Improve coordination and monitoring of environment management at all levels in the District.</li> <li>3. Strengthen control and management of all forms of pollution and environmental disasters</li> <li>4. Increase investment in value addition to environment and natural resources</li> <li>5. Increase funding for promoting non consumptive uses of natural resources</li> </ol>		
<p>4; Promote inclusive climate resilient and low emissions development at all levels</p>	<ol style="list-style-type: none"> <li>1. Promote continuous integration of climate change and disaster risk reduction in planning, budgeting and reporting</li> <li>2. Mainstream climate change resilience in programmes and budgets with clear budgets lines and performance indicators</li> <li>3. Develop a clear communication strategy on sustainable natural resource management</li> <li>4. Build strategic partnership with other players such as the private sector, cultural institutions, media and politicians</li> <li>5. Support local community based ecotourism activities for areas, which are rich in biodiversity.</li> </ol>		
<p>5: Strengthen land use and management</p>	<ol style="list-style-type: none"> <li>1. Promote land consolidation, and titling.</li> <li>2. Acquire and safe guard land for infrastructure/capital developments</li> <li>3. Promote tenure security including women’s access to land</li> <li>4. Promote integrated land use planning</li> </ol>		
<p><b>Programme Outputs</b></p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"><b>Outputs and Targets</b></td> <td style="width: 50%;"><b>Actions(Strategic Activities )</b></td> </tr> </table>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>
<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>		



Output 1	Six (6) Rural and (2) urban tree plantation established	Identify and plan for rural and urban tree growing
Output 2	Twenty(50) rural farmers supported to establish agro forestry as a climate smart agriculture	Identifying farmers and supporting them to establish agro forestry Technical backstopping of the tree farmers
Output 3	Eight (8) special degraded areas identified and restored	Degraded areas identified and restored
Output 4	Seven(7) Waste Management sites identified and established/developed	Waste Management sites for both solid and waste identified and constructed
Output 5	Lower Local Government and District Disaster and Risk Management plans developed and implemented	Training of lower local governments in disaster management
Output 7	Eight(5) Integrated water catchment plans for water resources developed and implemented	Feasibility studies, designing mitigation measures, implementing water catchment plans, Development of comprehensive, integrated water catchments plans for water resources in the district
Output 8	Four (10) degraded wetlands demarcated, plans developed and implemented	Demarcating degraded wetlands and restoring the degraded wetlands
Output 9	Monitoring of environment management at district and lower local government levels	
Output 10	River banks and wetlands restored and raised water levels	
Output 11	Strengthened coordination for sustainable natural resource management.	
Project 1	Development of waste management site for lagoon and land fill and urban greening.	

Project 2	Integrated Management development	Water and	Construction of water supply systems in small town, construction of institutional and public sanitation facilities and water Supply for Communities.
Project 3	Green Climate Project		Degraded wetlands in district restored and catchment areas adjacent to wetlands restored and rehabilitated to reduce loss of top soil, siltation of water bodies, and improve water infiltration.
Likely risks	Land tenure system, community attitude towards tree planting and wetland conservation, low capacity of the private sector to support investments, Flooding and drought, bush burning, political interference		Community mobilization and sensitization training on wetland management, encouraging private sector to invest in urban beautification
Mitigation measures	Community mobilization and sensitization, building capacity of the private sector to invest in tree planning, land use planning, enactment and implementation of byelaws and ordinances		Training of communities and strengthening capacity of private sector , enforcing land and environment laws and regulations

**Table 3.8(b): Human Resource Requirements to fully implement the Water, Climate Change and Environment and Natural Resources Management Programme**

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Climate Change, Natural Resource, Environment and Water Management	Restoration of environment, management of fresh water and climate change adaptation	Environmental Management specialist	1	2
		Forest Ecology Specialist	1	3
		Renewable Energy specialist	0	1

		Solid Waste Management specialist	0	1
		Water Science and Quality Specialist	0	1

**Table 3.9 (a) DDPIII Strategic Objective (s): Private Sector Development**

Adopted programme: <b>Private Sector Development</b>				
Development Challenges/Issue:				
<ol style="list-style-type: none"> <li>1. Weak private sector and none competitive to drive the local economy due to high cost of doing business, limited production and organization capability and absence of strong supporting environment</li> <li>2. Dominated by micro small and medium enterprises</li> <li>3. Limited opportunities for long term financing</li> <li>4. Inefficiency in access to electricity, water and ICT</li> <li>5. Weak government supportive environment constraints private sector development</li> <li>6. Private sector is highly isolated and working in silos</li> <li>7. Limited mentorship and opportunities from Private sector foundation</li> <li>8. Low levels of innovation and creativity</li> </ol>				
Program outcomes and results: Increase the competitive of the local private sector to drive local district economic growth	Key Outcome Indicators	Status 2019/20	Target 2024/255	
	Number of new micro and medium enterprises established in the district	3	10	
	Number of local firms contracted and sub-contracted	10	30	
	Number of private investment in key growth areas	0	10	
	Proportion of goods and services contracted to local firms (Amount Money)	0	10%	
Adapted Programme objective :	Adapted Interventions and Outputs			
Strengthen the organizational and institutional capacity of the private sector to drive sustainable and inclusive growth	<ol style="list-style-type: none"> <li>1. Corporate governance best practices adopted by MSMES</li> <li>2. Local enterprise skills developed</li> <li>3. Strengthening system capacities to enable and harness benefits of coordinated private sector activities</li> </ol>			

	<ol style="list-style-type: none"> <li>4. Improve the management capacity of the local enterprises through massive provision of Business Development services geared towards improving firm capabilities</li> <li>5. Establish public-private dialogue forums at District level to foster local economic development</li> </ol>	
Sustainably lower the cost of doing business	<ol style="list-style-type: none"> <li>1. Reducing the cost of doing business and harmonizing trade regulations</li> <li>2. Create appropriate incentives and support to attract the private sector to promote LED</li> <li>3. Increase access to affordable credit targeting Micro small and medium enterprises</li> <li>4. Strengthen local Savings and Credit Schemes to offer long term investment facilities</li> <li>5. Public Private Partnerships</li> <li>6. Support formation of producer and consumer cooperatives</li> <li>7. Build technical capacity of the private to access affordable and suitable loans</li> <li>8. Mobilize alternative financing sources to finance private investments</li> </ol>	
Promote local content in public programmes	<ol style="list-style-type: none"> <li>1. Product market information systems developed</li> <li>2. Support and link private sector to register in one stop centre for business registration and licensing</li> <li>3. Build capacity of the local construction industry to benefit from public investments in infrastructure</li> <li>4. Legalize business associations in the district</li> </ol>	
Strengthening the enabling environment and enforcement of standards	<ol style="list-style-type: none"> <li>1. Improve data availability on the private sector, and improving dialogue between the private sector and government</li> <li>2. Create appropriate incentives to attract the private sector to finance green growth</li> </ol>	
Programme Outputs	Outputs and Targets	Actions(Strategic Activities )
Output 1	Data on Micro Small and Medium Enterprises collected and analyzed	Data collection, analysis and dissemination
Output 2	Mechanism for tracking savings and loan portfolios developed and implemented	Profiling of VSLAs and SACCOs, establishing monthly reporting mechanisms for tracking savings and loans
Output 3	Market information system on products developed and disseminated	Routinely collect data on markets and products, data analysis, report writing and dissemination of market information
Output 4	200 Potentials contractors trained and linked to financial services	Identifying potential contractors, designing training programmes and implementing

Projects	Mapping investment potentials and opportunities and marketing to private sector	Developing project profile for mapping potentials and opportunities
Likely risks	Attitude of the community towards business, low purchasing power, high interest rates, low population, poor social and economic infrastructure, weather conditions	Community awareness creation of potentials and opportunities for investment, linking private sector to existing opportunities within and outside the district
Mitigation measures	Mobilization and sensitization of communities, supporting Income Generating activities, strengthening local SACCOs, improve social infrastructure	Design and implement mobilization and communication strategy through intensive community engagement meetings, support and supervise Village Saving schemes and SACCOs

**Table 3.9(b): Human Resource Requirements to fully implement the Private Sector Development Programme**

Programme	Focus	Qualifications and Skills required	Status	Estimated Gaps
Private Sector	Promotion of Private sector to reduce cost of doing business and increasing access to affordable financing	Commercial Officer	1	5

**Table 3.10(a) DDPIII Strategic Objective (s): Consolidate and increase stock of productive infrastructure**

<b>Adapted Programme: Transport infrastructure</b>			
Development challenges/Issues			
<ol style="list-style-type: none"> <li>1. Low proportion of the district network that is motor able leading into inaccessibility during rainy season</li> <li>2. Lack of road equipment unit</li> </ol>			
Programme outcomes/Results	Key Outcome Indicators	Status 2019/20	Target 2024/255
	Increase the number of kms of maintained district, urban and CARs roads.	201	314

Develop safe, inclusive and sustainable road transport system	Increase the number of constructed bridges from 2 to 6	2	6
	Proportion of urban roads tarmacked	17	38
	Total number in Kms of new district roads opened	10	50
	Total number in Kms of District Roads rehabilitated	201	201
	Total number of community Access Roads in Kms upgraded into District Roads	42	76
	Total number in Kms of Community Access Roads Maintained	97	97
	Total number of road bottle necks improved	0	45
<b>Adapted Programme objectives</b>	<b>Adapted Interventions and Outputs</b>		
Optimize transport infrastructure investment across the district	1		
Prioritize transport asset management	<ol style="list-style-type: none"> <li>1. Rehabilitate and maintain all district, urban and Community Access roads.</li> <li>2. Construct and maintain drainage structures on all roads.</li> <li>3. Recruit and Train road gang workers, headmen and a road overseer</li> <li>4. Construct and upgrade strategic road infrastructure in the district (Agriculture, tourism, health, education, markets and other facilities).</li> </ol>		
Promote integrated land use and transport planning	<ol style="list-style-type: none"> <li>1. Rehabilitate District, Community and urban roads</li> <li>2. Adopt coefficient technologies to reduce maintenance backlog</li> </ol>		
Reduce the cost of transport infrastructure	<ol style="list-style-type: none"> <li>1. Develop and strengthen transport planning capacity</li> </ol>		
	<ol style="list-style-type: none"> <li>1. Implement cost efficient technologies for provision of transport infrastructure and services</li> <li>2. Strengthen local construction, capacity( construction companies, access to finance human resource)</li> </ol>		
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>	
Output 1	167 Kms of Community access roads to District feeder roads	Annual District Road condition survey conducted report prepared, priority community roads, district feeder roads identified, designed and implemented	
Output 2	201 Kms of district feeder roads rehabilitated through mechanization		
Output 3	201 district roads routinely maintained		

Output 6	96 Kms of community access roads bottleneck improvement	Annual District Road condition survey conducted report prepared, priority community roads, district feeder roads identified, designed and implemented
Output 7	District road equipment maintained.	Road equipment spares procured and fixed
Output 8	One private company for road works promoted and supported	Identify staff for training
Output 9	District road unit staff trained and equipped with knowledge and skills	District Road staff routinely trained and equipped
Project 1	Road construction, rehabilitation and maintenance	Designing road construction, rehabilitation and maintenance projects, implementing projects
Likely risks	Displacement, encroachment on the road reserves, road accidents, limitation in funding, community attitude of giving land for development, vandalism	Community awareness creation, identifying funds for road construction programmes
Mitigation measures	Community mobilization and sensitization, land use planning, lobbying for more funding from central government and donors and appropriate road design	Functionalizing District and Sub-county Road Committees

**Table 3.10(b): Human Resource Requirements to fully implement the Transport and Interconnectivity Development Programme Programme**

Programme	Focus	Qualifications and Skills required	Status	Estimated Gaps
Transport Interconnectivity	Rural and Urban Road development and maintenance	Civil Engineers	2	6
		Mechanical Engineer	10	3
		Superintendants of works / formen	1	1
		Electrical Engineer	0	1
		Plant Operators	2	4
		Transport Planning Specialist	0	1

**Table3.11 (a): DDPIII Strategic Objective (s): Increase productivity and wellbeing of the population**

<b>Programme: Sustainable urbanization and Housing</b>				
<b>Development challenges</b>				
The current urban development is unsustainable due to; inadequacies in physical planning and plan implementation resulting into; unplanned settlement, a deficiency in quantity and or quality of social services, public infrastructure and housing and jobless urban growth				
<b>Programme outcomes</b>	To attain inclusive productive and livable urban areas for socio economic development	<b>Key Outcome Indicators</b>	<b>Status 2019/20</b>	<b>Target 2024/255</b>
		Proportion of households having decent housing units	23	50
		Improve efficiency of solid waste collection	1	7
		Proportion of urban population having access to gainful or formal and decent employment	15	40
		Number of urban areas greened and protected (Acres)	5	15
		Increase the proportion of surveyed land	10%	30
<b>Adapted Programme objectives</b>	<b>Adapted Interventions and Outputs</b>			
Enhance economic opportunities in urban areas	<ol style="list-style-type: none"> <li>1. Support establishment of labour intensive industries, services and projects for employment creation</li> <li>2. To promote learning in accredited institutions that offer certified skilling, entrepreneurship and incubation development</li> <li>3. Promote land consolidation, titling and banking</li> <li>4. Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generations</li> </ol>			
Promote urban housing market	<ol style="list-style-type: none"> <li>1. Develop, promote and enforce building standards</li> <li>2. Address infrastructure in slums and undertake slum upgrading</li> <li>3. Design and build inclusive housing units for government workers especially ( teachers, health workers and extension staff and or low income earners)</li> <li>4. Promote sustainable housing materials and implement a low costing housing programme</li> </ol>			
Promote green and inclusive urban areas	<ol style="list-style-type: none"> <li>1. Conserve and restore urban natural resource assets</li> <li>2. Undertake waste to resource projects which promote a circular economy</li> <li>3. Develop, green buildings and building standard and promote energy efficient housing</li> </ol>			



	<p>4. Increase urban resilience by mitigating against accidents and floods</p> <p>5. Develop and protect green belts</p> <p>6. Establish and develop public open spaces</p>	
Strengthen urban policies, governance, planning and finance	1. Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance framework	
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>
Output 1	10 labour intensive industries promoted and supported	Design and implement labour intensive programmes and support existing labour intensive interventions and initiatives under agro-industrialization, DDEG and other programmes
Output 2	12 primary schools, 8 secondary schools, 8 Health facilities and 9 LLGs land consolidated, surveyed and titled	Engage Area Land committees, Documentation of land application, engage District Land Board, identify Surveyor to survey and title land, fencing of the institutions
Output 3	3 green belts identified, developed and protected and 6 open spaces identified and maintained	Identification of the land, designing, supplying trees for growing, maintaining the planted areas and protecting
Output 4	9 Physical planning committees formed, trained and functionalized	Formation and training of the committees, monitoring and supervising the committees
Project 1	Urban greening , beautification , Land consolidation, surveying and titling	Develop project profile, lobbying for funding, implementation of planned interventions
Likely risks	Land conflicts, community attitude, limited funding, weak private sector	Identify risks associated with non-genuine products, sensitization of communities of non-genuine products
Mitigation measures	Community mobilization and sensitization, provision of subsidy, lobbying for funding	Design community mobilization strategies and implement

**Table 3.11(b): Human Resource Requirements to fully implement the Sustainable urbanization and Housing Programme**

<b>Programmed</b>	<b>Focus</b>	<b>Qualifications and Skills required</b>	<b>Status (Existing qualifications and skills)</b>	<b>Estimated Gaps</b>
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Sustainable Urbanization and Housing	Attaining inclusive, productive and liveable urban areas for socio-economic development with a bias on Urban Development Physical Planning	Environmental Engineers	0	2
		Urban Planning Specialist	1	3
		Building Architects	0	1
		Land Magement specialist	1	2
		Electrical Engineering Technicians	0	2
		Environmental and occupational Health and Hygiene Professionals	12	8
		Plumbers and Pipe fitters	0	5

**Table 3.12 (a): DDPIII Strategic Objective (s): Increase productivity and wellbeing of the population**

<b>Programmed: Human Capital Development</b>				
<b>Development challenges</b>				
Human capital is characterized by low labour productivity, this is mainly attributed to; weak foundation for human capital, lack of appropriate knowledge, skills and attitude, poor population health and safety, poor population management, limited social protection and lack of institutionalize and integrated human resource planning and development				
<b>Programme outcomes</b>	Increased productivity of the population, for increased competitiveness, and better quality of life for all	<b>Key Outcome Indicators</b>	<b>Status 2019/2020</b>	<b>Target 2024/2025</b>
		Net enrolment	34,736	47,650
		Proficiency and numeracy rate	47%	80%
		Completion rate at primary	42%	70%
		Pupil classroom ratio	79	45
		Pupil to teacher Ratio	98	45
		Pupil Text book ratio	6	1
		Prevention of mother to child transmission of HIV (PMTCT)	99.6	100

<b>Programmed: Human Capital Development</b>				
		Percentage of Children fully immunized	78.9	92
		Immunisation (BCG)	100	100
		Immunisation (Polio)	89%	100%
		Measles	85.5%	100%
		Percentage Safe Water coverage	93	100
		Access to rural supply	58	73
		Increase to water functionality	86	90
		% of population with LLINS	95	100
		Access to basic sanitation	49	80
<b>Adapted Programme objectives</b>	<b>Adapted Interventions and Outputs</b>			
To improve the foundation for human capital development	<ol style="list-style-type: none"> <li>1. Promote school feeding programmes</li> <li>2. Equip and support all lagging primary, secondary schools and higher education institutions to meet Basic Requirements and Minimum Standards (BRMS)</li> <li>3. Increase access to immunization against childhood diseases</li> <li>4. Improve adolescent and youth health eg youth-friendly health services</li> <li>5. Support and implement Strategies against Child Marriage and Teenage Pregnancy</li> <li>6. Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour</li> <li>7. Implement a need based approach to establish a preprimary school class in public schools</li> <li>8. Improve child and maternal nutrition</li> <li>9. Improve immunization coverage in the district</li> </ol>			
To Promote Sports, recreation, and physical education	<ol style="list-style-type: none"> <li>1. Establish district sports-focused schools/sports academies to support early talent identification and development, and the training of requisite human resources for the sports sub-sector.</li> <li>2. Protect existing sports facilities and maintain existing recreation and sports infrastructure at local government and schools in line with the minimum national standards (i.e. football for both girls and boys, netball, athletics, Basket, and Table Tennis)</li> </ol>			

<b>Programmed: Human Capital Development</b>	
	3. Leverage public-private partnerships for funding of sports and recreation programmes
To produce appropriately knowledgeable, skilled and ethical labour force (with strong emphasis on science and technology, TVET and Sports)	<ol style="list-style-type: none"> <li>1. Support the TVET institutions that have the minimum requisite standards to acquire International accreditation Status</li> <li>2. Support and implement the National Strategy for Girls Education, by among others strengthening affirmative action for enrolment of girls and PWDs in BTVET</li> <li>3. Support provision of the required physical infrastructure, instruction materials and human resources for Higher Education Institutions including Special Needs Education</li> </ol>
To provide support supervision of administration, teaching and learning.	<ol style="list-style-type: none"> <li>1. Monitor and inspect all primary, secondary schools and higher education institutions to meet Basic Requirements and Minimum Standards (BRMS)</li> </ol>
To improve population health, safety and management	<ol style="list-style-type: none"> <li>1. Reduce transmission and the burden of communicable diseases with focus on high burden diseases (Malaria, HIV/AIDS, TB, Neglected Tropical Diseases, Hepatitis, &amp; COVID 19), epidemic prone diseases and malnutrition across all age groups emphasizing Primary Health Care Approach</li> <li>2. Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative and palliative health care services.</li> <li>3. Improve maternal, adolescent and child health services at all levels of care</li> <li>4. Increase access to inclusive safe water, sanitation and hygiene (WASH) with emphasis on increasing coverage of improved toilet facilities and hand washing practices</li> <li>5. Increase access to Sexual Reproductive Health (SRH) and Rights with special focus on family planning services and harmonized information</li> <li>6. Improve nutrition and food safety</li> <li>7. Improve occupational health and safety to reduce accidents and injuries</li> <li>8. Strengthen the stewardship of health facility management</li> <li>9. Improve reliable supply of essential health commodities</li> <li>10. Improve the functionality (staffing and equipment's of health facilities at all levels)</li> <li>11. Strengthen the emergency and referral systems</li> <li>12. Establish and operationalized mechanisms for effective collaborations and partnership for health at all levels.</li> </ol>

<b>Programmed: Human Capital Development</b>		
Reduce vulnerability and gender in equality along the life cycle	<ol style="list-style-type: none"> <li>1. Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities</li> <li>2. Strengthen livelihood support, IGAs, labor-intensive public works, and labour market programmes to promote household income</li> <li>3. Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programmes (Emyoga Skills, UWEP, YLP, &amp; Youth venture capital fund)</li> <li>4. Scale up Gender Based Violence (GBV) prevention and response interventions at all levels</li> <li>5. Support Gender equality and Equity Responsive Budgeting in all Sectors and Local Governments.</li> </ol>	
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>
Output 1	22 primary schools establish ECD	Community mobilization and sensitization on ECD, supporting local community leaders to establish ECDs
Output 2	168 primary schools identified to offer school feeding program	Identify , mobilize parents to support feeding programme
Output 3	20 primary schools lagging behind supported to meet basic minimum requirements equipped and supported	Identify ,select and support schools lagging behind in basic minimum requirements
Output 4	200 teachers equipped with literacy and numeracy	Identify , train and equip teachers with necessary knowledge and skills, provide technical backstopping
Output 5	All children under five routinely immunized (Outputs to be aligned as above)	Design and implement routine immunization outreaches, 75 community level outreaches established and functionalize
Output 7	5 health center IIs upgraded to HC IIIs	Design, construct and equip the health facilities
Output 8	District general hospital constructed and equipped	Lobbying and advocating for funding to construct district hospital, provide additional funding from own resources, engage central government and other development partners
Output 9	20 health facilities equipped with occupational health and safety to reduce accidents	Procure and supply the health facilities with occupational health and safety equipment's

<b>Programmed: Human Capital Development</b>		
Output 10	6 piped water schemes designed constructed and functionalize	Design and implement the water schemes
Output 11	20 Intensive labour based public works designed and implemented	Identify labour intensive public works interventions, mobilize communities to participate and support private sector in establishment of labour intensive interventions
Output 12	300 youths, 100 elderly, 400 women and 200 person with disabilities supported to various government programme	Mobilize the communities to participate and benefit from various government and other partner programmes
Project 1	Strengthening and improving school learning environment	Develop project profiles, identify funding, implement, monitor and evaluate progress
Project 2	Strengthening and improving district health systems	Develop project profiles, identify funding, implement, monitor and evaluate progress
Project 3	Improving water supply, sanitation and hygiene	Develop project profiles, identify funding, implement, monitor and evaluate progress
Project 4	Expanding the social protection sector	Develop project profiles, identify funding, implement, monitor and evaluate progress
Likely risks	Community attitude towards health and education jeopardize the programs, low staffing levels, hydrological conditions hampers drilling of production well, prevalence of communicable diseases and food insecurity, disaster leading to disease outbreak	Community mobilization and sensitization, recruit additional staff and remunerate, use of alternative technologies, provide health education, engage communities to increase production and ensure food security
Mitigation measures	Community mobilization and sensitization for inclusive planning of sustainable planning, recruit additional staff in health, community, education and lower local government, use of alternative technology for safe water	Design and implement community mobilization approaches that result into mindset change, organize community meetings for constructive engagements

**Table 3.12 (b): Human Resource Requirements to fully implement the Human Capital Development Programme**

<b>Programme</b>	<b>Focus</b>	<b>Qualifications and Skills required</b>	<b>Status</b>	<b>Estimated Gaps</b>
	Enhancing quality of	General Surgeons	0	7
		Haematologist	0	1

Human Capital Development	human resource	Physician	0	1
		Geriatrics	0	1
		Human Resource Managers	0	4
		Obestetricians and Gynaecologists	0	2
		Occupational health and safety specialist	0	1
		Nutritionist	0	1
		Paediatrician	0	1
		Primary School Teachers		
		Radiologist	0	2
		Onchologist	0	1
		Welfare and probation officer	2	2
		Secondary Education Teachers	153	0
		Special Needs Teachers	0	12
		Vocational Education Teachers		
		Counsellors Specialists	0	2
Water Engineers	1	2		

**Table 3.13 (a): DDPIII Strategic Objective (s):Increase productivity and wellbeing of the population**

<b>Programme: Community Mobilization and Mindset Change</b>				
<b>Development challenges</b>				
Lack of national value system has led to; a weak sense of responsibility and ownership of development programs among the citizens. This is attributed to; the dependence syndrome, a high selfish tendencies, shortsightedness, laziness, negative traditional and cultural beliefs and practices, drug and substance abuse, poor health seeking behaviors, low sense of ownership of facilities and low demand for services, a weak sense of nationalism/patriotism and a weak community development function				
<b>Programme outcomes</b>	To empower individuals, families, communities and citizens to embrace national values and	<b>Key Outcome Indicators</b>	<b>Status 2019/20</b>	<b>Target 2024/25</b>
		Increased the proportion of families, citizens and communities informed about national and community programs	30	90

	actively participate in sustainable development	Increased household savings in SACCOs and VSLA	10	60
		Reduction in prevalence of negative social norms and cultural practices that perpetuate gender inequality	12	50
		Proportion of households accessing public services	18	90
		Number of Government Programmes supported, owned and sustained by community	5	10
<b>Adapted Programme objectives</b>	<b>Adapted Interventions and Outputs</b>			
Enhance effective mobilization of families, communities and citizens for development	<ol style="list-style-type: none"> <li>1. Conduct awareness campaigns and enforce laws enacted against negative and or harmful religious, traditional/cultural practices and believes</li> <li>2. Design and implement a program aimed at promoting household engagement in culture and creative industries for income generations</li> <li>3. Implement a national civic education program aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens</li> </ol>			
Strengthen institutional capacity of local government and non-state actors for effective mobilization of communities	<ol style="list-style-type: none"> <li>1. Equip and operationalized community mobilization and empowerment institutions and structures for effective citizen mobilization and dissemination of information to guide and shape the mindsets/attitudes of the population</li> <li>2. Establish and operationalized community development management information system at parish and sub county levels</li> </ol>			
Promote and inculcate the National Vision and value system	1.			
Reduce negative cultural practices and attitudes	1.			



<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>
Output 1	5 community mobilization empowerment coordination framewok developed and functionalized	Consultation of stakeholders, design framework, implement, monitor and evaluate progress
Output 2	120 community empowerment activities and awareness campaigns promoting household engagement in culture and creative activities designed and implemented	Identify, design , implement appropriate community empowerment activities and awareness campaigns
Output 3	cultural institutions skilled and equipped for effective citizen mobilization to shape community mindset	Identify and select the cultural institutions for capacity building. Design, implement and monitor progress of capacity building programme
Output 4	Establish and operationalize community development management information systems at parish and sub county.	Design and implement Community Based Management Information System
Output 5	4 community resource centres constructed and operationalized	Design and construct community Resource Centers
Project 1	Community mobilization and empowerment project	Develop project profile, identify funding for project, implement and monitor progress of implementation
Likely risks	High poverty among the population, negative attitudes towards hard work, weak sense of responsibility, low funding, dependence syndrome, duplication of mobilization functions	Design poverty alleviation programmes, empower communities for sustainable development
Mitigation measures	Develop proposals for funding, Community mobilization and sensitization for positive mind change to drive community development	Design and implement community mobilization and awareness programmes

**Table 3.13(b): Human Resource Requirements to fully implement the Community Mobilization and Mindset Change Programme**

	<b>Focus</b>	<b>Qualifications and Skills required</b>	<b>Status</b>	<b>Estimated Gaps</b>
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			<b>(Existing qualifications and skills)</b>	
Community Mobilization and Mindset Change	Enhancing Community Mobilization and Mindset Change	Community Development Workers	14	6

**Table 3.14(a): DDPIII Strategic Objective (s):Strengthen the role of State in development**

<b>Programme: Governance and Security</b>				
<b>Development challenges</b>				
Weak adherence to the rule of law and existence of internal and external security threats threatening governance and security. This is due to; high crime rate, weak societal security structure, limited access to and affordability of justice, weak policy legal and regulatory framework for effective governance and corruption				
<b>Programme outcomes</b>		<b>Key Outcome Indicators</b>	<b>Status 2019/20</b>	<b>Target 2024/2025</b>
To improve adherence to the rule of law and capacity to contain prevailing and emerging security threats		Increasing percentage of youth engaged in district service functions	32	65
		Reduce corruption cases reported in the district	10	5
		Proportion of population having corruption perception on District Local Government	90	40
		Number of timely reports submitted to line ministries	4	20
		Number of audit queries generated by Internal Auditor	1	10
		Un qualified opinion of the Auditor General	1	5
		Percentage Score in the National Assessment	134	70
	<b>Adapted Programme objectives</b>	<b>Adapted Interventions and Outputs</b>		
Strengthen the capacity of security	<ol style="list-style-type: none"> <li>1. Strengthen identification and registration of persons' services;</li> <li>2. Strengthen conflict early warning and response mechanisms</li> </ol>			

agencies to address emerging security threats		
Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security	<ol style="list-style-type: none"> <li>1. Review and enact appropriate legislation</li> <li>2. Improve the legislative process in Parliament and Local Governments to ensure enhanced scrutiny and quality of legislation</li> </ol>	
Strengthen transparency and accountability and anti-corruption systems	<ol style="list-style-type: none"> <li>1. Enhance the public demand for accountability</li> <li>2. Strengthen the oversight role of Local Government Public Accounts Committee</li> <li>3. Strengthen the prevention, detection and elimination of corruption</li> <li>4. Strengthen and enforce compliance to accountability rules and regulations</li> <li>5. Mainstream anti-corruption initiatives in all district plans, projects and programs</li> </ol>	
Strengthen citizen participation and engagement in democratic processes	<ol style="list-style-type: none"> <li>1. Strengthen the representative role of , Local Government councilors and the public</li> <li>2. Increase participation of the population including the vulnerable persons in civic activities</li> </ol>	
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>
Output 1	20 community Barazaas organized at parish level, 260 radio talk shows conducted on local FMs to disseminate budgets, development plan and feedback and progress on implementation of programmes.	Design and implement community engagement meetings, monitor and evaluate engagements, provide for feedback mechanisms on implementation of programmes.
Output 2	13 public notice boards and suggestion boxes established to display information on budget, work plans, contracts and implementation status	Procure and install public notice boards and put to use, appoint focal point person to manage notice boards and suggestion boxes. Regularly provide feedbacks to communities
Output 3	5 bye-laws and ordinances for effective governance and security Reviewed and developed (Study tour by District council)	Enacted appropriate bye laws for effective government
Output 4	LC court system from village level up to sub-county level Support and operationalized.	Traditional local justice system improved.

Output 5	I Service delivery standards and 1 client chatter developed and implemented (DLB & DCC Services Offered to clients.)	Formulate and pass Service delivery standards /client chatter and implemented
Output 6	37 District Councilors trained on oversight and representation role, special group leaders trained on roles and responsibilities	Designing training curriculum, implement training, monitor and evaluate trainings
Project 1	Strengthening Governance and Accountability	Develop project profile, allocate funds for the project, lobby and advocate for funds, implement , monitor and evaluate the project
Likely risks	Bureaucracy, uncontrolled population growth rate, knowledge gap among leaders, post-election violence	Community mobilization and sensitization on demographic dividend, mindset change, community engagement on government policies and laws
Mitigation measures	Strengthening governance and accountability, mobilization and sensitization	Enforcement of existing legislations, empowerment of communities to participate in governance

**Table 3.15(a): DDPIII Strategic Objective (s): Strengthen the role of State in development**

<b>Programme: Public sector transformation</b>				
<b>Development challenges</b>				
Weak accountability systems for results across the district , weak transparency to eliminate corruption in the delivery of services, weak Government structures and institutions for efficient and effective service delivery; weak human resource management function for improved service delivery; and lack of decentralization and citizen participation in local development;				
<b>Programme outcomes</b>	To improve public sector response to the needs of the citizens and the private sector"	<b>Key Outcome Indicators</b>	<b>Status 2019/20</b>	<b>Target 2024/2025</b>
		Level of client satisfaction with the client feedback mechanism	60%	80%
		% of individuals achieving their performance target	70%	90%
		% of Public Officers receiving salary according to the approved pay plan	85%	100%

		Level of beneficiaries satisfaction with services provided	60%	85%
		Level of compliance with SDS in the district	65%	85%
		% of staff accessing payroll within 30 days after assumption of duty	75%	95%
		%age of Public officers whose qualification and competences are aligned to their jobs	85%	<u>100%</u>
		% of critical positions filled	80%	90%
		level of compliance to recruitment guidelines by district service commissions	85%	100%
		Proportion staff supported for capacity building	40%	80%
<b>Adapted Programme objectives</b>	<b>Adapted Interventions and Outputs</b>			
Strengthen accountability for results across departments	Develop and enforce service delivery standards and client charter. Enforce compliance to rules and regulations Strengthen prevention, detection and elimination of corruption			
Strengthen Human resource Mgt function of Government for improved service delivery	Strengthen on job training for both short term and long term courses for skills enhancement Formulate and pass bye laws and ordinances to support public service delivery			
<b>Deepen decentralization and citizen participation in local development</b>	Increase participation of Non-State Actors in Planning and Budgeting Operationalize the parish model			
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>		

Output 1	One (1) developed and implemented.	Provide technical support to HoDs and LLGs to develop client charters& SDS, Monitor and evaluate implementation. Review and strengthen the client chatter, SDS feedback mechanism to enhance the public demand for accountability.
Output 2	20 Barazaas program implementation scaled up	Provide & support sub counties and Town councils to be covered by the Barazaas model to enhance the public demand for accountability & undertake follow up of implementation of emerging issues
Output 3	Service Delivery Standards developed and enforced	Develop customized service delivery standards, disseminate the standards to schools and institutions , Monitor implementation of service delivery standards & review and strengthen the, SDS feedback mechanism to enhance the public demand for accountability
Output 4	.Capacity of staff built in records and Information Management	Build capacity of RIM staff to enforce compliance to RIM standards, Develop E-records Management systems, Disaster Management information system Access records strengthened and Use of Archives. .
Output 5	District performance assessment coordinated	Coordinate the district performance assessment Including LLGs
Output 6	Service delivery standards and 1 client chatter developed and implemented (DLB & DCC Services Offered to clients.)	Formulate and pass Service delivery standards /client chatter and implemented
	Performance agreements/ appraisals administered and enforce from Scale U8 - level upwards	Administer and enforce Performance agreements/ appraisals across district service from Scale U8- level upwards
Output 7	Guidance provided on recruitments and selection procedures	Conduct trainings and support supervision for DSC members.
Output 8	37 District Councilors trained on oversight and representation role, special group leaders trained on roles and responsibilities	Designing training curriculum, implement training, monitor and evaluate trainings

Output 9	Capacity of Human resource built in performance management & Planning	Conduct refresher trainings in performance management, & Planning
Project 1	Strengthen public sector response to the needs of the citizens.	Develop Capacity for Human resource project profile, allocate funds for the project, lobby and advocate for funds, implement , monitor and evaluate the project
Likely risks	Bureaucracy, uncontrolled population growth rate, knowledge gap among leaders, post-election violence	Community mobilization and sensitization on demographic dividend, mindset change, community engagement on government policies and laws
Mitigation measures	Strengthening governance and accountability, mobilization and sensitization	Enforcement of existing legislations, strengthen Human resource function empowerment of communities to participate in service delivery projects

**Table 3.16(a): NDPIII Strategic Objective (s):Strengthen the role of State in Development**

<b>Programme: Regional Development Programme</b>				
<b>Development challenges</b>				
There is imbalance in development of the district potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector				
<b>Programme outcomes</b>	To accelerate equitable, balanced economic growth and development in the district	<b>Key Outcome Indicators</b>	<b>Status 2019 /20</b>	<b>Target 2024/ 2025</b>
		Proportion of budget allocated to Lower Local Governments lagging behind	10	30
		Number of investments targeting the lower Local Governments lagging behind	2	10
<b>Adapted Programme objectives</b>	<b>Adapted Interventions and Outputs</b>			
Stimulate the growth potential for the Sub counties through area based agri-business LED initiatives	<ol style="list-style-type: none"> <li>1. Organize farmers into cooperatives at district level</li> <li>2. Strengthen agriculture extension services through increased supervision and implementation of the Parish Model</li> <li>3. Develop and implement targeted agri-LED intervention for refugees and host communities</li> <li>4. Construct small irrigation schemes and value dams to ensure production all year round</li> </ol>			

Close Sub County infrastructure gaps for exploitation of local economic potentials	Develop Community Access and motorable feeder roads for market access	
Strengthen the performance measurement and management framework for local leadership and public sector management	Introduce community scorecards for local government performance	
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	<b>Actions(Strategic Activities )</b>
Output 1	5 farmer cooperative mobilized and registered and 6 agri-LED interventions for refugees and host communities designed and implemented	Identify, mobilize , sensitize and support farmers for cooperative formation, identify and implement agri-LED interventions for refugees and host communities
Output 2	20 small scale irrigation schemes designed and implemented	Develop, design and implement small-scale irrigation schemes. Monitor and evaluate irrigation scheme activities. Offer technical support to farmers
Project 1	Strengthen farmer institutions for Agro processing and value addition	Develop project profile, lobby and advocate for funding ,implement, monitor and evaluate performance of the project
Likely risk	High community demand, climate change, issues of land ownership and land tenure system, community attitude towards development	Design and implement climate smart agriculture, mobilization communities to adapt appropriate farming practices, ensure that communities change current land tenure systems that is prohibitive to agronomic practices
Mitigation measures	Community mobilization and sensitization on change of land tenure to facilitate commercial farming.	Design and implement community mobilization strategies that are effective and efficient

**Table 3.17(a): DDPIII Strategic Objective (s): Strengthen the role of State in Development**

<b>Programme: Development Plan Implementation</b>
<b>Development challenges</b>
Slow implementation of the plans remains a major development challenge. This is caused by; weak implementation of planning and budgeting, weak M&E systems, limited financing, weak coordination and weak systems for statistical development.



<b>Programme outcomes</b>	To increase efficiency and effectiveness in implementation of the LGDP	<b>Key Outcome Indicators</b>	<b>Status 2019/20</b>	<b>Target 2024/25</b>
		Proportion of district development plan on target	60	80
		Proportion of Local Revenue to the Total District Budget	0.3	1.5
		Percentage of the Total Revenue collected	75	90
		Proportion of investments in the annual work plan and budget aligned to the District Development Plan	65	100
		Proportion of Development Partners aligning their interventions to District Development Plan	40	100%
<b>Adapted Programme objectives</b>	<b>Adapted Interventions</b>			
<b>Strengthen capacity for development planning</b>				
Strengthen capacity for development planning	<ol style="list-style-type: none"> <li>1. Integrate cross cutting issues in local government plans and programme interventions</li> <li>2. Strengthen the planning and development function at the Parish level to bring delivery of services closer to the people</li> <li>3. Strengthen human resource planning to inform skills projections and delivery of human resource capacity to support improved service delivery.</li> <li>4. Strengthen the capacity of the Parish Development Committees and support project management committees in the implementation process</li> <li>5. Review and reform the local government system to emphasis parish/Sub County Planning model</li> </ol>			
Strengthen budgeting and resource mobilization	<ol style="list-style-type: none"> <li>1. Expand financing beyond the traditional sources</li> <li>2. Alignment of budgets to development plans at district level and Lower local government levels.</li> <li>3. Develop a comprehensive asset management policy</li> <li>4. Strengthen the alignment of the departmental plans, lower local government plans and none state actors into district development plans</li> <li>5. Operationalized the system for tracking off budget financing.</li> </ol>			
Strengthen the capacity for implementation	<ol style="list-style-type: none"> <li>1. Review and re-orient the institutional architecture for Community Development (from the parish to the district I level) to focus on mindset change and poverty eradication</li> <li>2. Increase financing for LG investment plans</li> </ol>			

to ensure a focus on results	3. Empower the Parish Chiefs and Sub County Chiefs to oversee and supervise all technical works in jurisdictions	
Strengthen coordination, monitoring and reporting frameworks and systems	<ol style="list-style-type: none"> <li>1. strengthen expenditure tracking, inspection , accountability, transparency and ownership</li> <li>2. Develop an effective communication strategy for the district development plan</li> <li>3. Develop integrated M&amp;E framework and system for district Development</li> <li>4. Strengthen expenditure tracking, inspection and accountability on green growth</li> </ol>	
Strengthen the capacity of the statistical system to generate data for development planning & decision	5. Strengthen completion and use of disaggregated district level statistics for planning and decision making	
<b>Programme Outputs</b>	<b>Outputs and Targets</b>	Actions(Strategic Activities )
Output 1	Capacity building done in development planning, particularly for Lower local governments and parishes	Identify, design and address capacity needs and efficient mechanisms and strategies for collecting new alternative revenue sources
Output 2	Alignment of the departmental plans, lower local government plans and none state actors into district development plans	Strengthen Alignment of the departmental plans, lower local government plans and none state actors into district development plans
Output 3	Aligned plans to Vision 2040 and the global agenda i.e. SDGs, Agenda 2063, APRM, EAC	Formulation Plans and budget that are well aligned the national vision and global agenda i.e. SDGs, Agenda 2063, APRM, EAC.
Output 4	District Development Plan IV formulated	Having in place five development plan and aligned to NDP IV
Output 5	cross cutting issues Integrated in local government plans and programme interventions	Identify and map cross cutting issues, integrate them in all district programme intervention.
Output 6	Resource mobilization, revenue enhancement developed and expenditure monitored and tracked.	Establish mechanism for resource mobilization, expenditure and budget performance tracking
Output 8	Alternative financing mechanization identified and operationalized	Identify, design and implement cost effective and efficient mechanisms and strategies for collecting new alternative revenue sources

Output 9	35 parish development committees revitalized and trained	Design and implement Parish Model development strategy
Output 10	Quarterly and annual monitoring interventions conducted and report produced and Mid-term and end of term evaluations conducted and reports shared	Effective communication strategy developed and operationalized
Project 1	Revenue mobilization and management and Expenditure monitoring and tracking	Design and develop project profile, identify sources of revenue for implementation of the project, monitor and evaluate progress on regular basis, Enhancement of skills for staff and leaders in planning.
Likely risks	Limitation in funding to finance identified needs, limited data and staff capacity	Identify funds, lobby and advocate for funds from partners and central government, build capacity of stakeholders
Mitigation measures	Lobbying and advocacy for additional funding, training of staff to build staff capacity	Design lobbying and advocacy messages, implement strategies for building staff capacity, Monitor and evaluate progress of interventions

**Table 3.17(b): Human Resource Requirements to fully implement the Development Plan Implementation**

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
<b>Development Plan Implementation</b>	Increased efficiency and effectiveness in the implementation of the District Development Plan	Development Planners	2	1
		Accountant Specialist	8	6
		Expenditure tracking Specialist	0	6
		M+E specialist	0	2

### 3.7 Showing Summary of sectoral programmes/ projects

Project Name	Likely Risks	Mitigation Measures
<b>Programme Description: Agro- Industrialization</b>		
<b>Sub-Programme : Agricultural Production</b>		
Project 1: Small Scale irrigation	Climate change, land tenure system	Adaption of Climate Smart Agriculture, Community

<b>Project Name</b>	<b>Likely Risks</b>	<b>Mitigation Measures</b>
		mobilization and sensitization, Land use planning
Project 2: Seed / Breed Improvement	Community attitude, high of acquisition, diseases, climatic conditions	Community mobilization for mindset change, lobbying and advocating for low interest rate financing, Pest and disease control through extension services, water for production schemes
Project 3: Fish farming and handling	Land conflict, community attitude, theft or forgery, grabbing, pests and diseases, climatic conditions, high cost of acquisition and maintenance	Community mobilization and sensitization, Systematic Land Acquisition and Consolidation, land use planning, pest and disease control, adoption of recommended fish farming practices, fencing and guarding fish farming premises
Project 4: Produce handling and Storage facility construction	Community attitude, low production and seasonality of produce, pest and diseases, climatic conditions, land conflicts and land tenure systems	Community mobilization and sensitization, water for production construction schemes, pest and disease control mechanisms, Systematic Land Acquisition and Consolidation,
Project 5: Agricultural mechanization	High cost of acquisition and operationalization, community attitude, landscape in certain sub-counties is hindrance,	Public Private Partnerships, community mobilization and sensitization, use of appropriate technologies,
<b>Sub Programme: Industrialization</b>		
Project 1: Tea processing	Seasonality of produce, low production, pests and diseases, community attitude, land tenure system, cost of acquisition of machines, market fluctuation	Adoption of climate smart agriculture, construction of irrigation schemes, community mobilization,
Project 2: Honey processing		
Project 3: Cereal processing and packaging		
Project 4: Milk production and processing	Pests and diseases, cost of machine acquisition and maintenance, low purchasing power, limited knowledgeable and skilled personnel	Pest and disease control mechanisms established, lobbying and advocating for low cost financing, Public Private Partnerships, community mobilization for increased house hold income and skilling
Project 5: skilling and equipping young people for agro-industrialization	Community attitude towards vocational skills is poor, high cost of	Community mobilization and sensitization, public private

<b>Project Name</b>	<b>Likely Risks</b>	<b>Mitigation Measures</b>
	establishing vocational institutions,	partnerships, lobbying and advocating for low cost financing
<b>Programme Description: Tourism Development</b>		
<b>Sub-Programme: Tourism Development</b>		
Project 1 : Tourism Infrastructure construction	High cost involved in construction, low uptake of tourism products and services, weak private sector capacity, low community awareness	Lobby and advocate for low cost financing, public private partnerships, community mobilization and sensitization, promote update of tourism products and services
Project 2 : Community Tourism promotion		
Project 3 : Tourism Information Management System strengthening		
<b>Programme Description: Climate Change, Environment and Natural Resources Management</b>		
<b>Sub Programme :Climate Change</b>		
Project 1: Developing comprehensive and integrated water catchment plans	Wetland encroachment and degradation, water pollution, flooding and drought, low capacity of private sector, political interference,	Develop community led and own integrated water catchment management plan, enhance capacity of private sector to finance investment in wetland conservation, map, demarcate and protect degraded wetlands
<b>Sub Programme: Environment and Natural Resources</b>		
Project 1: Waste management sites development	Land tenure system, environmental pollution, high cost of waste management, low private sector capacity, land encroachment, Community attitude towards tree growing is poor, Technical and managerial skills to support tree growing is weak	Community mobilization and sensitization, land use planning, enhance capacity of private sector, hiring technical competent staff at district and sub-county levels
Project 2: Urban and rural growth centre greening		
Project 3: Capacity enhancement of disaster and risk Management Committees		
Project 4: Afforestation or Tree Growing		
Project 5: Integrated Water Management and development		
Project 6: Green Climate Project		
<b>Programme Description: Private Sector Development</b>		
<b>Sub Programme: Private Sector Development</b>		
Project 1: Mapping investment potentials and opportunities	Community attitudes towards business, low private sector capacity, low purchasing power, high interest rates poor social	Community mobilization and sensitization, initiate and support income generating activities, strengthening local
Project 2: Producer and Consumer Cooperatives		

<b>Project Name</b>	<b>Likely Risks</b>	<b>Mitigation Measures</b>
mobilization and strengthening Project 3: Capacity Building of the private sector	and economic infrastructure as well as climatic conditions	SACCOs, improving social and economic infrastructure
<b>Programme Description: Transport Interconnectivity</b>		
<b>Sub Programme: Road Transport infrastructure</b>		
Project 1: District road rehabilitation and maintenance	Displacement of population, encroachment on road reserves, road accidents, limitation in funding, community attitude, vandalism of properties, pollution and environmental degradation, labour disputes as well as sexual gender based violence, HIV/AIDS	Land use planning, community mobilization and sensitization, design and implement environmental mitigation measures, road signs, HIV/AIDS counseling and testing, work place based inspections and settlement of labour disputes
Project 2: Community Access road bottleneck improvement and upgrading		
Project 3: Urban road tarmacking		
Project 4: District road equipment maintained.		
<b>Programme Description: Sustainable Urbanization and housing</b>		
<b>Sub Programme: Sustainable urbanization</b>		
Project1: Urban greening and beautification	Environmental pollution and degradation, encroachment, lawlessness, land conflicts and disputes, community attitude, displacement Land ownership and tenure systems, un-organized settlement patterns	Land use planning, community mobilization and sensitization, advocate for change on land tenure systems, enforcement of environmental laws
Project 2: Land consolidation surveying ,titling and banking		
<b>Sub Programme: Housing</b>		
Project 1: Low cost descent housing designs and development	High level of poverty, high cost of industrial and building materials, community attitudes, low levels of education, land ownership and tenure systems, displacement, high transport cost and weak enforcement of housing standards	Supporting IGAs, community mobilization and sensitization, enforcement of housing standards, lobbying and advocate for affordable transport and building materials, initiate and support construction of low housing units for low income earners
<b>Programme: Human capital development and social protection</b>		
Sub programme: Human capital development		
Project 1: Strengthening teaching and learning environment	Community attitude towards education, low levels of literacy, low	Community mobilization and sensitization for citizens embrace to education,

<b>Project Name</b>	<b>Likely Risks</b>	<b>Mitigation Measures</b>
	staffing levels, weak sense of responsibility,	recruitment of additional staff, construction additional staff houses, provision of teaching and learning aid, strengthen referral systems,
Project 2: Strengthening and improving health system	Low staffing levels, limited staff accommodation, dependency syndrome, high selfless tendency, malnutrition, high disease burden, weak referral systems	
Project 3: Improving water, hygiene and sanitation	Land conflict and ownership of facilities, operation and maintenance, risks of voluntarism of water user committees, water quality among others	Community mobilization and sensitization
Project 4: Expanding the social protection	Low level of enrolment due to high age benchmark of 80 years, weak community social safeguards	Lobbying and advocate for reduction in age requirement as well as revitalize the traditional community safeguards to protect special interest groups
<b>Sub Programme: Social Protection</b>		
Project 1: Expanding social protection to vulnerable groups	Community attitude towards vulnerable groups is negative, weak social cohesion, external social and economic shocks	Community mobilization and sensitization, revitalization of traditional and cultural protection systems
<b>Programme Description: Community Mobilization and Mindset Change</b>		
<b>Sub Programme: Community mobilization</b>		
Project 1 Community Mobilization and empowerment	High poverty levels, poor attitude towards hard work, weak sense of responsibility, dependency syndrome, duplication of mobilization functions	Community mobilization and sensitization for mindset change to drive community development
<b>Programme Description: Governance and Security Strengthening</b>		
<b>Sub Programme: Governance</b>		
Project 1: Strengthening governance and accountability	Bureaucracy, uncontrolled population growth rate, limited knowledgeable and skilled leadership, post-election violence, limited skilled personnel	Strengthen governance and accountability, community mobilization and sensitization

<b>Project Name</b>	<b>Likely Risks</b>	<b>Mitigation Measures</b>
<b>Programme Description: Special Programme</b>		
<b>Sub Programme: Special Programme</b>		
Project 1: Strengthen Farmer institutions	High community demand, climate change, land ownership and land tenure system, community attitude towards development is poor	Community mobilization and sensitization, change of land tenure system, climate smart agriculture
Project 2: Strengthening Lower Local governments lagging behind district average	Limitation in funding, misappropriation funds, high demand for services, limited skilled personnel, weak political oversight role, low capacity to operate and maintain socio economic infrastructure	Community mobilization and sensitization, recruiting additional staff, strengthening the capacity of local elected leaders, training community leaders on operation and maintenance
<b>Programme Description : Regional Development Programme</b>		
Project 1: Strengthen farmer institutions for Agro processing and value addition	There is imbalance in development of the district potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector	Design and implement community mobilization strategies that are effective and efficient Community mobilization and sensitization on change of land tenure to facilitate commercial farming.
<b>Programme Description: Développement Plan Implémentations</b>		
<b>Sub Programme: Development plan implementation</b>		
Project1: Revenue mobilization and management	Limited financing for identified priorities, limited data and staff capacity, weak community attitude towards socio economic infrastructure, weak monitoring and evaluation systems, political interference	Community mobilization and sensitization, identify additional local revenue sources , improve financial management capacities of staff, training lower local governments in planning, monitoring and evaluation, strengthening community capacity to hold local leaders accountable



## **CHAPTER FOUR: IMPLEMENTATION FRAMEWORK AND STRATEGY**

### **4.0 Introduction**

The chapter presents LGDP implementation and coordination strategy, institutional arrangements, integration and partnership arrangements and the pre-requisites for successful implementation of the plan. The main purposes of this Chapter is to provide strategic guidance on the required institutional policies and a number of pre-conditions that will be required to be in place for successful implementation of the LGDP, meaningful planning and consequently development through a multi-sectoral approach. All programme objectives and strategies should hinge on achieving the District Vision and mission, aligned to Vision 2040. Under this chapter therefore, a range of programme interventions / strategies and the respective objectives are highlighted. The chapter comprise of LGDP implementation and coordination strategy, institutional arrangement, Integration and partnership arrangements and pre-requisite for successful LGDP implementation.

### **4.1 LGDP Implementation and coordination strategy**

The plan will be implemented through the Medium-Term Expenditure Frame Work (MTEF) through the Annual work plans, budgets framework papers, and budgets. The key elements of the implementation strategy are to ensure responsibility for developing and implementing the plans under different programs.

Both participatory approach and public private partnership will be used in implementing and monitoring the implementation of the district development plan. Implementation will be coordinated by the office of Chief Administrative officer. There are number of institutions that will be involved the implementation of the district development plan that include district departments, Lower Local Governments, Civil Society organizations and the private sector. Departments, Lower Local Governments and Civil Society organizations will be responsible for initiating procurements and contracting out of projects, supervision, monitoring and reporting. While the members of private sector (contractors and service providers will be responsible for implementing the contracted works and services.

The district executive committee and office of the Resident District Commissioner will oversee the implementation of the plan over the five-year period.

The district development plan will integrate interventions from all stakeholders most especially interventions from lower local governments, departments and civil society organizations and development partners. This will be done by sequencing programme interventions and projects in such way that there are clear linkages between projects that will require inputs, work in progress from other programmes or lower local governments. The higher local governments will also take care of lower local governments' projects that may have financial implications on the higher local governments. The district intends to focus its attention on both service delivery and local economic development/wealth creation. This will be achieved through engagement both public led approach and public private partnership.

For successfully implementation, adequate mobilizing of financial resources and equipment's will be a top agenda. Central Government should make available an

extra road equipment's and provision for water for production. The district can also seek for donations through proposal writing and public private partnership, Zonal Industrial hubs, oil and gas and local should fast tracked decentralized for sustainable benefits to the public.

All the stakeholders need to work as a team and with commitment if the objectives of this plan are to be realized. The office of the Chief Administrative Officer and Chairperson LC V need to build teamwork and push the transformation process forward. This will require attitude change and better work ethics. The Chief Administrative officer assisted by planning department will enhance efficiency and effectiveness in implementation of this plan for sustainable achievements of targets, goal and objectives.

#### **4.2 LGDP institutional Arrangements**

The district will continue to conduct weekly senior management meetings, monthly Technical planning meetings at district level and Lower Local government levels. Monthly revenue meeting at district level, district executive committee meetings and councils meetings, quarterly review meetings, Quarterly Joint Monitoring, district management meeting (DMC) with implementing partners on a quarterly basis, pre-bid conference with service providers and any other stakeholders in course of implementing this plan.

The number of institutions that will be involved the implementation of the district development plan include district Council, DEC, Standing committees, Technical Planning committee, Budget desk, departments, Lower Local Governments, Civil Society organizations and the private sector. Departments, Lower Local Governments Implementing Development Partners and Civil Society organizations will be responsible for initiating procurements and contracting out of projects, supervision, monitoring and reporting. While the members of private sector (contractors and service providers will be responsible for implementing the contracted works and services. The district executive committee and office of the Resident District Commissioner will oversee the implementation of the plan over the five-year period.

**Table 4.1 Role and responsibility of LG Organ/ Committee/Institution**

<b>S/No.</b>	<b>Role and responsibility of LG Organ/ Committee/Institution/</b>
<b>1.</b>	<b>District Council</b>
	The council and its sectoral standing committees shall undertake the following responsibilities; <ul style="list-style-type: none"> <li>a) Approve annual plans and budgets derived from the District Development Plan</li> <li>b) Authorize public expenditure and exercise general control over public revenues</li> <li>c) Enacting ordinances and byelaws</li> <li>d) Approve policies and bylaws that may be relevant in implementation</li> <li>e) Departmental quarterly work plans and budgets reviews and approval</li> <li>f) Discuss quarterly progress reports, including challenges and propose way forward</li> <li>g) Monitor project implementation in the district and report accordingly</li> </ul>

<b>S/No.</b>	<b>Role and responsibility of LG Organ/ Committee/Institution/</b>
	<ul style="list-style-type: none"> <li>h) Report any deviation from approved work plans and budgets</li> <li>i) Approval of work schedule and quarterly work plans for implementation</li> <li><b>j) Review monthly revenues, expenditure returns, contracts and PAC reports</b></li> </ul>
<b>2.</b>	<b>The District Executive Committee</b>
	<p>The District Executive Committee is composed of all the LCV secretaries. The District chairperson chairs the committee and the CAO is the secretary. All heads of departments are co-opted members and the committee is expected to meet at least monthly.</p> <ul style="list-style-type: none"> <li>a) The DEC will play the following role in the implementation of the plan;</li> <li>b) Oversee the implementation of the DDP including policy formulation and guidance</li> <li>c) Monitor the implementation of council programmes and take action where necessary</li> <li>d) Review the budget performance</li> <li>e) Discuss monthly, quarterly and annual synthesis and progress reports, including challenges and propose way forward</li> <li>f) Consider and evaluate performance of council against approved work plans and programmes</li> <li>g) Initiate, encourage and support self help projects and mobilize people, materials and technical assistance in relation to the self help projects and lobbying for additional external resources</li> <li>h) Monitor and supervise projects and other activities being implemented</li> <li>i) Ensure political oversight in areas of implementation and evaluation of the District Development Plan</li> </ul>
<b>3.</b>	<b>Standing Committees of the District Council</b>
	<ul style="list-style-type: none"> <li>a) Reporting to the council on status of implementation</li> <li>b) Discussing quarterly and annual reports and making recommendations to District Council for improvement</li> <li>c) Approval of work schedule and quarterly work plans for implementation</li> <li>d) Departmental quarterly work plans and budgets reviews and approval</li> </ul>
<b>4.</b>	<b>The District Technical Planning Committee</b>
	<ul style="list-style-type: none"> <li>a) Provision of technical specifications and Terms of References, Bills of Quantities, Drawings and Designs to be submitted to Procurement and Disposal Unit and certification of works and services</li> <li>b) Create awareness for the full understanding and appreciation of the plan</li> <li>c) Ensure efficient allocation of resources through better coordination and budgeting</li> <li>d) Initiate procurement and disposal requirements and forward to PDU (procurement plan) based on approved budget</li> </ul>

<b>S/No.</b>	<b>Role and responsibility of LG Organ/ Committee/Institution/</b>
	<ul style="list-style-type: none"> <li>e) Harmonize management, supervision, coordination and reporting arrangements for the DDP implementation.</li> <li>f) Preparation of monthly, quarterly and annual progress reports including challenges and recommendations and way forward for future implementation</li> <li>g) Supervision and inspection of projects and programs for compliance and standards in service delivery.</li> <li>h) Resource mobilization and accountability for funds received and spent on quarterly bases to all stakeholders including the community beneficiaries</li> <li>i) Project generation and appraisals for feasibility, viability and sustainability</li> <li>j) Technical backstopping to Lower Local Governments and other relevant institutions</li> <li>k) Advising District and Sub County Councils on project implementations</li> </ul> <p>Evaluation of projects and programs and document key lessons learnt for future designing and programming</p>
<b>5.</b>	<b>The Budget Desk</b>
	<p>Budget Desk Team shall be appointed by CAO to coordinate budgeting process. The Committee shall be chaired by Chief Finance Officer and Planning staff as a Secretariat.</p> <ul style="list-style-type: none"> <li>a) The role and responsibility of budget desk include;</li> <li>b) Ensuring that departmental plans and budgets are realistic</li> <li>c) Ensuring that departmental work plans and budgets are aligned to the DDP</li> <li>d) Coordinating the preparation of departmental annual work plans and budgets and ensuring that development partners' resources are integrated</li> <li>e) Ensuring that the local government budgeting cycle is followed and stakeholders are updated on the planning process</li> </ul>
<b>6.</b>	<b>District Service Commission</b>
	<ul style="list-style-type: none"> <li>a) Local Governments Act section 54 section 1 provides for Establishment of a district service commission and section 54 subsections 2(5) made mention of composition, tenure of office and removal from office respectively</li> <li>b) The power to appoint persons to hold or act in any office in the service of a district or urban council, including the power to confirm appointments, to exercise disciplinary control over persons holding or acting in such offices and to remove those persons from office, is vested in the district service commission.</li> </ul>
<b>7</b>	<b>Local Government Public Accounts Committee (LGPAC)</b>
	<ul style="list-style-type: none"> <li>a) A local government public accounts committee shall examine the reports of the Auditor General, chief internal auditor and any reports of commissions of inquiry and may, in relation to the reports, require the attendance of any councilor or officer to explain matters arising from the reports.</li> </ul>

<b>S/No.</b>	<b>Role and responsibility of LG Organ/ Committee/Institution/</b>
	<ul style="list-style-type: none"> <li>b) The local government public accounts committee shall submit its report to the council and to the Minister responsible for local governments who shall lay the report before Parliament.</li> <li>c) The chairperson of the council and the chief administrative officer or town clerk shall implement the recommendations of the local government public accounts committee.</li> </ul>
<b>9.</b>	<b>District Contracts Committees</b>
	<p>The DCC will carry out procurement of goods and services required using the PPDA Act and Regulation. The functions of the DCC and user departments are as follows;</p> <ul style="list-style-type: none"> <li>a) Approve recommendations from adhoc evaluation committee and award contracts</li> <li>b) Approval of District Annual Procurement and Disposal Plans</li> <li>c) Approval of evaluation reports and verifying asserts for disposal</li> <li>d) Approval of negotiation team</li> <li>e) Approval of bidding and contracts documents</li> <li>f) Approval of members of evaluation committee</li> <li>g) Ensuring compliance with the guidelines, the Act and regulations</li> </ul>
<b>10.</b>	<b>District Land Board</b>
	<p>The duties include:</p> <ul style="list-style-type: none"> <li>a) Hold and allocate land in the district that does not belong to any person or authority,</li> <li>b) Facilitate the registration and transfer of interests in land, Cause surveys, plans, maps, drawings and estimates to be made, Compile and maintain a list of compensations payable in respect to crops, building of a non-permanent nature after consulting the technical officers of the district,</li> <li>c) Review every year the list of compensation rates, referred to in paragraph (e) of subsection (1)</li> <li><b>d)</b> The tasks above support the implementation of the District Development Plan effectively and efficient since all the developments take place on land or require land</li> </ul>
<b>11.</b>	<b>Sub County Area Land Committees</b>
	<ul style="list-style-type: none"> <li>a) Inspection of land for surveying and titling and endorse lease forms for lease, customary and freehold</li> <li>b) Determine ownership of land ownership and clearly identifying the boundaries and or demarcations to ensure that the land in question is free from disputes</li> <li>c) Mediation on land issues where ever they arise and ensure that the parties are either agree or incase of disagreement given opportunity to seek for redress elsewhere</li> <li>d) Sensitization of the community on land act emphasizing issues of procedure and process of acquiring land Verification of boundaries of land</li> <li><b>e)</b> Witnessing land purchases</li> </ul>
<b>12.</b>	<b>Local Council Courts</b>

<b>S/No.</b>	<b>Role and responsibility of LG Organ/ Committee/Institution/</b>
	<ul style="list-style-type: none"> <li>a) The cases and matters of civil nature which may be triable by Local Council Courts are specified in the Second Schedule of the Local Council Courts 2006 as; debts, contracts, assaults or assaults and battery, conversion, damages to property and trespass</li> <li>b) Civil disputes governed by Customary law, triable by Local Council Courts are specified in the Third Schedule of Local Council Courts;</li> <li>c) Disputes in respect of land held under customary tenure, disputes concerning marriages, marital status, separation, divorce, or parentage of children, disputes relating to identify of heir and customary bailment</li> </ul>
<b>13.</b>	<b>Bidders/service providers /private sector</b>
	<p>Bidders or service providers will be expected to execute most of the planned activities in the DDP. The district will work through pre-qualified firms and registered firms to handle procurement of goods and services required. The role and responsibility of bidders/service providers shall include;</p> <ul style="list-style-type: none"> <li>a) They will be expected to execute works, services and supplies of high quality and accept full responsibility for works, services and supplies provided</li> <li>b) Comply with the professional standards of their industry or of any professional body of which they are members</li> <li>c) Bidders and providers shall not offer gifts to staff of procuring and disposing entity</li> <li>d) Comply with the laws of Uganda and any contract awarded</li> <li>e) Avoid association with business and organizations which are in conflict with the law</li> <li>f) Pay all tax obligations that are due <ul style="list-style-type: none"> <li>- Participate in project implementation</li> <li>- Participate in resource mobilization</li> </ul> </li> <li>g) Participate in monitoring and evaluation</li> </ul>
<b>14.</b>	<b>Civil Society Organizations</b>
	<ul style="list-style-type: none"> <li>a) Participate in community mobilization and sensitization</li> <li>b) Participate in resource mobilization</li> <li>c) Lobbying and advocacy</li> <li>d) Representation of the interest vulnerable communities</li> <li>e) Engaging government on the plight of the vulnerable members of the community</li> <li>f) Participate in monitoring and evaluation</li> </ul>
<b>16.</b>	<b>District Physical Planning Committee</b>
	<ul style="list-style-type: none"> <li>a) Establishment of district physical planning committee</li> <li>b) Their functions shall include and not limited to the following;</li> <li>c) To cause to prepare local physical development plans, through each officers, agents or any qualified Physical Planner</li> <li>d) To recommend to the board development applications for change of land use</li> </ul>

<b>S/No.</b>	<b>Role and responsibility of LG Organ/ Committee/Institution/</b>
	<ul style="list-style-type: none"> <li>e) To recommend to the district councils,, sub division of land which may have a significant impact on continuous land or be breach of against the title deeds in respect of such land</li> <li>f) To approve development applications relating to housing estates, industrial locations, schools, petrol stations, dumping sites or sewerage treatment which may have injurious impacts on the environment as well as applications in respect of land adjoining or within a reasonable vicinity of safeguarding areas</li> <li>g) To hear appeals lodged by persons aggrieved by decisions made by the District Physical Planner and Lower Local Physical Planning Committee under this act</li> <li>h) To ensure the integration of Physical Planning into the Five Year integrated Development Plans of the District</li> <li>i) To exercise supervisory powers over all lower Physical Planning Committees</li> <li>j) To ensure integration of social economic and environmental plans into the Physical Development Plans</li> </ul>
<b>17.</b>	<b>District Roads Committee</b>
	<ul style="list-style-type: none"> <li>a) Planning and management of road funds</li> <li>b) Collection of revenues from utilization of roads</li> <li>c) Investment of surplus funds</li> <li>d) Determine levels of road traffic</li> <li>e) Allocation and transfer of funds to designated agencies</li> </ul>
<b>18.</b>	<b>Community Members</b>
	<ul style="list-style-type: none"> <li>a) Participate in planning and budgeting activities through the normal planning and budgeting cycle</li> <li>b) Prioritize their needs for submission by the Local Council I chairperson and Parish chief for integration into Parish, Sub-county development plans</li> <li>c) Participate in implementation and monitoring of the project implementation</li> <li>d) Providing project site security during implementation and report activities or acts that are detrimental to quality of the project</li> <li>e) Mobilization of resources either in kind or cash through relevant institutions such as School Management Committees, Health Unit Managements, Water Source and Sanitation Committees</li> <li>f) Participate when required or called upon for Evaluation of the projects</li> </ul>

### **4.3 Integration and Partnership Arrangements**

The district development plan will integrate interventions from all stakeholders most especially interventions from lower local governments, departments and civil society organizations especially conducting annual budget stakeholder consultative conference, district management committee meeting with implementing partners. This will be done by sequencing programme interventions and projects in such way that there are clear linkages between projects that will require inputs, work in progress from other programmes or lower local governments. The higher local

governments will also take care of lower local governments' projects that may have financial implications on the higher local governments.

The district intends to focus its attention on both service delivery and local economic development/wealth creation. This will be achieved through engagement both public led approach and public private partnership. The district will ensure that joint monitoring with implementing partners, sharing our BFPs, work plans and annual budget with implementing partners as well as participatory planning meeting and interface meeting with community members.

To ensure effective integration and partnership for the successful implementation of this development plan, the district has come up with the following coordination arrangements;

**The Joint district planning and budgeting Meetings.** Development partners and Private Sector will fully be required to participate, attend and contribute to the district planning meetings especially the district budget conference. The district shall promote joint planning and budgeting so that scarce resources are put to optimal use by aligning development partners' interventions with the DDP.

**The Integrated planning and budgeting Meetings.** All development partners shall be requested to incorporate their resources and activities into the core plans and budgets of the district by availing information on resource envelopes and key activity areas whenever requested. This will have to be captured in the BFP and annual budgets as off budget support to enhance effective monitoring and avoid duplication of resources in the same programme areas.

**District Technical Planning Committee meetings.** All heads of departments and development partners shall be required to attend monthly technical planning committee meetings chaired by the chief executive and planning unit as the secretariat. Progress reports will be shared by all heads of departments including development partners, challenges discussed and possible solutions for better performance suggested.

**Quarterly council standing committee meetings** Every quarter standing committee will convene to discuss and share on implementation of the plan. During this meeting every implementer is expected to provide a detail progress report including amount of resources received in the quarter, key outputs delivered, lessons learnt etc.

**Map development partners.** This is so imperative for effective coordination and it aids planning for all stakeholders especially the district LG. The mapping exercise will help identify sub-counties and Town Councils with fewer services to target for future development.

### **Strategies to ensure effective coordination of LGDP implementation**

- Undertake periodic performance score card assessments on Nakapiripirit DP performance
- Organize Annual Planning and Budget Workshops for stakeholders
- Establishment of communication and feedback mechanisms on progress of Nakapiripirit DP with stakeholders in the district
- Involve CSOs and Private Sector in the formulation and budget process of Nakapiripirit DP through a multi-stakeholder approach



- Engage CSOs and Private Sector to support the implementation of development programs and projects in the LGDP
- Strengthen the planning and development function at the parish level to bring delivery of services closer to the people.
- Strengthen the capacity of the district statistical group (working group) to identify the key policy and project requirements, identify key implementation bottlenecks to be resolved during LGDP implementation to ensure its alignment to NDP III
- Undertake regular data production activities for social and economic statistics, governance, peace & security, gender, science and technology, environment and climate change to guide on resource allocation
- Training district and sub-county technical staff on alignment of Plans/Budgets to NDPIII programs
- Capacity building of the District Technical Planning Committee and sub-county, Town council technical teams in strategic planning, cost estimation, annual prioritization, budgeting, implementation, auditing and accounting, monitoring and evaluation of LGDP.
- Capacity building and training of the political leadership on monitoring of programs and their alignment LGDP to NDP III
- Develop a platform for sharing of progress reports and budgets with stakeholders on LGDP
- Develop and strengthen the M&E system on implementation of LGDP and information sharing
- Create synergies with in the district departments to reduce on duplication of services and waste of resources during implementation of LGDP
- Hold periodic District Executive Committee, sectoral committee meetings and council meetings on LGDP formulation, implementation and monitoring
- Development and implement electronic tax systems to improve compliance and enhance local revenue mobilization at LG level
- Development and implementation of electronic land titling systems to improve on land use management and transactions.
- Strengthen the research function at district level to better inform planning and plan coordination and implementation
- Strengthen human resource planning and management to address skills gap
- Capacity building for the Procurement function
- Formation of an APEX plan implementation committee comprised of District Chairperson, CAO, District Planner, Heads of Departments, Senior Procurement Officer, Representative of the Private Sector, Representative of the CSOs

#### **4.4. Pre-Requisites for successful plan implementation**

**Structure and staffing:** There is need to ensure filling of key staff positions of all departments both the district and lower local governments. This can be achieved by advertising for unfilled key positions and head hunting for those that may be difficult to get through the normal procedures.

**4.4.1. Funding and Equipment:** For this plan to be successfully implemented there is need for mobilizing adequate financial resources and equipment (road equipment and equipment for establishment of valley dams). Central Government should make available road equipment and machinery for excavating valley dams for water for

production. The district can also seek for donations through proposal writing and public private partnership

**4.4.2. Team work and commitment:** All the stakeholders shall work as a team and with commitment in order to realize the objectives of this plan. The office of the Chief Administrative Officer and Chairperson LC V shall build team work and push the transformation process forward. This will require attitude change and better work ethics.

**4.4.3. Capacity building (Training and re-training):**

There is need to continuously build capacity of staff through training and re-training. This is meant to ensure that staff acquires a new knowledge and skills required to keep the pace of technological advancement and changing development demands. The country is shifting from production of raw materials to production of manufactured goods for both domestic and external markets. This is in line with the theme of the third national development plan (NDPIII) which is intended to ensure sustainable industrialization for inclusive growth, employment and wealth creation. Training will also be required in project appraisal and feasibility studies. This is currently a big problem as far as identification of feasible/bankable projects are concerned at both local and national levels.

**4.4.3. M&E Framework System**

The M&E for this plan to succeed, the M&E framework will have the following policy implications.

- Integration of the existing management information systems.
- Refinement of the existing monitoring and information management systems to ensure that they provide a harmonized, objective and rational basis for effective tracking evaluation and feedback on the DDP Actions and result framework.
- Fully functionalizing the District Planning Department, and others in terms of staffing and other logistical requirements like reliable internet, vehicles and computers and lap tops, digital cameras and others.
- Adequate resourcing of data collection and M&E activities by establishing for M&E and data collection.

**Local Governments:** The District will be responsible for monitoring service delivery and accountability for results. The District departments will be responsible for reporting on progress of implementation and achievement of planned outputs and outcomes. This will involve reporting on the process of implementation focusing on the results, implementation constraints and challenges.

**Community Level actors:** These comprise of sub-counties, community based NGOs, administrative units. They will provide information on delivery of various services, transparency of resources given and challenges and gaps experienced in delivery of various services. They also validate outcomes of implementation of the DDPIII in their respective areas.

**Household actors:** These comprise of individual citizens who constitute the primary beneficiaries of the DDPIII strategies and initiatives. The role of citizens is to provide

information on the DDP implementation and delivery of target outputs as well as validating results for better service delivery, transparency, and accountability mainly through the sub-county Barazaas.

**Development partners:** These will support the implementation of M&E activities, capacity building for M&E and use of M&E products.

## CHAPTER FIVE: FINANCING FRAMEWORKS AND STRATEGY

### 5.1 Financing Framework

This table provides the financing framework of the Plan.

**Table 5.1: DDP III Financing Framework (Figures are presented in million shilling)**

Sources of Financing	Total Contributions FY2020 /21	Total Contributions FY2021 /22	Total Contributions FY2022 /23	Total Contributions FY2023 /24	Total Contributions FY2024 /25	Total Contributions	(%) Share by source of financing	Off Budget Contribution
Central Government Transfers	12,256.362	13,033.046	13,684.698	14,368.933	15,087.380	68,430.419	88%	
Local Revenue	92.896	148.086	155.490	163.265	171.428	731.165	1%	
<b>Subtotal 1</b>	<b>12,349.258</b>	<b>13,181.132</b>	<b>13,840.189</b>	<b>14,532.198</b>	<b>15,258.808</b>	<b>69,161.585</b>		
Other sources of financing (NUSAF, URF, UNEB, NTDs, YLP, UWEP, USF)	3,718.863	1,040.458	1,092.481	1,147.105	1,204.460	8,203.367	11%	
<b>Grand Total</b>	<b>16,068.121</b>	<b>14,221.590</b>	<b>14,932.670</b>	<b>15,679.303</b>	<b>16,463.268</b>	<b>77,364.952</b>	<b>100%</b>	

#### 5.1.1 Central Government Transfers

This table provides breakdown of the Central Government Transfers

**Table 5.2: Breakdown of the Central Government Transfers and Donor Support.**

Fund Category	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Central Government Transfers</b>					
Urban Unconditional Grant - Wage	196,473,824	196,473,824	206,297,515	216,612,391	227,443,011
Urban Unconditional Grant - Non Wage	26,265,907	26,617,077	27,947,930	29,345,327	30,812,593

<b>Fund Category</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
District Unconditional Grant - Wage	887,300,704	1,011,304,925	1,061,870,171	1,114,963,679	1,170,711,863
District Unconditional Grant - Non Wage	473,220,352	477,699,760	501,584,748	526,663,986	552,997,185
Urban Discretionary Development Equalization Grant	18,576,226	18,507,310	19,432,676	20,404,310	21,424,525
District Discretionary Development Equalization Grant	1,159,273,485	754,848,551	792,590,979	832,220,528	873,831,554
Transitional Development Grant	319,801,980	219,801,980	230,792,079	242,331,683	254,448,267
Production and Marketing - Wage	277,258,211	277,258,211	291,121,122	305,677,178	320,961,037
Production and Marketing - Non Wage	129,066,956	662,101,011	695,206,061	729,966,364	766,464,682
Production and Marketing Development Grant	59,035,800	110,795,363	116,335,131	122,151,888	128,259,482
Trade and Industry - Non Wage	14,362,826	14,421,412	15,142,483	15,899,607	16,694,587
Education - Wage	3,294,965,496	4,385,845,805	4,605,138,095	4,835,395,000	5,077,164,750
Education - Non Wage	661,532,504	617,187,829	648,047,220	680,449,581	714,472,060
Education - Development	1,288,139,365	975,050,522	1,023,803,048	1,074,993,200	1,128,742,860
Health - Wage	1,462,244,632	1,509,445,465	1,584,917,738	1,664,163,625	1,747,371,807
Health - Non Wage	286,650,131	332,943,883	349,591,077	367,070,631	385,424,163
Health - Development	42,070,240	96,551,166	101,378,724	106,447,661	111,770,044
Water and Environment - Non Wage	85,012,558	86,583,157	90,912,315	95,457,930	100,230,827
Water and Environment - Development	476,480,894	591,902,268	621,497,381	652,572,250	685,200,863
Social Development Services - Non Wage	32,302,116	32,603,671	34,233,854	35,945,547	37,742,824
LG Pension	577,133,688	579,651,133	608,633,690	639,065,375	671,018,643
LG Gratuity	489,194,391	55,451,989	58,224,588	61,135,818	64,192,609
<b>Subtotal for Central Government Transfers</b>	<b>12,256,362,286</b>	<b>13,033,046,311</b>	<b>13,684,698,627</b>	<b>14,368,933,558</b>	<b>15,087,380,236</b>

Fund Category	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Other Government Transfers</b>					
NUSAF	2,720,29 9,000	2,720,29 9,000	2,856,31 3,950	2,999,12 9,648	3,149,08 6,130
Support to PLE (UNEB)	3,805,00 0	10,805,0 00	11,345,2 50	11,912,5 13	12,508,1 38
Uganda Road Fund	480,570, 000	423,983, 000	445,182, 150	467,441, 258	490,813, 320
YLP	232,629, 000	232,629, 000	244,260, 450	256,473, 473	269,297, 146
UWEP	200,000, 000	200,000, 000	210,000, 000	220,500, 000	231,525, 000
Neglected Tropical Diseases	34,825,0 00	34,825,0 00	36,566,2 50	38,394,5 63	40,314,2 91
Uganda Sanitation Fund	46,735,0 00	46,735,0 00	49,071,7 50	51,525,3 38	54,101,6 04
Karamoja Micro projects	31,500,0 00	31,500,0 00	33,075,0 00	34,728,7 50	36,465,1 88
<b>Subtotal for Other Government Transfers</b>	<b>3,750,36 3,000</b>	<b>3,700,77 6,000</b>	<b>3,885,81 4,800</b>	<b>4,080,10 5,540</b>	<b>4,284,11 0,817</b>
<b>External Financing</b>					
UNICEF	1,928,87 0,000	1,978,87 0,000	2,077,81 3,500	2,181,70 4,175	2,290,78 9,384
UNFPA	113,274, 000	113,274, 000	118,937, 700	124,884, 585	131,128, 814
Global Fund for HIV/ TB & Malaria	2,720,00 0	4000000	4,200,00 0	4,410,00 0	4,630,50 0
WHO	160,000, 000	140,000, 000	147,000, 000	154,350, 000	162,067, 500
Global Alliance for vaccines & immunization	78,460,0 00	78,460,0 00	82,383,0 00	86,502,1 50	90,827,2 58
GIZ	60,000,0 00	60,000,0 00	63,000,0 00	66,150,0 00	69,457,5 00
UNEPI	14,333,0 00	16,000,0 00	16,800,0 00	17,640,0 00	18,522,0 00
<b>Subtotal for external financing</b>	<b>2,357,65 7,000</b>	<b>2,390,60 4,000</b>	<b>2,510,13 4,200</b>	<b>2,635,64 0,910</b>	<b>2,767,42 2,956</b>
<b>Grand total</b>	<b>18,364,3 82,286</b>	<b>19,124,4 26,311</b>	<b>20,080,6 47,627</b>	<b>21,084,6 80,008</b>	<b>22,138,9 14,008</b>

## 5.2 Local Revenue

This table provides breakdown of the Local Revenue

**Table 5.3: Breakdown of the Local Revenue**

Local Revenue sources	FY2020/ 2021	FY 2021/20 22	FY 2022/20 23	FY 2023/20 24	FY 2024/20 25
<b>Taxes</b>					
Local Service Tax	20,500,00 0	21,525,00 0	22,601,25 0	23,731,31 3	24,917,87 8
Local Hotel Tax	3,000,000	3,150,000	3,307,500	3,472,875	3,646,519
<b>Subtotal</b>	<b>23,500,0 00</b>	<b>24,675,0 00</b>	<b>25,908,7 50</b>	<b>27,204,1 88</b>	<b>28,564,3 97</b>
<b>Non tax</b>					
Advance recoveries	20,000,00 0	21,000,00 0	22,050,00 0	23,152,50 0	24,310,12 5
Rent & rates from other private units	10,000,00 0	10,500,00 0	11,025,00 0	11,576,25 0	12,155,06 3
Ground rent	10,000,00 0	10,500,00 0	11,025,00 0	11,576,25 0	12,155,06 3
Land fees	6,486,000	6,810,300	7,150,815	7,508,356	7,883,774
Business licenses	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013
Property related Duties/Fees	5,000,000	5,250,000	5,512,500	5,788,125	6,077,531
Animal & crop husbandry related levies	5,000,000	5,250,000	5,512,500	5,788,125	6,077,531
Market/gate charges	15,000,00 0	15,750,00 0	16,537,50 0	17,364,37 5	18,232,59 4
Other fees & charges	17,190,00 0	18,049,50 0	18,951,97 5	19,899,57 4	20,894,55 2
Miscellaneous receipts/income	21,910,00 0	23,005,50 0	24,155,77 5	25,363,56 4	26,631,74 2
Sale of non-produced goods	12,000,00 0	12,600,00 0	13,230,00 0	13,891,50 0	14,586,07 5
<b>Sub total</b>	<b>124,586, 000</b>	<b>130,815, 300</b>	<b>137,356, 065</b>	<b>144,223, 868</b>	<b>151,435, 062</b>
<b>Total local revenue</b>	<b>148,086, 000</b>	<b>155,490, 300</b>	<b>163,264, 815</b>	<b>171,428, 056</b>	<b>179,999, 459</b>

### 5.2.4 Other Sources of funding (Off budget support)

This table provides breakdown of off budget support

**Table 5.4: Breakdown of off budget support**

	<b>FY2020/2021</b>	<b>FY 2021/2022</b>	<b>FY 2022/2023</b>	<b>FY 2023/2024</b>	<b>FY 2024/2025</b>
Other Sources					
Other sources of financing from oil and gas addressing additional responsibilities					
<b>Total</b>					

**5.3 Costing of priorities and results**

This table provides a summary of the Programme Costs, indicating funding sources (Figures are presented in million shilling)

**Table 5.5: Summary of the Programme Costs, indicating funding sources**

Programme	Total LGDP Cost 2020/21 - 2024/25 (000s)					GOU + LR 2020/21 - 2024/25 (000s)					External Financing (DP, CSO + PS) 2020/21 - 2024/25 (000s)							
	Total (000)	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5
Programme 1: Agro Industrialization	21,560,400																	
Programme 2: Mineral Development	343,000																	
Programme 3: Tourism Development	1,190,000																	
Program 4: Water, Climate Change and Environment and Natural Resources Management	2,161,500												1,747,407	220,043	220,043	247,207	263,510	200,677
Programme 5 : Private Sector Development	2,762,000																	
Programme 6: Integrated Transport Infrastructure and services	4,856,375																	
Programme 8: Sustainable Urban and Housing Development	1,749,000																	
Programme 9: Human Capital Development	57,624,861												8,839,027	1,664,661	1,664,661	1,747,700	1,026,170	1,026,027



Programme	Total LGDP Cost 2020/21 - 2024/25 (000s)					GOU + LR 2020/21 - 2024/25 (000s)					External Financing (DP, CSO + PS) 2020/21 - 2024/25 (000s)							
	Total (000)	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5
Program 10: Community Mobilization and Mindset Change	407,000						-	-	-	-	-	-	1,259,562	337,300	337,300	340,660	364,512	374,590
Programme 11: Governance and Security	2,482,262																	
Programme 13: Development Plan Implementation	5,073,025																	
Program 14 Public sector transformation	15,106,842																	
<b>Total</b>	<b>115,316,261</b>												<b>11,044,707</b>	<b>3,330,604</b>	<b>3,330,604</b>	<b>3,343,174</b>	<b>3,450,344</b>	<b>3,562,302</b>

**Table 5.6: Summary of funding gaps by programme and strategies for bridging the gaps**

<b>Programmes</b>	<b>Funding gap Ushs. (000s)</b>	<b>Strategies</b>
1. Agro-industrialization	14,703,909	Public Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support Supporting stimulus package to business plans for Covid-19 and post Covid-19 to help SMEs and communities to equip and help agricultural productivity, affordable credit to help recover more quickly.
2. Mineral Development	343,000	Lobbying and advocating for central government to engage private sector to conduct Mineral development in Nakapiripirit, Encourage private sector to support interventions related to mining, encourage other development partners to support interventions related to mining.
3. Tourism Development	1,174,918	Encourage private sector to invest, improving tourism infrastructure Support and Promote Public private partnerships through LED and domestic tourism to improve local revenue collections
4. Natural Resources Environment, Climate Change, Land and Water Management	4,986,536	Lobbying development partners to support investments in environment, climate change and water catchment management Enforcement of environmental regulation e.g. Minimum standard on management of soil quality, Implementation of relevant laws Soil fertility enhancement technologies
5. Private Sector Development	2,607,726	Public Private Partnerships, Strengthening capacity of private sector, lobbying and advocating for long term financing to support private investment Business continuity innovations e.g online business development, education, training support services to SMEs, Pupils/students and farmers
6. Integrated Transport Infrastructure and Services	678,310	Lobbying and advocating for central support in provision of road equipment, engage development partners to support improvement of road infrastructure

<b>Programmes</b>	<b>Funding gap Ushs. (000s)</b>	<b>Strategies</b>
7. Sustainable Urbanization and Housing	1,749,000	obilize and sensitize communities to construct decent housing, encourage private sector to invest in low cost housing units, Urban authorities to invest in low cost housing and gazette urban areas for greening and attract future investments
8. Human Capital Development	2,357,782	Supply of safe and clean water and sanitation facilities to reduce water and sanitation diseases/ optimistic diseases, Sensitization of water user committees on HIV/AIDS obbying and advocating central government to support construction of the District Hospital, Encourage private sector to invest in health and education, engage other development partners to support health, education and water programme and develop bankable project proposals in health, education and water
9. Community Mobilization and Mindset Change	4,694,246	upport women empowerment programmes through education, access to credit or enabling laws and to befit from government programmes ( Emyoga skills, UWEP, YLP FAL etc obbying funding for construction cultural museum, Advocate to Ministry of Gender, Labour and Social Development to increase funding for vulnerable groups, engage other partners to invest in social protection
10. Governance and Security	38,196	improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions
11. Development Plan Implementation	3,037,037	improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions
12. Public Sector Transformation	1,487,806	obbying and advocating for additional funding central government for underserved areas, Increase allocation to lower local governments lagging behind in service delivery, engage other development partners to support interventions in these areas
<b>Total</b>	<b>37,858,466</b>	

## **5.4 Resource Mobilization Strategy**

### **5.4.1. Resource Mobilization**

The District Development Plan describes strategies for raising required resources; states roles, responsibilities and conditions of development partners in financing, including specifications of whether the funding will be on-budget or off-budget. The sources include: Traditional (Central Government transfers, own source revenue and external funding) as well as non-traditional sources such as PPP arrangements, LED, borrowing, etc.

### **5.4.2 Objectives for resource mobilization**

The following are the objectives for the resource mobilization strategy:

1. To mobilize sufficient revenues for the execution of planned interventions in the plan
2. To identify, document and efficiently collect revenues that are budgeted
3. To strengthen inspection, supervision and monitoring of revenue mobilization activities
4. To promote awareness and tax education amongst tax payers and the public

**5.4.3 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;

- The district will formulate and implement a local revenue enhancement plan. The district will also develop project proposals for funding, with a special focus on renewable energy and local economic development through different development partners.
- The district has highly prioritized agriculture with the aim of increasing 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.
- Nakapiripirit district will implement the developed Local Economic Development Strategy in order to increase locally generated revenue.
- The district will also focus on improving her road condition 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 barazaas.
- 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.
- Compliance to the existing laws and regulation to improve performance and also attract donor attention.
- Communities will also be mobilized for self-help projects where they will participate in road maintenance projects, tree planting and environmental protection and sanitation projects, community health projects like the community ambulance financing scheme etc. to improve and sustain service delivery

- Strengthening coordination with development partners to ensure that their off-budget interventions are aligned to priorities in the five-year development plan.

## CHAPTER SIX: LGDP M&E FRAMEWORK AND STRATEGY

### 6.0 Introduction

This section provides an overview of the measurements, analysis and reporting needed to monitor and evaluate the DDPIII. The detailed monitoring and evaluation (M&E) strategies, including the results and M&E framework, the plan for data collection, analysis and storage, reporting flows and formats, the plan for the communication of DDP results and review, the capacity building plan as well as the implementation schedule.

The DDP III M&E Strategy guides information sharing and utilization at various levels for effective programming and implementation. It will ultimately aim at ensuring that quality and timely information gathering to guide decision-making. The M&E Plan will also provide a basis for continuous learning and improvement of the DDP strategies. The data generated by the M&E Plan will feed into the District database, linked to other sectoral databases such as HMIS, OVC MIS, EMIS and FMIS. All stakeholders will be able to access aggregate system generated reports for information and use. The M&E matrix shall serve as a tool for management of overall M&E activities at all levels of the DDP implementation. It is the tracking path for achievement of the DDPIII objectives among the departments. In particular, it guides the departments on information gathering, responsibility centers and reporting mechanism. The matrix will also guide the CAO's office and the Planning Department by ensuring focused progress reporting. Each department will only be responsible for its component as highlighted in respective thematic areas of the matrix.

### 6.1 LGDP Monitoring and Evaluation Arrangements

The M&E plan will be with a full list of indicators per programme, data collection methods, timelines and responsibilities. The M&E plan will also contain an evaluation plan detailing specific policy and programme reviews conducted during the life of this DDPIII. Monitoring and evaluation of the DDPIII will be participatory in approaches that entail the involvement of all key actors to fully internalize and own the system as well as use the results framework to inform their actions. The Chief Administrative officer will have a responsibility for M&E, assisted by planning department and other stakeholders for effective implementation.

**Table 6.1: Showing LGDP Main M&E Events**

Main Event	M&E	Purpose and description	Output	Lead agency	Other key actors	Time frame
LGDP Annual Performance Review	Annual	Internal review of LGDP implementation (Programmes, interventions and projects)	Local Government Annual Performance Report	HLG	LG Stakeholders (PTC, DEC, LLGs CSO's & Implementing Partners & private sector)	Annually, September
Alignment of BFPs	and	Align BFP with the LGDP (Alignment)	- BFP	Accounting Officer,	MFPED, NPA, TPC Members and other	Oct-November

budgets to the LGDP	following communication of the 1st BCC to HODs and LLGs and		Planning Dept/Unit	LLGs & Other LG stakeholders	
Budgeting and Financial Planning	Circulate 2nd Budget Call Circulars to commence the budget preparation process	Annual Budget Estimates - Performance Contracts - Annual Work Plan	SAS, Planning and Finance Depts	MFPEd, NPA, TPC, Council DEC, Standing committee and other LG stakeholders	Annual, March-May
Statistics Production and use in the NDP implementation	Basis for a before, midterm and end line assessment of the LGDP progress	Statistical abstracts and Quarterly Progress Reports	UBOS, MFPEd& Planning Dept.	OPM, NPA, MFPEd, other MDAs as well as LGs	Annually, Quarterly
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	NPA, MDAs, MFPEd, OPM, LGs, private sector, CSOs	January-June 2023
LGDP end Evaluation	Assess end-term evaluation of LGDP including projects and programmes	LGDP End evaluation reports	LG	MDAs, MFPEd, OPM, LGs, private sector, CSOs	June 2025

## 6.2 LGDP Progress Reporting

### 6.2.1 LGDP Quarterly Progress Reporting

DDP reporting shall follow two processes namely; physical progress reporting and budget performance reporting. For physical progress reporting, all DDP implementing agencies will submit activity progress reports based on the DDP M&E Reporting Matrix. There will be periodic District joint quarterly performance Reviews, involving political leaders at all levels of governance, district, and sub-county technical staff, supplemented by field spot visits to ascertain value for money. On the other hand, the budget performance reports will cover quarterly and annual financial performance (revenue and expenditure) from the government and non – government actors. The District budget performance generated from the PBS the combined district quarterly

performance reports submitted to the NPA, MoFPED, MoLG, OPM, and line ministries to facilitate national progress reporting on each programme. District reporting requirements will largely include quarterly progress reports, annual performance report, Mid-Term Review Report and End Evaluation Report

### **6.2.2 Joint Annual Review of LGDP**

Annual review are to prepared by different departments and will include the progress of implementation of the DDP programmes, challenges and lessons learnt and corrective strategies to be implemented in order to improve on its implementation. The reports submitted to the district council for discussion, NPA, MoLG, MoFPED, development partners and Lower Local Governments. This annual performance report shall be produced by September 30<sup>th</sup> of every year.

The district will undertake regular appraisal of progress across the entire district development plan with the view of bringing together all stakeholders in Joint annual District Budget Performance Reviews as well as budget conference involving political leaders at all levels of governance, district and sub-county technical staff including participating development partners. This enable efficient and effective planning, budgeting decisions and resource allocation to avoid duplication of scarce resources, this will involve desk review of planned activities and thereafter get evidence from the field.

Annual joint review for all local level stakeholders organized in July/ August to review progress across all district activities and in order to inform Government Annual Performance (Report GAPR). The review based on the cumulative quarterly performance reports produced by District Planning Department as well as on the first-hand experiences shared by plan implementing agencies. The annual joint review meetings will be attended by representatives of Municipal and Lower Local Governments, Civil Society Organizations (CSO), Faith Based Organizations (FBOs), Community Based Organizations (CBOs), Private Sector Organizations (PSO)s, and selected citizens interest groups (youth groups, women groups, People Living With HIV/AIDs(PLAs), PLWD, etc.)

### **6.2.3 LGDP Mid -term Evaluation**

The purposes of Midterm review of the district development plan for two and half years will be to review and assess the challenges that could be inhibiting the implementation of the priority interventions identified, document lessons learned to improve implementation of the remaining period of the district development plan and to inform production of the next LGDP(IV).

Midterm review of the district development plan for two and half years conducted through a highly participatory approach involving all stakeholders in the entire process. The report will be presented to the district leadership including the district technical planning committee (DTPC), district executive committee (DEC) and council. In addition, joint annual LGDP meetings will also discuss the report and a copy submitted to NPA, MoFPED, MoLG and OPM to inform the production of the NDP Midterm report & development of NDP IV.

### **6.2.4 LGDP End of Term Evaluation**

The final evaluation review of the district development plan for the entire 5 years will be conducted through a highly participatory approach involving all stakeholders in the entire process. The steps to follow will be the same as above but here the period



under review will be for 5 years and which directly will inform the next development plan (2025/2026-2029/2030).

### **6.2.5 LGDP Communication and Feedback Strategy/ Arrangements**

The district communication and feedback strategy is the tool for creation of awareness on the expected roles of stakeholders in the implementation of the development plan and promotion of dialogue and generation of feedback on the performance of the District. Communication plays a vital role in providing knowledge, changing people’s attitudes and norms. It can play an important role in initiating or accelerating the changes that are already under way as well as in reinforcing and supporting change that has occurred.

Effective communication can also result in supportive policies, positive legislature and increased resource allocation. The strategy will consider three factors simultaneously and these include; the goal and objectives, operational constraints and imperatives i.e. things you must do and things you cannot do and Pertinent conditions in the environment and the district will employ a six Management plan.

- I. Decisions: To ensure that each stakeholder is reached?
- II. Audience: Who needs to be reached?
- III. Behavior: What change in behavior is required?
- IV. Messages: What messages will be appropriate?
- V. Channels: Which channels of communication will be most effective in reaching your audiences?
- VI. Evaluation: How would the success/failure of the communication strategy be measured?

Below is the summary of the institutions and audiences identified.

**Table 6.2: Showing Institutions and Audience**

<b>Institutions</b>	<b>Audiences</b>
Central Government	Ministries, Departments and Agencies (MoFPED, MoLG, MEMD NAADS, Uganda Road Fund, OPM, UBOS, NPC, NPA, UWA, MoH, MoES etc), Donors, Academic and Research Institutions etc
Local Government	District and LLG technical staff,, RDC, DPC, DISO, Health Facility staff, Primary and Secondary School Administration, Teachers, Tenderers/Contractors, DTPC, STPCs
Council	LCV chairperson’s office, council standing committees and PAC District Councillors/Council, LLG Councils, Parish Councils, District Executive Committee, Sectoral Committees
CSOs/NGOs	NGO forum reflection meetings and coordination meetings, District Management committee meetings, DOVIC and SOVIC
Mass media	Editors, reporters/writers
Cultural and religious institutions	Cultural leaders, cultural groups and religious leaders
Communities	General public, Parish Council, Parish Development Committees, CBOs/NGOs/FBOs/ Local Community Groups, Farmers, Children, Women, Youth, Elderly, LC1s, Security

	Committees, Women Councils, Youth Councils business community, community leaders and schools
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Table below describes the target audience for the communication strategy and their interest

**Table: 6.3: Showing Analysis of target audience & their interests**

<b>Audience</b>	<b>Common Interest</b>	<b>Key message concept</b>	<b>Channel</b>
MoLG & NPA	Annual Progress Reports, Quarterly Progress Reports Mid- Term Review Report and Final Evaluation Report on the implementation LGDP to achieve sustainable development	District Development Plan aligned to National Development Plan and sector strategic plans and they complement each other also on Progress on Strategic Investment, Physical and financial statements As well as Progress on implementation Changes on policies and guidelines	Planning Guidelines, Circulars, Dissemination workshop Inspection , mentoring ,website, e-mail, General Correspondences letters , Telephone calls and Progress reports.
MoFPED	Annual Progress Reports, Quarterly Progress Reports Mid- Term Review Report and actions in the DDP aimed at getting the best out of the resources released through effective and efficient resource allocation, utilization and management.	Progress on Strategic Investment Physical and financial statements Progress on implementation Changes on policies, guidelines, transparency, and accountability in district budget execution.	Mandatory public notices, posters, letters and memos, meetings and Baraza website, e-mail, General Correspondences letters, Telephone calls and Progress reports.
Other line ministries	Annual Progress Reports, Quarterly Progress Reports Mid- Term Review Report and	Planned outputs and activities implementation schedule, adherence to sector specific guidelines, norms,	Circulars, guidelines, workshops and support supervisions Internet facility (website, e-mail)

	departmental implementation government policies, Creating awareness, and mobilising the public to participate and utilize development programmes.	standards and quality assurance, budget absorption Adhere to principals of sustainable development in executing priorities in the DDP.	Correspondences (letters) Telephone calls and Progress reports
Office of LCV and Council	Information packages for dissemination on district programmes and projects to the external audience. 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 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 Internet facility (website, e-mail) Correspondences (letters) Telephone calls and Progress reports
CAOs office and all departments	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, Planned outputs implemented on schedule, Budgets discussed by relevant stakeholder, regulations, policies and laws. Relevant and accurate information on accurate reports	Press statements, radio programmes, barazaas, community meetings  Policy & Technical meetings, Workshops, Conferences, Policy briefings, Internet facility(website, e-mail, Facebook, twitter and Correspondences (letters), Telephone calls and Progress reports

Mass Media	<p>Access to and constant flow of information from the district.</p> <p>Availability to comment on emerging issues in the district.</p> <p>Proactive PR where the district and partners initiate contact and engage the media on an on-going basis</p>	<p>The implementation of DDP is on course &amp; delivering benefits to the citizen.</p> <p>More innovations &amp; programmes are being designed for effective 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>Quarterly press conference &amp; press release</p> <p>Training workshop, e-mail &amp; website</p> <p>Correspondences (letters), Telephone calls and Progress reports</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>	<p>Quarterly press conference &amp; press release</p> <p>Training workshop, s, e-mail &amp; website</p> <p>Correspondences (letters), Telephone calls and Progress reports</p>
General public	<p>Concerned about the development of the district and the potential benefits.</p> <p>Interested in the fulfilment 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> <p>Correspondences (letters), Telephone calls and Progress reports</p>

### 6.3 Roles/Responsibilities of Stakeholders.

The strategy also identified key stakeholders and their specific roles and responsibility. The communication and feedback strategy in the DDP framework has a number of merits, the major ones include:

- i. Disseminating district programmes, projects and progress reports to inform/create awareness, including LLGs.

- ii. Creating awareness on the expected roles of the stakeholders in the implementation of the district programmes, including LLGs, CSO, and community members
- iii. Promoting dialogue and generate feedback on the performance of LGs
- iv. Effective management of people’s expectations with regard to public services of the district.
- v. Effective communication framework will help the people involved in the plan implementation process to understand fully the plan and its implementation strategy thus preventing misunderstandings
- vi. Strengthen relationships with the people involved in the plan implementation process and these leads to achieving the set targets of the plan.
- vii. Strengthens ownership of the plans

**Table 6.4: Showing institutions and the roles and responsibilities**

<b>Institution</b>	<b>Roles and responsibilities.</b>
Office of LCV chairperson	<ul style="list-style-type: none"> <li>• Communicating district policies regarding the DDP priorities and their implementation</li> <li>• Providing leadership in public policy management in the district</li> <li>• Advocacy and mobilization for government policies and programmes related to development in the district</li> <li>• Promoting good governance in the district through the District State of Affairs, Budget speech, regular DEC meetings and other partner/donor meetings</li> <li>• Supporting policies and laws that will enhance citizen participation and inform them accordingly.</li> <li>• Informing the population on progress in the implementation of the plan.</li> </ul>
CAO’s office	<ul style="list-style-type: none"> <li>• Act as the source of official government position on public issues in the district</li> <li>• Enforcing implementation of the policy on communication management in the district</li> <li>• Communicating government’s position on policy and programmes</li> <li>• Informing the OPM of access to information request and release of information</li> </ul>
Office of DIO	<ul style="list-style-type: none"> <li>• Engaging the media to promote positively the image of the district</li> <li>• Ensuring consistency of district key messages on development issues</li> <li>• Work with HoDs and other partners to develop all the district communication materials (press release)</li> <li>• Providing logistics for press/media briefings</li> <li>• Maintaining timely information sharing with other stakeholders</li> <li>• Monitoring the media</li> <li>• Coordinating with CAO &amp; other partners management of emerging issues and crisis in the district</li> <li>• Research and information gathering</li> </ul>

<b>Institution</b>	<b>Roles and responsibilities.</b>
Heads of Departments.	<ul style="list-style-type: none"> <li>• Managing the district web site and internet</li> <li>• The line departments are responsible for implementing government policies, subject to their specific mandates</li> <li>• Developing communication materials for the department</li> <li>• Communicating on technical issues in their specific departments that may not be easily understood e.g. policies, progress reports, facts and other routine information</li> <li>• Providing logistics for the departmental events</li> <li>• Providing departmental specific operational or programme related communication efforts</li> <li>• Managing departmental guest relations, protocol and events</li> <li>• Informing the CAO's office of access to information request and releases of information in the department</li> </ul>
Heads of Service Provision Institutions like Health units and schools.	<ul style="list-style-type: none"> <li>• Inform staff about upcoming events and new policies</li> <li>• Prepare and submit facility reports to HoDs on regular bases</li> <li>• Communicates availability of services to clients</li> <li>• Gets feedback from clients on quality of services provided</li> </ul>
Management Committees of Service Provision Institutions like SMC, HUMCs, BMCs, Market management committees etc.	<ul style="list-style-type: none"> <li>• Provide information on accountability to PTA and the general public on monthly and quarterly bases</li> <li>• Sensitize the community on their roles</li> <li>• Mobilize community contributions &amp; manage especially WSCC</li> </ul>
Project Management Committees.	<ul style="list-style-type: none"> <li>• Provide security for project resources</li> <li>• Monitoring and reporting progress of project implementation</li> <li>• Provide additional resources in the event that it is required</li> <li>• Participate in evaluation of the project</li> </ul>
LLG councils	<ul style="list-style-type: none"> <li>• Community mobilization and sensitization</li> <li>• Support community prioritization process</li> <li>• Mobilize and allocate resources within their mandate</li> <li>• Conduct monitoring and evaluation of projects</li> <li>• Discuss reports and make recommendations for improvement</li> </ul>
Sub-county chiefs	<ul style="list-style-type: none"> <li>• Support Lower Local Government level planning and budgeting</li> <li>• Monitor and evaluate projects</li> <li>• Prepare progress reports for submission to Council for discussion and notify Chief Administrative Officer</li> <li>• Management and account resources within their jurisdiction</li> </ul>

<b>Institution</b>	<b>Roles and responsibilities.</b>
Community Development Officers	<ul style="list-style-type: none"><li>• Community Mobilization and sensitization</li><li>• Support community in needs assessment and identification</li><li>• Support communities in project implementation and reporting</li><li>• Monitor and evaluate projects</li></ul>

**Annex 1: Project Profiles****PROJECT PROFILES - ADMINISTRATION****PROJECT: CONSTRUCTION AND REHABILITATION OF NEW DISTRICT ADMINISTRATION BLOCK AND CONSTRUCTION OF 4 NEW SUB-COUNTY HEAD QUARTER OFFICES**

<b>STRUCTURE OF THE DDP PROJECT IMPLEMENTING PLAN/ PROFILE</b>	
<b>PROJECT SUMMARY</b>	
Project Title	Construction and rehabilitation of new district administration block and Construction of 4 new Sub-county Headquarter Offices
LGDP Programme Description	(Adapted NDP Programme)
DDP 3 Program	Public Sector transformation
Directorate/Department	Administration
Vote	Nakapiripirit DLG
Vote Function	Local Government
Vote Function Code	901
Implementing Agency	Nakapiripirit DLG
Location	District headquarters, Loreng, Lemusui, Tokora, Kawaach
Estimated project cost	UShs. 4,800,000,000
Total expenditure on project related interventions	2,100,000,000



up to commencement of DDP3	
Total funding gap	UShs. 4,988,000,000
Project duration (Financial Yrs)	01 <sup>st</sup> – July, 2020
	30 <sup>th</sup> – June, 2025
Officer responsible:	Principal Assistant Secretary
Already existing in DDP1	Yes
Already existing in DDP2	Yes
<b>PROJECT INTRODUCTION</b>	
Problem statement	Lack of office space for LLG staff, scattered offices making it hard to coordinate departments at the District Head quarters
	Creation of new administrative units and lack of funding for infrastructural development
Situation analysis	The District has constructed small offices in in different plots along the Nakapiripirit-Moroto highway. There was creation of new Sub Counties with no offices for new sub counties.
	The District does not have all departments within one compound leading to difficulties in coordination and management of staff. Four new sub counties still do not have office accommodation and are renting within the Rural Growth Centers.
	The challenges include; Budget cuts, reduced discretionary funding (DDEG) which had been prioritized for Administration infrastructure
Relevance of the project idea	Aligning to Vision 2040, NDP, SIPs & Agency plans
Stakeholders	Direct beneficiaries: Staff of District and Sub Counties

	Indirect beneficiaries: Community through bringing access closer to the community
Project objectives/outcomes/outputs	Objectives: 1- Strengthen accountability for results across government
	Outcomes: Public sector performance management strengthened
	Outputs: 1- District Office block complete 2- Fence District Head Quarters 3- Four Sub County Head Quarters constructed 4- Government offices rehabilitated
Projects inputs/acts/interventions	Inputs: labour, land, and building material
	Activities: Procurement, site handover and construction
	Interventions: Resource mobilization, administration, supervision and monitoring
<b>STRATEGIC OPTIONS</b>	
Strategic options-indicate existing assets, non-asset, & new asset solutions)	<b>Alternative means of solving the problem stating the advantages &amp; disadvantages of each</b> Sharing offices at district level (though causes congestion), renting by the LLGs– quick fix of the problem but not economically sustainable
	<b>Alternative means of financing stating as above</b> Appeal for funding support from development partners. It saves the Sub-county the cost of construction however it attracts donor conditionality
	Comparison of the alternatives, indicating methodologies used in assessment Pairwise ranking and prioritization by the DTPC
	<b>Selected approach, highlights reasons for the priority of the proposed approach/project</b> Submitting plans and budgets to Central Government

Coordination with Government Agencies	<p><b>Indicate the roles of the other stakeholders respecting legal &amp; policy mandates, embrace integrated planning, define the roles of each agency in project implementation</b></p> <p>The District Engineer will supervise and certify works</p> <p>Principal Assistant Secretary, Auditor, CAO to establish progress and compliance</p> <p>Ministry of Finance, Planning and Economic Development will provide funds.</p>									
<b>PROJECT ANNUALIZED TARGETS (OUTPUTS)</b>										
Project annualized targets	<b>Output</b>	<b>AE</b> <b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>			
	District Office block complete			1						
	Fence District and Sub county Head Quarters				5		1			
	Government offices rehabilitated			1	1	1	1			
	Sub County Head Quarters constructed				1	2	1			
<b>ESTIMATED PROJECT COST AND FUNDING SOURCES</b>										
Project annualized cost	<b>O/P</b>	<b>SoF.</b>	<b>CE to</b> <b>19/20</b> <b>'000</b>	<b>20/ 21</b> <b>'000</b>	<b>21/ 22</b> <b>'000</b>	<b>22/ 23</b> <b>'000</b>	<b>23/ 24</b> <b>'000</b>	<b>24/ 25</b> <b>'000</b>	<b>Rec</b> <b>(%)</b>	<b>Cap</b> <b>(%)</b>
	District Office	GoU	631,000		2,000,000					100%

	block complete									
	Fence District Head Quarters						1,500,000	300,000		100%
	Government offices rehabilitated			47,000	47,000	47,000	47,000			100%
	Sub County Head Quarters constructed				250,000	500,000	250,000			100%
	<b>Total</b>		<b>631,000</b>	<b>47,000</b>	<b>2,297,000</b>	<b>547,000</b>	<b>1,797,000</b>	<b>300,000</b>		

**PLAANED CUMM.IMPLEMENTATION % PROGRESSION**

O/P	AE (19/20)	20/21	21/22	22/23	23/24	24/25
Overall prog.(%)		1%	46%	11%	36%	6%
District Office block complete			100%			
Fence District Head Quarters					83%	

	Government offices rehabilitated		25%	25%	25%	25%		
	Sub County Head Quarters constructed			25%	50%	25%		

**RESULT MATRIX**

Result matrix	Objectives Hierarchy & description	Indic.	MoV	Baseline	Target	Assumptions
	Goal	Proportion of communities reached with government programmes	Review of reports	55%	100%	Funds will received as budgeted
	Outcomes	Percentage of Administrative units with office accommodation	Reports Supervision reports	55%	100%	Funds will received as budgeted
	Outputs	No. of Administration blocks completed	Reports Supervision reports	0	1	Funds will received as budgeted

		No. of Administration HQs fenced		0	6		
		No. of government offices rehabilitated		0	4		
	Activities	Procure service providers Site handover Construction Monitoring and supervision of construction works					Funds will received as budgeted

**Project Profiles - HEALTH****PROJECT; CONSTRUCTION OF HEALTH FACILITIES, STAFF HOUSES AND REHABILITATION OF STAFF HOUSES**

<b>STRUCTURE OF THE DDP PROJECT IMPLEMENTING PLAN/ PROFILE</b>	
<b>PROJECT SUMMARY</b>	
Project Title	Construction of 3 HC IIIs in sub counties and Upgrade 2 HC IIs to HC IIIs
DDP 3 Program	Human Capital Development
Directorate/Department	Health
Vote	901
Vote Function	Nakapiripirit DLG
Vote Function Code	Local Government
Implementing Agency	Nakapiripirit DLG
Location	Loregae, Kakomongole, Moruita and Kawaach
Estimated project cost	UShs. 5,400,000,000
Total expenditure on project related interventions up to commencement of DDP3	UShs. 5,400,000,000
Total funding gap	UShs. 4,900,000,000
Project duration (Financial Yrs)	01 <sup>st</sup> – July 2020
	30 <sup>th</sup> – June, 2025
Officer responsible:	District Health Officer

Already existing in DDP1	No
Already existing in DDP2	Yes
<b>PROJECT INTRODUCTION</b>	
Problem statement	<p><b>Problem to be addressed:</b></p> <p>In order to enhance Health service delivery in the LLGs Government set up a standard that all LLGs must have a have a Health Centre III. However 4 Sub counties (Kawaach, Kakomongole, Kawaach and Moruita) do not have HC IIIs</p>
	<p><b>Causes of the problem:</b></p> <p>The identified sub counties have only a Health II which provides limited health care services in terms of the numbers, cadres of Health workers and equipment. This results in patients travelling long distances to access better health care services.</p>
Situation analysis	<p><b>Past achievements to address the problem</b></p> <p>The communities in the four sub counties without HC IIIs have been accessing services through VHTs and nearby facilities. Ina addition, there is limited access to health facilities within 5 KMs</p>
	<p><b>On-going interventions</b></p> <p>The health care services have been provided through health facilities in the nearby sub counties with the exception of Moruita which has HC II with limited in funding as PHC capitation and fewer drugs.</p>
	<p><b>Challenges</b></p> <p>Limited staff in terms of numbers and seniority, limited supplies for a HC II but serving a HC III population, long distances travelled to access health services at a HC IV or HC IIIs in neighboring sub counties.</p>
	<p><b>Crosscutting aspects:</b></p>



	Affects especially women who have maternal complications that may not be handled by the midwives. destruction of environment through Bush clearing and site excavation
Relevance of the project idea	Aligned to NDP objective - Increase productivity, inclusiveness and wellbeing of Population, under the strategy Improve access and quality of social services under program of Human Capital Development
Stakeholders	Direct beneficiaries: Population in the catchment area
	Indirect beneficiaries: Neighboring community
	Likely project affected persons: Neighboring community
Project objectives/outcomes/output s	<b>Objectives</b> To improve the coverage of health services in the District
	<b>Outcomes</b> Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative and palliative health care services
	<b>Outputs</b> HC IIs upgraded to HC IIIs HC IIIs constructed in sub counties without Health staff houses constructed Health staff houses rehabilitated
Projects inputs/acts/interventions	<b>Inputs</b> Construction materials, Labour, Technical staff, Land
	<b>Activities</b> Work plan/Budget preparation, Making BOQ with environment and social concerns integrated, Procure service provider, , Environment and social screening, ,Construction, site meetings, Monitoring, supervision and certification

	<b>Interventions</b>							
	Strengthen governance, management and effectiveness of the health sector at all levels							
<b>STRATEGIC OPTIONS</b>								
Strategic options-indicate existing assets, non-asset, & new asset solutions)	Alternative means of solving the problem stating the advantages & disadvantages of each Conducting outreaches, Deploying additional staff and equipment to the nearby Health facilities. However, there is not enough infrastructure to accommodate the activities.							
	Alternative means of financing stating as above Appeal for funding support from implementing partners, It saves the department from the cost of construction however IPs have different interest and conditions.							
	Comparison of the alternatives, indicating methodologies used in assessment The best alternative remains construction of the Health center III in Sub counties without and upgrading HC IIs to HC IIs while equipping them and providing staff.							
	Selected approach Public-private partnerships because the LG may not have all the resources finish the project. <b>0782-742808</b>							
Coordination with Government Agencies	The District Engineer will supervise and certify works DHO, Auditor, CAO to establish progress and compliance							
<b>PROJECT ANNUALIZED TARGETS (OUTPUTS)</b>								
Project annualized targets	<b>Output</b>	<b>AE</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	
	HC IIs upgraded to HC IIIs	<b>19/20</b>			1	1		

	HC IIIs constructed in sub counties without				1	2	1	
	Health staff houses constructed			2	2	2	2	
	Health staff houses rehabilitated		1	2	2	2	2	

**ESTIMATED PROJECT COST AND FUNDING SOURCES**

Project annualized cost	O/P	SoF.	CE to 19/20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	Rec (%)	Cap (%)
	HC IIs upgraded to HC IIIs	GoU				600,000	600,000			100%
	HC IIIs constructed in sub counties without	GoU				1,400,000	2,800,000	1,400,000		100%
	Health staff houses constructed	GoU			147,000	147,000	147,000	147,000		100%
	Health staff houses rehabilitated	GoU		22,070	150,000	150,000	150,000	150,000		100%
	<b>Total</b>			<b>22,070</b>	<b>297,000</b>	<b>2,297,000</b>	<b>3,697,000</b>	<b>1,697,000</b>		

**PLAANED CUMM.IMPLEMENTATION % PROGRESSION**

O/P	AE (19/20)	20/21	21/22	22/23	23/24	24/25
Overall prog.(%)		0.3%	3.7%	28.7%	46.2%	21.2%

	HC IIs upgraded to HC IIIs				50%	50%	
	HC IIIs constructed in sub counties without				25%	50%	25%
	Health staff houses constructed			25%	25%	25%	25%
	Health staff houses rehabilitated		3.5%	24.1%	24.1%	24.1%	24.1%

**RESULT MATRIX**

Result matrix	Objectives Hierarchy & description	Indic.	MoV	Baseline	Target	Ass.
	Goal	Life expectancy	Performance reports	71.8	80	Funds will received as budgeted Good health seeking behavior
	Outcomes	Proportion of Households within 5KM % of LLGs having a HC III	Performance reports	68 55	100 100	Funds will received as budgeted
	Outputs	No. of HC IIs upgraded to HC IIIs No. of HC IIIs constructed in sub counties without	Performance reports Inspection reports	0 4	2 8	Funds will received as budgeted

		No. of Health staff houses constructed	Quarterly progress reports	78	86	
		No. of Health staff houses rehabilitated			9	
	Activities	1- Work plan/Budget preparation 2- Making BOQ with environment and social concerns integrated 3- Procure service provider, 4- Conduct Environment and social screening 5- Construction, site meetings 6- Conduct Monitoring, supervision and certification				

**STRUCTURE OF THE DDP PROJECT IMPLEMENTING PLAN/ PROFILE**

**PROJECT SUMMARY**

Project Title	Construction and rehabilitation of Primary schools infrastructure
DDP 3 Program	Human Capital Development
Directorate/Department	Education
Vote	Nakapiripirit DLG
Vote Function	Local Government
Vote Function Code	901
Implementing Agency	Nakapiripirit DLG
Project Code	
Location	Alamacar P.S, Amaler P.S, Aoyareng P.S, Doo P.S, Kagata P.S, Kaiku P.S, Kakomongole P.S, Kalapata P.S, Kobeyon P.S, Lemusui P.S, Lobulepeded P.S, Lokadwaran P.S, Lolele P.S, Lomorimor P.S, Lomorunyangae P.S, Loregae P.S, Loreng P.S, Moruita P.S, Nadip P.S, Nakaale P.S, Nakapiripirit P.S, Namalu Mixed P.S, Namatata P.S, Namorotot P.S, Napiananya P.S, Okwapon P.S, St Mary's Girls P.S, Tokora P.S
Estimated project cost	UShs. 6,970,000,000
Current stage of project implementation at commencement of LGDP	Not started
Total funding gap	UShs. 6,235,000,000
Project duration (Financial Yrs)	Start date: 1st July 2020 End date: 30th June 2025

Officer responsible:	District Education Officer
Already existing in DDP1	Yes
Already existing in DDP2	Yes
<b>PROJECT INTRODUCTION</b>	
Problem statement	<p>Government is focusing on improved learning outcomes in primary schools as a key contributor realization of the objective of improving the foundations of human capital development.</p> <p>However one of the main challenges is lack of adequate school infrastructure.</p> <p>As of 2020 the district had the following Pupil to Classroom 78:1, Pupil to desk ratio 7:1, and Pupil to latrine ratio 81:1 ratios This situation affects the learning environment and performance.</p>
	<p>Cause of the problem</p> <p>The poor infrastructure is caused by inadequate funding and long poor soils that lead to the collapse of structures</p>
Situation analysis	<p>Past achievements to address the problem</p> <p>The LG has been constructing classrooms, staff houses and latrine stances in the DDP II period constructed 16 classrooms, 12 staff houses and 376 desks and 40 latrine stances in schools.</p> <p>However , given increasing enrolment numbers have remained well above the recommended national standard thus the need for more infrastructure</p>
	<p>On-going interventions (incl. figures as above)</p> <p>There is continuing prioritization of school infrastructure under SFG to improve on the performance indicators</p>
	<p>Challenges:</p>

	<p>The funding to education department has reduced greatly and DDEG which would have been used has been prioritized for new Administration block, Increasing value of land and communities resorting to selling it instead of donating.</p> <p>Crosscutting aspects: Lack of changing rooms for girls has affected their attendance and increased dropouts. The lack of lightening arrestors has created additional risk on lightning strikes. Rapid population increase</p>
Relevance of the project idea	Aligned to NDP objective - Increase productivity, inclusiveness and wellbeing of Population, under the strategy Improve access and quality of social services under program of Human Capital Development
Stakeholders	Direct beneficiaries: Pupils, Teachers, Children
	Indirect beneficiaries: Parents and neighboring communities
	Likely project affected persons: neighboring communities
Project objectives/outcomes/outputs	<p>Objective</p> <p>Improve the foundations for human capital development</p>
	<p>Outcomes</p> <p>All lagging schools to meet Basic Requirements and Minimum Standards (BRMS) in Primary</p>
	<p>Outputs</p> <p>Primary schools constructed in parishes without</p> <p>Teacher houses constructed and rehabilitated</p> <p>Classrooms constructed and rehabilitated</p> <p>Latrine stances constructed</p>
Projects inputs/acts/interventions	<p>Inputs:</p> <p>Construction materials, Labour, Technical staff, land, fuel, vehicles</p>



	<p>Activities</p> <p>Work plan/Budget preparation, making BOQ with environment and social concerns integrated, Procure contractor, Construction of infrastructure, Conduct Environment and social screening, Conduct monitoring, supervision and certification</p>
	<p>Interventions</p> <p>Equip and support all lagging schools to meet Basic Requirements and Minimum Standards (BRMS) in Primary Schools</p>
<p><b>STRATEGIC OPTIONS</b></p>	
<p>Strategic options- indicate existing assets, non-asset, &amp; new asset solutions)</p>	<p>Alternative means of solving the problem stating the advantages &amp; disadvantages of each</p> <p>The alternative means is using the tents from partners and use of tree shades when classrooms are inadequate. However, this strategy affected by the weather as during the rainy season, classes cannot proceed and this disrupts learning in other classrooms where pupils run for refugee.</p>
	<p>Alternative means of financing stating as above</p> <p>Public-private partnerships have been embraced through church based and private institutions. However given the level of poverty in the community this may not be feasible as they already have difficulty in providing scholastic materials.</p>

	<p>Comparison of the alternatives, indicating methodologies used in assessment</p> <p>The best alternative is construction of adequate structures or new schools in parishes where there not with support from central government. The other alternatives mentioned above are not feasible for the reasons of cost and other technical challenges and affordability</p>						
	<p>Selected approach</p> <p>The best alternative is construction and rehabilitation of schools using the development funds provided by government as per the policy</p>						
Coordination with Government Agencies	<p>The District Engineer and the Engineering Assistant from MoES will supervise and certify works DEO, Auditor, CAO to establish progress and compliance</p> <p>Parents will be involved monitoring the construction and in the maintenance of the classroom blocks</p>						
<b>PROJECT ANNUALIZED TARGETS (OUTPUTS)</b>							
Project annualized targets	<b>Output</b>	<b>AE 19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
	Primary Classrooms constructed		2	4	6	4	4
	Primary School Classrooms rehabilitated		1	4	4	4	4
	Primary Schools constructed				1	1	1
	Latrines constructed in Primary Schools		10	10	10	10	10
	Teacher houses constructed in Primary Schools		2	4	6	4	4

	Furniture supplied to Primary Schools				<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>		
<b>ESTIMATED PROJECT COST AND FUNDING SOURCES</b>										
Project annualized cost	<b>O/P</b>	<b>SoF.</b>	<b>CE to 19/20</b>	<b>20/ 21 '000</b>	<b>21/ 22 '000</b>	<b>22/ 23 '000</b>	<b>23/ 24 '000</b>	<b>24/ 25 '000</b>	<b>Rec (%)</b>	<b>Cap (%)</b>
	Primary Classrooms constructed	GoU		<b>147,000</b>	<b>234,000</b>	<b>351,000</b>	<b>234,000</b>	<b>234,000</b>		<b>100%</b>
	Primary School Classrooms rehabilitated	GoU		<b>25,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>		<b>100%</b>
	Primary Schools constructed	GoU				<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>		<b>100%</b>
	Latrines constructed in Primary Schools	GoU		<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>		<b>100%</b>
	Teacher houses constructed in Primary Schools	GoU		<b>147,000</b>	<b>294,000</b>	<b>441,000</b>	<b>294,000</b>	<b>294,000</b>		<b>100%</b>
	Furniture supplied to Primary Schools	GoU			<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>		<b>100%</b>

	<b>Total</b>		<b>374,000</b>	<b>713,000</b>	<b>2,177,000</b>	<b>1,913,000</b>	<b>1,913,000</b>		
<b>PLAANED CUMM.IMPLEMENTATION % PROGRESSION</b>									
	<b>O/P</b>		<b>AE (19/20)</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	
	Overall prog.(%)			5.3%	10.1%	30.7%	27.0%	27.0%	
	Primary Classrooms constructed			12.3%	19.5%	29.3%	19.5%	19.5%	
	Primary School Classrooms rehabilitated			5.9%	23.5%	23.5%	23.5%	23.5%	
	Primary Schools constructed					33.3%	33.3%	33.3%	
	Latrines constructed in Primary Schools			20.0%	20.0%	20.0%	20.0%	20.0%	
	Teacher houses constructed in Primary Schools			10.0%	20.0%	30.0%	20.0%	20.0%	
	Furniture supplied to Primary Schools				25.0%	25.0%	25.0%	25.0%	
<b>RESULT MATRIX</b>									
Result matrix	Objectives Hierarchy & description	Indic.	MoV	Baseline	Target	Ass.			
	Goal	Proportion of Primary Schools meeting the BRMS by 2025	Annual reports	32	100	Funds will be received as budgeted			

	Outcomes	Pupil: Classroom ratio Pupil: Desk ratio Pupil: Teacher ratio Pupil: Stance ratio	Performance reports	78 7 56 81	45 3 45 40	Funds will be received as budgeted
	Outputs	No. of Primary Classrooms constructed No. of Primary School Classrooms rehabilitated No. of Primary Schools constructed No. of Latrines constructed in Primary Schools No. of Teacher houses constructed in Primary Schools No. of Furniture supplied to Primary Schools	Progress reports	32	20 17 35 50 20 400	Funds will be received as budgeted
	Activities	1- Work plan/Budget preparation				

		2- Making BOQ with environment and social concerns integrated 3- Procure service provider, 4- Conduct Environment and social screening 5- Construction, site meetings 6- Conduct Monitoring, supervision and certification					
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**STRUCTURE OF THE DDP PROJECT IMPLEMENTING PLAN/ PROFILE**

**PROJECT SUMMARY**

Project Title	Construction of 5 Secondary schools, Construction and rehabilitation of Primary schools infrastructure
LGDP Programme Description	(Adapted NDP Programme)
DDP 3 Program	Human Capital Development
Directorate/Department	Education
Vote	Nakapiripirit DLG
Vote Function	Local Government
Vote Function Code	901
Implementing Agency	Nakapiripirit DLG
Location	Nakapiripirit SS, Namalu SS, Moruita S/C, Kokomongole S/C, Loreng S/C, Namalu S/C, Lemusui S/C,
Estimated project cost	UShs. 10,558,800,000
Current stage of project implementation at commencement of LGDP	Partially started
Funding Secured	Sector conditional grant - UGIFT
Total expenditure on project related interventions up to commencement of DDP3	2,110,000,000
Total funding gap	UShs. 6,338,800,000

Project duration (Financial Yrs)	01 <sup>st</sup> – July, 2020
	30 <sup>th</sup> –June, 2025
Officer responsible:	District Education Officer
Already existing in DDP1	No
Already existing in DDP2	Yes
<b>PROJECT INTRODUCTION</b>	
Problem statement	<p>Problem to be addressed</p> <p>There is a large number of children in need of secondary school education in the sub county and these numbers are bound to continue increasing but do not have easy access.</p> <p>There are only two secondary schools in the whole District. This causes the students to travel long distances and also go outside the District which may lead to high dropout rates at different levels</p>
	<p>Cause of the problem</p> <p>There is high population growth with limited funding allocated to Secondary education. In addition, Secondary education is still majorly controlled by the Ministry of Education</p>
Situation analysis	<p>Past achievements to address the problem</p> <p>Government through Nakapiripirit DLG has 2 constructed 2 Secondary schools which have been support learning. However, with the opportunity of UgIFT, there has been increased investment in school facilities especially at Nakapiripirit Seed SS.</p>
	<p>On-going interventions</p> <p>There is continuing prioritization of school infrastructure under SFG to improve on the performance indicators</p>
	<p>Challenges</p>



	<p>Long distances travelled to USE schools and unaffordable tuition fees in the nearby private schools.</p> <p>Crosscutting aspects: The long distances tend to affect the girl Child especially the adolescent which could lead to a high dropout rate and distractions which led to teenage pregnancies.</p>
Relevance of the project idea	Aligned to NDP objective - Increase productivity, inclusiveness and wellbeing of Population, under the strategy Improve access and quality of social services under program of Human Capital Development
Stakeholders	Direct beneficiaries: Students, teachers
	Indirect beneficiaries: Neighboring communities
	Likely project affected persons: The surrounding communities
Project objectives/outcomes/outputs	<p>Objectives</p> <p>To improve the foundations for human capital development</p>
	<p>Outcomes</p> <p>Equip and support all lagging primary, secondary schools and higher education institutions to meet the BRMS</p>
	<p>Outputs</p> <p>New Secondary Schools constructed</p> <p>Classrooms constructed in Secondary Schools</p> <p>Public Secondary Schools rehabilitated</p> <p>Latrines constructed in Secondary Schools</p> <p>Computer laboratories constructed and equipped</p>
Projects inputs/acts/interventions	<p>Inputs:</p> <p>Construction materials, Labour, Technical staff, land, fuel, vehicles</p>
	Activities

	<p>Work plan / Budget preparation, making BOQ with environment and social concerns integrated, Procure contractor, Construction of infrastructure, Conduct Environment and social screening, Conduct monitoring, supervision and certification</p>
	<p>Interventions</p> <p>Equip and support all lagging schools to meet Basic Requirements and Minimum Standards (BRMS) in Primary Schools</p>
<b>STRATEGIC OPTIONS</b>	
Strategic options-indicate existing assets, non-asset, & new asset solutions)	<p>Alternative means of solving the problem</p> <p>The alternative means is using the tents from partners and use of tree shades when classrooms are inadequate. However, this strategy affected by the weather as during the rainy season, classes cannot proceed and this disrupts learning in other classrooms where pupils run for refugee.</p>
	<p>Alternative means of financing stating as above</p> <p>Public-private partnerships have been embraced through church based and private institutions. However given the level of poverty in the community this may not be feasible as they already have difficulty in providing scholastic materials.</p>
	<p>Comparison of the alternatives, indicating methodologies used in assessment</p> <p>The best alternative is construction of adequate structures or new schools in parishes where there not with support from central government. The other alternatives mentioned above are not feasible for the reasons of cost and other technical challenges and affordability</p>
	<p>Selected approach</p> <p>The best alternative is construction and rehabilitation of schools using the development funds provided by government as per the policy</p>

Coordination with Government Agencies	The District Engineer and the Engineering Assistant from MoES will supervise and certify works DEO, Auditor, CAO to establish progress and compliance Parents will be involved monitoring the construction and in the maintenance of the classroom blocks									
<b>PROJECT ANNUALIZED TARGETS (OUTPUTS)</b>										
Project annualized targets	<b>Output</b>		<b>AE 19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>		
	New Secondary Schools constructed			1	1	1	1	1		
	Classrooms constructed in Secondary Schools			2	2	2	2	2		
	Public Secondary Schools rehabilitated			4	4	4	4	4		
	Latrines constructed in Secondary Schools			5	5	5	5	5		
	Computer laboratories constructed and equipped					1	1			
<b>ESTIMATED PROJECT COST AND FUNDING SOURCES</b>										
Project annualized cost	<b>O/P</b>	<b>SoF.</b>	<b>CE to 19/20 '000</b>	<b>20/ 21 '000</b>	<b>21/ 22 '000</b>	<b>22/ 23 '000</b>	<b>23/ 24 '000</b>	<b>24/ 25 '000</b>	<b>Rec (%)</b>	<b>Cap (%)</b>

	New Secondary Schools constructed	GoU		<b>700,000</b>	<b>2,100,000</b>	<b>2,100,000</b>	<b>2,100,000</b>	<b>2,100,000</b>		<b>100%</b>
	Classrooms constructed in Secondary Schools	GoU		<b>153,500</b>	<b>127,000</b>	<b>127,000</b>	<b>127,000</b>	<b>127,000</b>		<b>100%</b>
	Public Secondary Schools rehabilitated	GoU		<b>107,000</b>	<b>107,000</b>	<b>107,000</b>	<b>107,000</b>	<b>107,000</b>		<b>100%</b>
	Latrines constructed in Secondary Schools	GoU		<b>22,800</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>			<b>100%</b>
	Computer laboratories constructed and equipped	GoU				<b>80,000</b>	<b>80,000</b>			<b>100%</b>
	<b>Total</b>			<b>983,300</b>	<b>2,360,500</b>	<b>2,440,500</b>	<b>2,440,500</b>	<b>2,334,000</b>		

**PLAANED CUMM.IMPLEMENTATION % PROGRESSION**

<b>O/P</b>	<b>AE (19/20)</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
Overall prog.(%)		9.3%	22.4%	23.1%	23.1%	22.1%
New Secondary Schools constructed		7.7%	23.1%	23.1%	23.1%	23.1%
Classrooms constructed in Secondary Schools		23.2%	19.2%	19.2%	19.2%	19.2%

	Public Secondary Schools rehabilitated		20.0%	20.0%	20.0%	20.0%	20.0%
	Latrines constructed in Secondary Schools		22.3%	25.9%	25.9%	25.9%	
	Computer laboratories constructed and equipped				50.0%	50.0%	

### RESULT MATRIX

Result matrix	Objectives Hierarchy & description	Indic.	MoV	Baseline	Target	Ass.
	Goal	Proportion of Primary Schools meeting the BRMS by 2025	Annual reports	32	100	Funds will be received as budgeted
	Outcomes	Pupil: Classroom ratio Pupil: Desk ratio Pupil: Teacher ratio Pupil: Stance ratio	Performance reports	78 7 56 81	45 3 45 40	Funds will be received as budgeted
	Outputs	No. of New Secondary Schools constructed No. of Classrooms constructed in Secondary Schools	Progress reports	2 18	8 28 2	Funds will be received as budgeted

		No. of Public Secondary Schools rehabilitated			25		
		No. of Latrines constructed in Secondary Schools			2		
		No. of Computer laboratories constructed and equipped					
	Activities	1- Work plan/Budget preparation 2- Making BOQ with environment and social concerns integrated 3- Procure service provider, 4- Conduct Environment and social screening 5- Construction, site meetings 6- Conduct Monitoring, supervision and certification					

**STRUCTURE OF THE DDP PROJECT IMPLEMENTING PLAN/ PROFILE**

**PROJECT SUMMARY**

Project Title	Construct and rehabilitate District roads and Community Access roads
DDP 3 Program	Agro-Industrialization, Tourism Development, Integrated transport and services
Directorate/Department	Roads and Engineering
Vote	Nakapiripirit DLG
Vote Function	Local Government
Vote Function Code	901
Implementing Agency	Nakapiripirit DLG
Location	Kaawach S/C, Kakomongole S/C, Lemusui S/C, Loregae S/C, Loreng S/C, Moruita S/C, Nakapiripirit T/C, Namalu S/C, Tokora S/C
Estimated project cost	UShs. 9,845,375,000
Funding Secured	UShs. 3,190,375,000
Total funding gap	UShs. 6,655,000,000
Project duration (Financial Yrs)	01 <sup>st</sup> – July, 2020 30 <sup>th</sup> – June, 2025
Officer responsible:	District Engineer
Already existing in DDP1	Yes
Already existing in DDP2	Yes
<b>PROJECT INTRODUCTION</b>	
Problem statement	Problem to be addressed

	<p>Poor road network and Inaccessibility to service areas like markets, schools, health facilities, community stores and farm lands</p> <p>Cause of the problem</p> <p>There is poor terrain of the area which requires continued maintenance of the roads as there is much wearing. The reduced funding from URF has affected the maintaining of the district road network.</p>
Situation analysis	<p>Past achievements to address the problem</p> <p>The percentage of District roads in fair to good conditions is 49.4% due to man roads being opened while maintaining community access roads through Sub counties.</p>
	<p>On-going interventions</p> <p>Routine manual and periodic maintenance of all the District and community access roads</p>
	<p>Challenges</p> <p>Inadequate funding, increasing breaking down of roads</p>
	<p>Crosscutting aspects:</p> <p>Destruction of environment through Bush clearing and site excavation</p>
Relevance of the project idea	Alignment to NDP, MDA Strategic Plans and Agency plans improved service delivery
Stakeholders	Direct beneficiaries: Farmers, Traders, Industrialists, communities
	Indirect beneficiaries: Neighboring communities
	Likely project affected persons: Community members
Project objectives/outcomes/outputs	<p>Objectives:</p> <p>To construct and regularly maintain community access and feeder roads for market access</p> <p>To improve roads to tourism potential areas</p>



	To rehabilitate and maintain transport infrastructure
	<p>Outcomes</p> <p>Improved access to key service points</p>
	<p>Outputs</p> <p>Farm access roads opened, improved, rehabilitated and constructed</p> <p>Community access and feeder roads constructed</p> <p>Community access and feeder roads regularly maintained</p> <p>Improved roads to tourism potential areas</p> <p>Transport infrastructure rehabilitated and maintained.</p>
<p>Projects</p> <p>inputs/acts/interventions</p>	<p>Inputs: Road gangs, Plants and machinery, Fuel, Murrum, Tarmac, Vehicles and Technical Staff</p>
	<p>Activities:</p> <p>Removal of obstacles, bush clearing, tree and stump removal</p> <p>Desilting of side and mitre drains</p> <p>Desilting culverts</p> <p>Filling of potholes and gullies</p> <p>Excavation</p> <p>Murruming and grading</p>
	<p>Interventions</p> <p>Rehabilitate and maintain transport infrastructure</p> <p>Expand, upgrade and maintain tourism national transport infrastructure and services</p> <p>Establish new roads</p> <p>Funding</p>

	Supervision and monitoring						
<b>STRATEGIC OPTIONS</b>							
Strategic options-indicate existing assets, non-asset, & new asset solutions)	Alternative means of solving the problem stating the advantage and disadvantages of each community engagement to do routine manual maintenance of the district road network but may handle the maintenance to a less technical manner						
	Alternative means of financing Appeal for funding support from development partners. It saves the district the cost of road maintenance however it attracts donor conditionalities						
	Comparison of the alternatives, indicating methodologies used in assessment The project will use community engagement and technical assessment to identify priority projects						
	Selected approach, The project will use community engagement and technical assessment to identify priority projects						
Coordination with Government Agencies	District Engineer and CAO will supervision, monitor and report project implementation MOFPED, MOWT and URF will provide funding and supervision of the project						
<b>PROJECT ANNUALIZED TARGETS (OUTPUTS)</b>							
Project annualized targets	<b>Output</b>	<b>AE</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
	Farm access roads opened, improved, rehabilitated and constructed	<b>19/20</b>		2	3	2	5

	Community access and feeder roads constructed		<b>50Km</b>	<b>50Km</b>	<b>50Km</b>	<b>50Km</b>	<b>50Km</b>
	Community access and feeder roads regularly maintained		<b>157Km</b>	<b>157Km</b>	<b>157Km</b>	<b>157Km</b>	<b>157Km</b>
	Improved roads to tourism potential areas			<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
	New District roads opened			<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
	Bridges constructed on the DUCAR network			<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	Periodic maintenance of DUCAR network done		<b>58 Km</b>	<b>58 Km</b>	<b>58 Km</b>	<b>58 Km</b>	<b>58 Km</b>
	Routine manual maintenance of DUCAR network done		<b>26 Km</b>	<b>26 Km</b>	<b>26 Km</b>	<b>26 Km</b>	<b>26 Km</b>
	Routine mechanized maintenance of DUCAR network done		<b>15 Km</b>	<b>15 Km</b>	<b>15 Km</b>	<b>15 Km</b>	<b>15 Km</b>
	Urban unsealed roads maintained		<b>45 Km</b>	<b>45 Km</b>	<b>45 Km</b>	<b>45 Km</b>	<b>45 Km</b>

	Transport infrastructure rehabilitated and maintained.								
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**ESTIMATED PROJECT COST AND FUNDING SOURCES**

Project annualized cost	O/P	SoF.	CE to 19/20	20/ 21 '000	21/ 22 '000	22/ 23 '000	23/ 24 '000	24/ 25 '000	Rec (%)	Cap (%)
	Farm access roads opened, improved, rehabilitated and constructed	GoU			120,000	175,000	120,000	365,000		100%
	Community access and feeder roads constructed	ORS		235,000	235,000	235,000	235,000	235,000	100%	
	Community access and feeder roads regularly maintained	ORS		540,000	540,000	540,000	540,000	540,000	100%	
	Improved roads to tourism potential areas	GOU			200,000	200,000	200,000	200,000		100%
	New District roads opened	GOU			300,000	300,000	300,000	300,000		100%

	Bridges constructed on the DUCAR network	GOU			200,000	200,000	200,000	200,000		<b>100%</b>
	Periodic maintenance of DUCAR network done	ORS		64,500	64,500	64,500	64,500	64,500	<b>100%</b>	
	Routine manual maintenance of DUCAR network done	ORS		85,600	85,600	85,600	85,600	85,600	<b>100%</b>	
	Routine mechanized maintenance of DUCAR network done	ORS		149,800	149,800	149,800	149,800	149,800	<b>100%</b>	
	Urban unsealed roads maintained	ORS		97,255	97,255	97,255	97,255	97,255	<b>100%</b>	
	Community Access Roads rehabilitated	ORS		80,920	80,920	80,920	80,920	80,920	<b>100%</b>	
	<b>Total</b>			<b>1,253,075</b>	<b>2,073,075</b>	<b>2,128,075</b>	<b>2,073,075</b>	<b>2,318,075</b>		

**PLAANED CUMM.IMPLEMENTATION % PROGRESSION**

<b>O/P</b>	<b>AE (19/20)</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
Overall prog.(%)		12.7%	21.1%	21.6%	21.1%	23.5%
Farm access roads opened, improved, rehabilitated and constructed		0	15.4%	15.4%	15.4%	
Community access and feeder roads constructed	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Community access and feeder roads regularly maintained	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Improved roads to tourism potential areas		25.0%	25.0%	25.0%	25.0%	
New District roads opened		25.0%	25.0%	25.0%	25.0%	
Bridges constructed on the DUCAR network		25.0%	25.0%	25.0%	25.0%	
Periodic maintenance of DUCAR network done	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Routine manual maintenance of DUCAR network done	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Routine mechanized maintenance of DUCAR network done	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Urban unsealed roads maintained	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%

	Community Access Roads rehabilitated	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	
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**RESULT MATRIX**

Result matrix	Objectives Hierarchy & description	Indic.	MoV	Baseline	Target	Ass.
	Goal	Proportion of population accessing key service areaa	Progress Reports		70%	Funds released to the DLG as planned
	Outcomes	Percentage of District and community Access roads in good condition	Progress Reports	49%	80%	Funds released to the DLG as planned
	Outputs	Km of Farm access roads opened, improved, rehabilitated and constructed Km of Community access and feeder roads constructed Km of Community access and feeder roads regularly maintained Km of improved roads to tourism potential areas No. new District roads opened	Progress Reports		12 200 KM 157 KM 8 12 4	Funds released to the DLG as planned

		No. Bridges constructed on the DUCAR network			58 KM		
		Km of Periodic maintenance done on DUCAR network			26 KM		
		Km of Routine manual maintenance done of DUCAR network			15 KM		
		Km of Routine mechanized maintenance of DUCAR network done			45 KM		
		Km of Urban unsealed roads maintained			32 KM		
		Km of Community Access Roads rehabilitated					
	Activities	Removal of obstacles, bush clearing, tree and stump removal					
		Desilting of side and mitre drains					
		Desilting culverts					
		Filling of potholes and gullies					
		Excavation					
		Murruming and grading					



## Annex 2: LGDP Results Framework

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Goal: Increase Average Household Incomes and Improve the Quality of Life of the people in Nakapiripirit District	Quality of life	Increased life expectancy	Life expectancy at birth	71.8	72	74	75	78	80
		Reduced population growth rate	Population growth rate	3.2	3.0	2.8	2.8	2.8	2.8
	Household income	Population below the poverty line (%)	Proportion of population below poverty line (%)	59.5	55	50	48	45	43
Objectives	KRA	Outcomes	Indicators	Baseline					
1. Enhance value addition in key growth opportunities	Agro and Mineral based industrialization	Increase labour productivity in the agro-industrial value	Average Monthly nominal Household income	150,000	170,000	180,000	182,000	183,000	185,000
			Increase in volume of value addition products (tonnes)	0	5	10	12	14	15
		Increase in number of jobs created in agro-industry along the value	Proportion of jobs created along Agro-industry value chain (%)	5	8	10	12	14	15
		Proportion of households that are food secure	Proportion of households dependent on subsistence agriculture (%)	68	65	62	60	57	55
			Households having at least two meals per day	34.1	36	39	42	45	50

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Tourism	Increased tourism activities	Revenue generated from Tourism activities	0	10,000,000	20,000,000	30,000,000	40,000,000	50,000,000
			Percentage of tourism returns to total Local Government Budget	0	2	3	5	7	10
	ICT	Increased ICT Penetration	Percentage of area covered by Broad band internet connectivity	78	80	90	100	100	100
	Land	Increase area covered by wetlands	Increase in wetland cover	8	9	10	10.5	11	12
				11.4	12	12.5	13	13.5	14
				10	20	30	35	40	50
0				5	10	15	20	30	
75				80	90	100	100	100	

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		Increased clean and safe water supply within the district	Proportion of population accessing safe and clean (%)	58	60	65	70	75	80
1. Strengthen private sector capacity to drive growth and create jobs	Private sector growth	Increased volume of loans from the Local SACCOs to the local private sector Reduced informal sector contribution to local employment	Total Savings in the Registered SACCOs as a percentage in the District budget	0	5	10	15	20	25
			Total annually amount of loan disbursed by the registered SACCOS to Clients within the district	0.0 bn	0.5 bn	1bn	1.5bn	2bn	2,5bn
			Reduced youth unemployment	14.8	14	12	11	11	10
			Number of new enterprises developed and functional	35	50	50	50	50	50
			Number SACCOs registered and functional	2	10	10	10	10	10
2. Consolidate and increase stock and quality of productive infrastructure	Energy		Households with access to electricity, %	20	30	40	45	47	50
	Road	Reduce average travel time within and without the district Reduce unit cost of building transport	%age of District roads in Fair to good condition	43	45	50	55	57	60
			No. Community Access roads upgraded to District Roads	20	5	5	5	5	5

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		infrastructure especially roads Increase average infrastructure life span especially (Urban paved roads, District Roads and Community Access Roads)	%age of Community Access Roads without Road bottlenecks	57	65	50	45	43	40
	Water for production		Water usage (m <sup>3</sup> per capita)	0.01	0.02	0.02	0.02	0.02	0.02
			Cumulative WfP Storage capacity (million m <sup>3</sup> )	300	320	350	400	450	500
	ICT	Increase ICT penetration in the district Increase the proportion of population accessing services online Increase proportion of government services online	Number of secondary schools with access to internet broad band	3	4	5	6	7	9
			Number of primary schools with access to internet broad band	8	26	26	26	26	26
			Number of Sub Counties & Town Council with access to internet broad band	7	9	9	9	9	9
			Percentage of population that have access to internet	67	70	80	90	100	100
			Number of health centres with access to internet broad band	6	9	9	9	9	9

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets					
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
4. Enhance productivity, inclusiveness and wellbeing of the population	Labour productivity & Employment	<ul style="list-style-type: none"> <li>- Decrease the urban unemployment rate</li> <li>- Decrease the percentage of urban dwellers living in slums and informal settlement</li> </ul>	Proportion of the urban population employed in gainful and sustainable jobs (%)	34	40	45	50	55	57	
		Improve the efficiency of solid waste collection	Solid and liquid waste management sites identified and developed	0	0	1	1	1	1	
			Labour Force Participation Rate (LFPR)	53	55	60	63	65	70	
			Employment Population Ratio	46.5	50	53	55	57	60	
	Health			Life expectancy at birth (years)	71.8	72	74	75	78	80
				Infant Mortality Rate/1000	72	70	67	65	63	60
				Stunted children U5 (%)	35.2	34	32	30	29	25
				Maternal Mortality Ratio/100,000	588	565	510	470	450	400
				Neonatal Mortality Rate (per 1,000)	30	28	27	25	23	20
				Total Fertility Rate	7.8	7.2	6.8	6.5	5.9	5.4
				U5 Mortality Ratio/1000	105	100	97	95	90	88
	Education		Primary to secondary school transition rate	37.1	40	45	57	60	62	

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets					
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			Survival rates, % (Primary)	38	41	48	54	62	67	
			Survival rates, % (Secondary)	77	79	82	86	90	95	
			Ratio of STEI/ STEM graduates to Humanities	2:5	2:5	3:5	3:5	3:5	3:5	
			Quality adjusted years of schooling	4.5	4.6	5.0	5.3	6.0	7.0	
			Average year of schooling	3	3.5	44.0	5.0	5.5	6.0	
			Proportion of primary schools attaining the BRMS <sup>1</sup> , %	50	54	58	62	66	70	
			Literacy rate	18.7	20	24	28	32	35	
			Proportion of the population participating in sports and physical exercises (%)	40.9	43	45.1	50	55	60	
			Employers satisfied with the TVET training (%)	40	44	48.4	52.6	58	65	
			Water and Environment			Safe water coverage (%) (rural & Urban	58	61	67	72
	Sanitation coverage (Improved toilet)	49				52	55	60	63	65
	Hygiene (Hand washing)	59.3				60	62	64	66	67

<sup>1</sup>Basic Requirements and Minimum Standards (BRMS)

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Social Protection Coverage (%)	Strengthen Community Based Management Information System	Proportion of population accessing social insurance, %	0	2	5	7	9	10
			% population receiving direct income support	0	2	5	7	9	10
			Proportion of eligible population with access to social care services, %	8	10	12	13	15	17
	1.	Strengthen agriculture extension systems Strengthen agricultural research and development Improve land tenure system that promote agriculture investments Strengthen the agricultural inputs markets and distribution system to adhere to quality standards and grades Increase access to and use of agricultural mechanization	Proportion of Households dependent on subsistence agriculture as main source of livelihood (%)	68	65	62	58	52	50
			Proportion of farmers adopting and practicing recommended agricultural practices (%)	10	15	20	25	27	30
			Proportion of household engaged in large scale commercial (%)	2	5	7	9	12	15
			Proportion of farmers having access to quality and affordable planting materials (%)	12	15	17	19	23	25

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		Strengthen farmer organizations and cooperatives	Proportion of household having access to ox traction and tractor for cultivation (%)	23	25	27	31	35	37
		Strengthen systems for management of pests, vectors and diseases	Proportion of farmers utilizing water for production (%)	0	2	4	5	6	7
5. Strengthen the role of the District Local Government in development	Local Revenue to Total LG Revenue (%)	Public resources allocated to Local Nakapiripirit Government (%)	%age increase in local revenue	12	5	5	5	5	5
			local revenue to Budget ratio	0.8	1	1.2	1.4	1.7	2
Proportion of total local revenue budget collected (%)			75	81	83	85	90	95	
Number of new alternative local revenue sources identified and collected			5	5	5	5	5	5	
	Improvement in alignment of plans and budget	Improvement in alignment of plans and budget	Proportion of investments in the annual workplan and budget aligned to the District Development (%)	40	100	100	100	100	100
			Proportion of Development Partners	100	100	100	100	100	100



Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			aligning their interventions to District Development Plan						
	Increased monitoring and evaluation of programs	Increased monitoring and evaluation of programs	Number of monitoring and joint monitoring activities conducted and reports shared with stakeholders	4	4	4	4	4	4
			Number of mid term reviews conducted and report shared with stakeholders	1			1		
			End of time evaluation conducted and report shared with stakeholders	0					1
		1. Develop Strategic Local Economic Development Plan	Number of LED initiatives established by LG and functional	0	1	1	1	1	1
		2. Strengthen Local Revenue Mobilization and management	Percentage of local revenue to the district budget	0.8	1	1.2	1.4	1.7	2
		3. Scale up civic education	Increase the percentage of the population participating in electoral process	50		70			

Category	KRA	Impact	Indicators	Baseline (FY)	LGDP Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			Increase percentage of youth engaged in district and national projects/ programmes and services	30	70	70	70	70	70