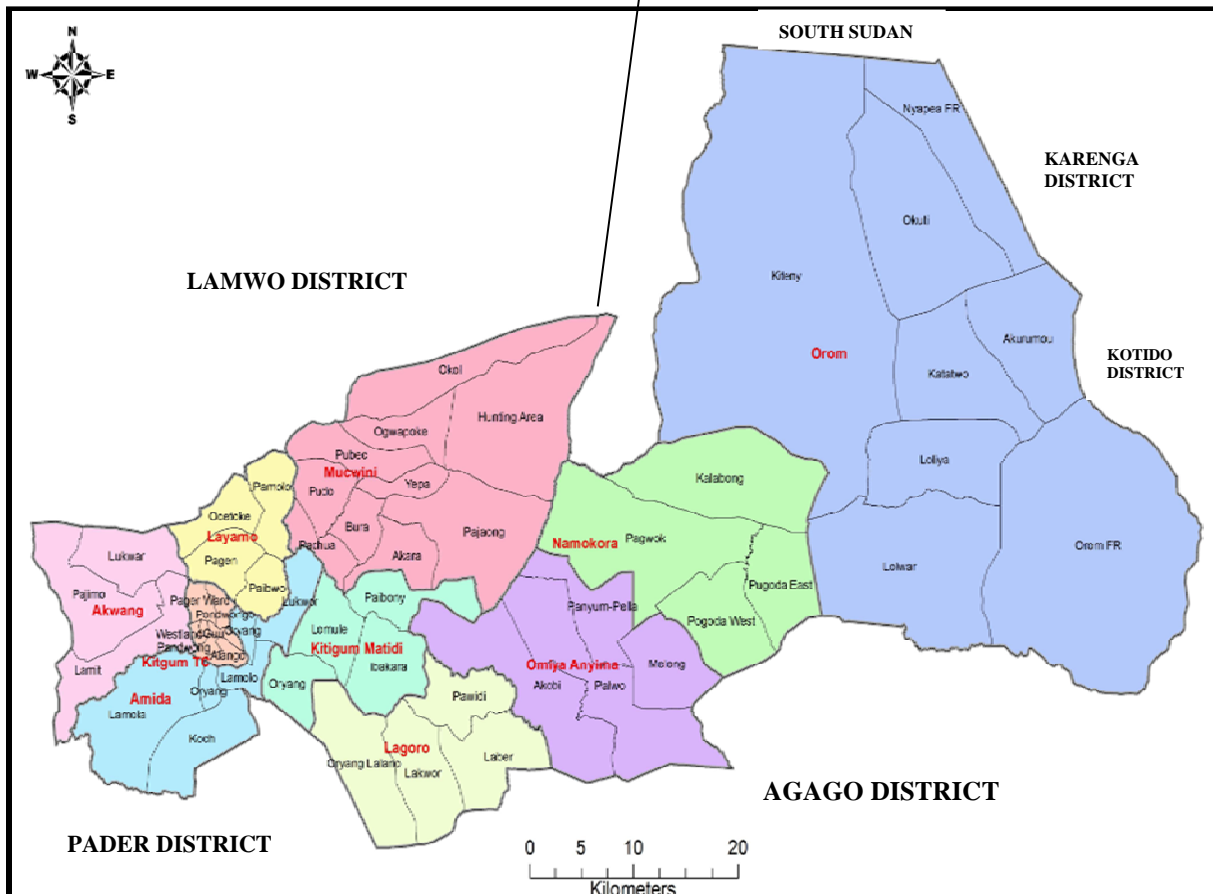
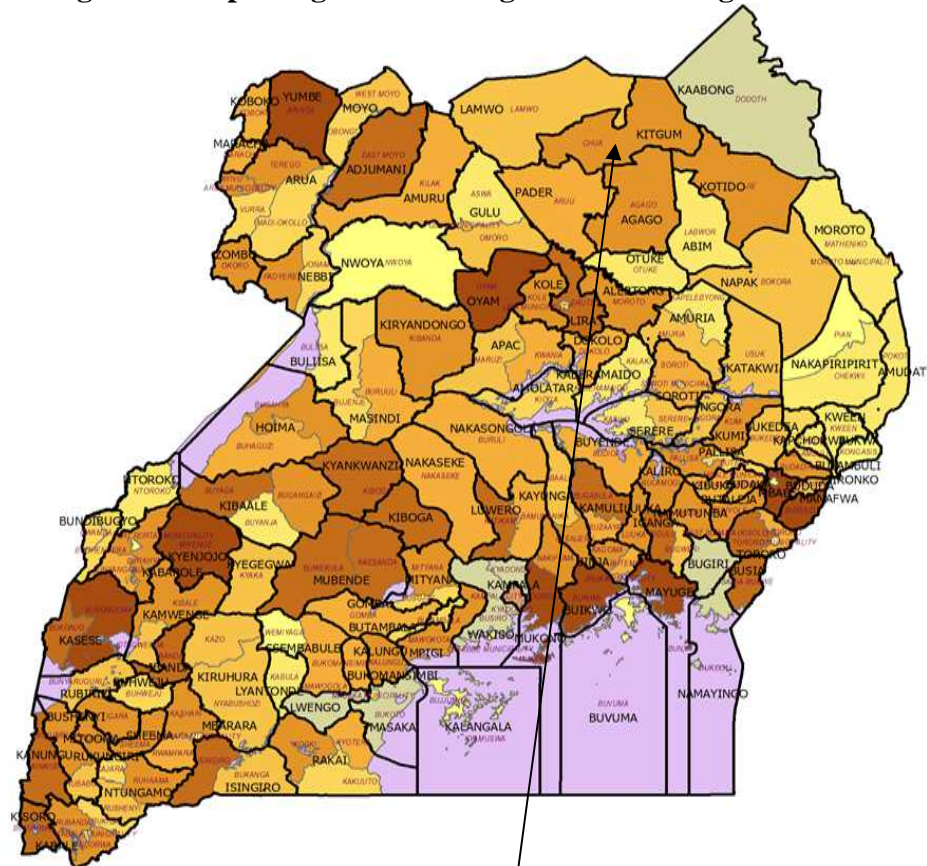


Republic of Uganda

**KITGUM DISTRICT LOCAL
GOVERNMENT**

**DISTRICT DEVELOPMENT
PLAN III
2020/21 – 2024/2025**

Figure 1: Map of Uganda showing location of Kitgum District



DISTRICT VISION

“A transformed and Prosperous District by 2040”

Mission

“To deliver Services to the people of Kitgum District focusing on National Priorities and local needs for Poverty Reduction and Improvement in the quality of life”

THEME

Sustainable Wealth Creation, Investments and Inclusive Growth

FOREWORD

This third District Development Plan (DDPIII) was prepared in line with the relevant laws which give power to the District Local Government to prepare its District Development Plan. Section 35(1) of the Local Governments Act Cap 243, empowers the District Council as the Planning Authority in the District and Section 35(3) mandates District Council to prepare a comprehensive and an integrated District Development Plan (DDP) that incorporates plans of the Lower Local Governments.

Section 77 of the same Act gives District Local Governments budgetary powers and procedures on how to execute the Budget. It clearly sets out the Mission, Goals and Objectives, Implementation Strategies, Expected outputs and performance indicators.

This Development Plan is prepared after wide consultations with all the relevant stakeholders in the District. The plan clearly sets out the Council priorities in the areas of Primary Education, Production and Marketing, Primary Health Care, Roads, Water and Sanitation and supports to community-initiated income generating projects with due consideration to the marginalized groups like the Youths, Women, Persons with disabilities and the older persons.

The Plan followed the second District Development Plan DDPII (2015/16-2019/20). A number of development activities which were planned for in DDP11 but could not be implemented for some reasons have been taken care of in this DDP III. A lot of consultations with the relevant stakeholders, Communities, Non-Governmental Organizations (NGOs), UN agencies and the Civil Society Organizations (CSOs) were made which made the DDP III comprehensive enough to represent the needs of the people of Kitgum District.

I wish to commend all these stakeholders for a job well-done.

I, therefore, wish to appeal to the Central Government and all our Development Partners to support the District in the execution of this Plan as we develop the Community and the District at large.

The District leadership is committed to regular monitoring and evaluation of the implementation of the Plan within the framework for promotion of good governance and anti - corruption.

FOR GOD AND MY COUNTRY



**HON. ARWAI CHRISTOPHER OBOL
DISTRICT CHAIRPERSON – KITGUM DISTRICT LOCAL GOVERNMENT**

ACKNOWLEDGEMENT

This Third Five Year District Development Plan is a product of concerted efforts of several stakeholders at various levels. I owe tribute to the National Planning Authority for providing the Planning Guidelines and technical supports that facilitated the process for formulation of this third Five-year District Development Plan. Indeed, this support eased what appeared to be a complex mandate to the planning task team.

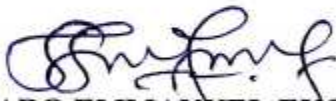
Equally, I thank all the development partners for the technical and financial supports provided to the District planning task team during the formulation of this Development Plan.

I also acknowledge the inputs and participation of the Lower Local Governments right from the village level, Civil Society Organizations (CSOs) and other Development partners who made significant contributions during the plan formulation process.

I am grateful for the enormous work done by the planning task team and the District Technical Planning Committee, the contributions made by the District Executive Committee and the District Council during the plan formulation process. Indeed, the team spirit exhibited by the aforementioned stakeholders eased the development of this document.

I am also greatly indebted to all the stakeholders who participated in the various Planning meetings whose outputs fed into this third District Development Plan (DDPIII).

Finally, I appreciate the commitment of the District Planning Department for amalgamating the views from the various consultative processes into this plan.



OLARO EMMANUEL EUGENE
CHIEF ADMINISTRATIVE OFFICER - KITGUM DISTRICT LOCAL
GOVERNMENT



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LIST OF ACRONYMS

ADR	-	Alternative Dispute Resolution
AIDS	-	Acquired Immune Deficiency Syndrome
ANC	-	Ante-Natal Clinic
AWP	-	Annual Work Plan
BFP	-	Budget Framework Paper
BTVET	-	Business Technical, Vocational Education and Training
CAIIP	-	Community Agriculture Infrastructure Improvement Program
CAO	-	Chief Administrative Officer
CBO	-	Community Based Organization
CBP	-	Capacity Building Plan
CBR	-	Crude Birth Rate
CDO	-	Community Development Officer
CDR	-	Crude Death Rate
CFO	-	Chief Finance Officer
CMR	-	Crude Mortality Rate
CIM	-	Cost Implementation Matrix
CNDPF	-	Comprehensive National Development Planning Framework
COMESA	-	Common Market for East Southern Africa
CPC	-	Child Protection Committee
CSO	-	Civil Society Organization
DANIDA	-	Danish Agency for International Development
DDEG	-	Discretionary Development Equalization Grant
DDMC	-	District Disaster Management Committee
DEC	-	District Executive Committee / District Environment Committee
DEMIS	-	District Education Management Information System
DEO	-	District Education Officer
DFCU	-	Development Finance Corporation of Uganda
DHO	-	District Health Officer
DINU	-	Development Initiatives for Northern Uganda
DISO	-	District Internal Security Organ
DLG	-	District Local Government
DPs	-	Development Partners
DRC	-	Danish Refugee Council
DSC	-	District Service Commissioner
DTPC	-	District Technical Planning Committee
DWSC	-	District Water and Sanitation Committee
EAC	-	East Africa Community
ECD	-	Early Childhood Development
EIA	-	Environmental Impact Assessment
EMIS	-	Education Management Information System
EMOC	-	Emergency Obstetric Care
ENR	-	Environment and Natural Resources
FAL	-	Functional Adult Literacy
FAO	-	Food and Agricultural Organization
FBO	-	Faith Based Organizations
FR	-	Fertility Rate

FY	-	Financial Year
GOU	-	Government of Uganda
HC	-	Health Centre
HIV/AIDS	-	Human Immune Virus/Acquired Immune Deficiency Syndrome
HLG	-	Higher Local Government
HMIS	-	Health Management Information System
HOD	-	Head of Department
ICT	-	Information Communication Technology
IMR	-	Infant Mortality Rate
IDP	-	Internally Displace Persons
IR	-	Illiteracy Rate
JLOS	-	Justice Law and Order Sector
LC	-	Local Council
LEC	-	Local Environment Committee
LED	-	Local Economic Development
LG	-	Local Government
LGDP	-	Local Government Development Plan
LGPAC	-	Local Government Public Accounts Committee
LLG	-	Lower Local Government
LLEs	-	Lower Local Extensions
LRR	-	Locally Raised Revenue
LWF	-	Lutheran World Federation
MAAIF	-	Ministry of Agriculture Animal Industry and Fisheries
MDAs	-	Ministries, Departments and Agencies
M&E	-	Monitoring and Evaluation
MGLSD	-	Ministry of Gender, Labour and Social Development
MMR	-	Maternal Mortality Rate
MoFPED	-	Ministry of Finance, Planning and Economic Development
MoH	-	Ministry of Health
MoLG	-	Ministry of Local Government
NAADS	-	National Agricultural Advisory Service
NARO	-	National Agricultural Research Organization
NDP	-	National Development Plan
NEMA	-	National Environment Management Authority
NFA	-	National Forestry Authority
NGBVMIS	-	National Gender Based Violence Management Information System
NGO	-	Non-Governmental Organization
NLPIP	-	National Livestock Productivity Improvement Programmes
NPA	-	National Planning Authority
NRC	-	Norwegian Refugee Council
NUDEIL	-	Northern Uganda Development of Enhance Infrastructure and Livelihoods
NUSAF	-	Northern Uganda Social Action Fund
OPD	-	Out Patience Department
OPM	-	Office of the Prime Minister
OVC	-	Orphans and Vulnerable Children
OWC	-	Operation Wealth Creation
PBS	-	Program Budgeting System

PDCs	-	Parish Development Committee
PHC	-	Primary Health Care
PIP	-	Public Investment Plan
PLE	-	Primary Leaving Examination
PMCs	-	Project Management Committees
PNFP	-	Private Not for Profit
POCC	-	Potentials Opportunities Constraints Challenges
PPDA	-	Public Procurement and Disposal of Public Assets Act
PPP	-	Promotion of Public Private Partnership
PRDP	-	Peace, Recovery and Development Plan
PRELNOR	-	Project for Restoration of Livelihoods in Northern Region
PTCs	-	Primary Teachers' colleges
PWD	-	Person with Disability
RDC	-	Resident District Commissioner
ROM	-	Result Oriented Management
RTI	-	Road Transport Implement
SACCOS	-	Saving and Credit Cooperative Societies
SAGE	-	Social Action Grant for Elderly
SMCs	-	School Management Committees
SMEs	-	Small and Medium Enterprises
STD	-	Sexually Transmitted Diseases
STI	-	Sexual Transmission Infections
SCTPC	-	Sub-County Technical Planning Committee
TB	-	Tuberculosis
TC	-	Town Council
TPC	-	Technical Planning Committee
UBOS	-	Uganda Bureau of Statistics
UCMB	-	Uganda Catholic Medical Bureau
UNCDF	-	United Nations Capital Development Fund
UNEB	-	Uganda National Examination Board
UNICEF	-	United Nations International Children Fund
USD	-	United State Dollar
USE	-	Universal Secondary Education
USMID	-	Urban Support to Municipal Infrastructure Development
UWEP	-	Uganda Women Entrepreneurship Program
WASH	-	Water and Sanitation Hygiene
WHO	-	World Health Organization
YLP	-	Youth Livelihoods Program

EXECUTIVE SUMMARY

The Local Governments Act (CAP 243) mandates District Councils to prepare comprehensive and integrated Development Plans incorporating plans of Lower Local Governments for submission to the National Planning Authority (NPA). This 5-Year District Development Plan III (2020/2021 – 2024/2025) is intended to consolidate on the achievements and maintain development programmes that have been put in place especially under DDP II (2015/2016 -2019/2020) and to deliver those identified by stakeholders in their various planning levels and meetings to ensure development in Kitgum District. This plan has been developed in consultations with the Community, Sub Counties, Non-Governmental Organizations NGOs), Private Sector, District Councilors, and the relevant Sector technocrats.

Kitgum District Vision: “A Transformed and Prosperous District by 2040”

Kitgum District Mission Statement: “To deliver Services to the people of Kitgum district focusing on National Priorities and local needs for Poverty Reduction and Improvement in the Quality of life”

The District Broad Development Goal is to improve service delivery and productivity for poverty reduction in Kitgum District; and the key Development Objectives are to:

- i. Enhance value addition in key growth opportunities
- ii. Strengthen the private sector to create jobs
- iii. Consolidate and increase the stock and quality of productive infrastructure
- iv. Enhance the productivity and social wellbeing of the population
- v. Strengthen the governance system in guiding and facilitating development in the district

The Sectors priorities are aimed at contributing towards poverty eradication among the population and enhancing improved sustainable service delivery in the District. This plan also pursues to achieve the Sustainable Development Goals (SDGs) and the National Development Plan (NDP III) Objectives.

The key District Investment Priority Areas are:

- (1) Primary Education
- (2) Production and Marketing
- (3) Primary Health Care
- (4) Roads and
- (5) Water and Sanitation

Strategies to Finance, Implement and Coordinate the Plan.

The DDP III will cost the District approximately **One hundred eighty billion, eight hundred forty seven million, one hundred and six thousand shillings (180,847,106,000/=) only** which will be financed through Central Government transfers (UGX 179,581,829,000; contributing to 93%); Local Revenue (UGX 1,966,438,000 contributing to 1.1%); Grants and external financing from donors and development partners (UGX 10,686,350,000 contributing to 5.9%). There will also be Civil Society and Private Sector interventions through off budget supports towards the implementation of the plan in

the next 5 years.

There will be a routine monitoring, mid –term review and end line evaluation of the DDP III to track the progress in the implementation of the plan.

The DDPIII Development Strategies include:

- Enhancing sustainable service delivery in the District across all sectors;
- Promoting good governance with accountable leadership;
- Enhancing sustainable infrastructural development across all sectors;
- Increasing production & productivity of agricultural products and enhancing value additions to the agricultural products for competitive markets;
- Protecting Natural Resource base through sustainable utilization of natural resources for socio-economic developments;
- Providing a friendly environment for Private Sector and the Community to invest in the District;
- Increasing employment opportunities through the various Government programs;
- Strengthening Public Private Partnership and engagement with the civil society;
- Human resource mobilization and development;
- Strengthening coordination among all the development actors in the District (the private sector, the NGOs, CSOs, the CBOs and development partners in the district);

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

1.1.1 Context of the Local Government Development Plan

This Five-Year Development Plan was prepared in line with the requirements of section 36(3 &4) of The Local Governments Act CAP 243. The Plan is within the context of the Comprehensive National Development Planning Framework (CNDPF, 2007). The Framework presents a paradigm shift from a need – based to a proactive vision- based planning. The Plan is aligned to the Uganda Vision 2040 and the National Development Plan Three (NDPIII) (2020/2021 - 2024/2025).

This is the Third District Development Plan that followed the Second DDPII (2015/2016-2019/2020) and the First DDPI (2010/2011-2014-2015) which were all aligned to the National Development Plan Two and One (NDPII and NDPI) respectively.

This development plan provides an operational framework for operationalizing development objectives and strategies for poverty reduction. It aims at deepening the decentralized development planning process through community participation to enhance ownership, management and sustainability of the completed investment projects. The plan adds value to decentralized development planning through community empowerment, being more vision driven and built on genuine community plans rather than shopping lists of village problems. It enhances self-reliance at each level of implementation and entails more participatory practices.

Necessary institutional arrangements and strategies focused related issues that need to be addressed at all levels, as well as the roles and responsibilities of relevant structures are in place for good governance from district to community and will facilitate successful implementation of district development programs.

1.1.2 Description of the Local Government Development planning process

The formulation of this DDPIII was participatory and views from wider range of stakeholders were sought. The process started from the Community through village consultative meetings where all the villages ably generated development priorities across all the sectors. The Parish Development Committees (PDCs) also compiled their development priorities using outputs from the villages.

The Lower Local Governments (LLGs) formulated their respective plans, which were incorporated into this District Development Plan. Robust analysis of the District development status (Situation analysis), Visioning and strategic objectives were derived to influence the formulation of this plan and guide the implementation and monitoring.

The Planning task force was formed at the District level in October 2019 comprising of representatives from Development Partners and Private Sector in the District. The task force was able to carry out data collection, analysis of the various development situations and compilation of the plan.

Several planning forum meetings were held at the District to share the draft plan by Chapter for inclusion of inputs from the wider stakeholders in the District. The District Technical Planning Committee (DTPC), the District Executive Committee (DEC) and the District Council later on scrutinized the plan and approved it as a working document that guides all the Development interventions in the District for the five-year plan period.

1.1.3 Structure of the Local Government Development plan

The District Development Plan (DDPIII) is organized in seven chapters including this introduction which is Chapter One covering the background, description of the development planning process, structure of the district development plan and the district profile.

Chapter Two presents the Situation Analysis of the District which comprises of Review of Sector Development Situations including constraints (health, education, water and sanitation, etc. & CSO and Private Sectors), Analysis of the State of Cross-cutting Issues, Analysis of District Potentials, Opportunities, Constraints and Challenges, Review of previous plan performance, Analysis of urban development issues and key standard development indicators in Kitgum District.

Chapter Three covers the District Strategic Direction which contains Adaptation of Broad National Strategic Direction and priorities, Adaptation of Sector specific strategic Directions and priorities (national), Adaptation of Relevant national Cross-cutting policies/ programs, Broad District Development Plan, Goals and Outcomes, Sector –Specific Development objectives, Outputs, Strategies, and Interventions and Summary of Sectorial Programs/projects in the District.

Chapter Four covers the District implementation, coordination and partnership framework which contains: the plan implementation and coordination Strategy, the District Institutional Arrangements, the District Integration and Partnership Arrangements, Pre-Requisites for Successful plan implementation, Overview of Development Resources and Projections by source (name of project/ Programmes, years budgets, Source of funding – GoU, HLG, DPs Off budget, Local CSOs, Private sector, Unfunded, Total)

Chapters Five covers the DDP II Financial Frameworks and Strategy which clearly articulate how the DDP III will be financed including resource mobilization strategy.

Chapter Six covers the DDP III Monitoring and Evaluation Strategy, and the communication and feedback strategy as well as a statement of the DDP III monitoring and evaluation follow-up and feedback arrangements.

Chapter Seven covers the project profiles

1.2 Key Achievements made during DDPII implementation (2015/16-2019/20)

The district was able to make the following key achievements in the last five year of the DDPII implementation:

- i. Recruited 110 new personnel between 2016 and 2020; thus, increasing staffing position from 63% in 2016 to 75% in 2021 while 337 staff were confirmed in various job positions during the five year period.
- ii. Enrollment in Primary Schools grew at 28% while that of secondary grew at 27% in the period 2016 to 2020.
- iii. Improved education performance index in primary schools from 43.3% in 2016 to 55.5% in 2020
- iv. Improved the education infrastructures in over 75% of the Government headed primary schools in the District.
- v. Increased overall access to safe water from 59.9% in 2016 to 91.4% in 2020 as compared to National average of 70%.
- vi. Increased motorized solar powered water schemes from 02 in 2016 to 15 in 2020 across the district. Up to 749 households are served by this scheme.
- vii. Drilled and installed 28 new boreholes, while 17 boreholes were rehabilitated.
- viii. Increased households using pit latrine from 52% in 2016 to 61.2% in 2019/20. The National

average is stands at 79%.

- ix. Increased households using ox ploughs from 8,555 in 2016 to 11,233 thus 31.3%
- x. Increased households having motorcycles from 959 in 2016 to 2,688 in 2020; thus, an increase of 180.3%.
- xi. Increased households with iron roofed structures from 4,215 in 2016, to 9,996; thus, a percentage increase of 137.2%.
- xii. Increased households having solar lighting from 2,042 in 2016 to 13,188 households in 2020. Thus, a percentage increase of 545.8%.
- xiii. Established two HCII (Tumanguu HCII and Lakwor HCII) during the DDPII implementation period.
- xiv. Improved the health infrastructure and equipping wards for inpatients in all the health facilities
- xv. Increased, OPD utilization from 1.3 in 2016 to 1.8 in 2021.
- xvi. The Roads Committee approved and transferred 184.8 km of community access roads to be managed by the district
- xvii. Worked upon a total of 206.06 Kms of roads in the last five years
- xviii. Upgraded and rehabilitated 33.4 Kms of District roads in the five years
- xix. Increased the low-cost sealing of the Auch-Lanyadyang, from 2km in 2016 to 9.3 km in 2021; Thus, total to 7.3 Km completed during the five year period

1.3 Key District Development Challenges:

The major District Development challenges include but not limited to the following:

1. High level of poverty in the District. Kitgum District poverty counts stands at 37% i.e., for every 100 people sampled, 37 are living in abject poverty.
2. Inadequate access to Social Services (Health, Education, Markets, etc)
3. High level of environmental degradation due to pressure on land coupled with unfriendly human activities.
4. Low community participation on development issues.
5. Low level of sustainability of development investments in the District.
6. High level of laziness amongst the productive age group.
7. Poor state of community access roads.
8. Inadequate financing of the plan (Dwindling LRR collection and releases from Central government).
9. Low staffing especially in the LLGs hence affecting the implementation and monitoring of various government services
10. High level of Drug abuse (Alcoholism) that leads to low level of production
11. Low level of Infrastructural development across all sectors in the District.
12. High fertility rate.
13. Climate changes (unfavorable weather)
14. Inadequate production inputs
15. Low level of literacy rate in the District
16. Low household agricultural production and productivity

1.4 Lessons Learnt

Key lessons learnt during the implementation of DDP I and DDP II are as highlighted below:

1. Regular review of the plan implementation is key in refocusing efforts of the district in achieving its development objectives and targets.

2. Constant coordination of stakeholder is important in eliminating duplication of activities and ensure channelling resources to the neediest area within the district.

1.5 District profile

1.5.1 Key Geographical information:

Kitgum is one of the eight Districts in Acholi sub-region in Northern Uganda. At independence in 1962, Kitgum was part of Acholi District. In 1974, under the provincial administration, the then Acholi District was divided into two districts, West Acholi and East Acholi. The latter became Kitgum District in 1980 (Fountain, 2011). In 2000 Aruu County was carved off Kitgum District to form Pader District. And in 2010 Lamwo County was similarly carved off to form Lamwo District, leaving Kitgum District comprising of Chua East and Chua West Counties.

Kitgum District is located between Longitude 32⁰E and 34⁰E and Latitude 02⁰N and 04⁰ N. It is bordered by the Republic of Southern Sudan to the north east, Karenga District to the east, Kotido District to the south east, Agago District to the South, Pader District to the Southwest and Lamwo District to the Northwest.

Topography: Kitgum District lies at an altitude of 1,100 metres above sea level and is generally flat with rolling hills bisected by streams and interrupted by rock outcrops. The numerous streams generally flow into River Pager, which flows in a westerly direction across the District to join the Aswa River, a tributary of the Nile. The main rock outcrops include Orom, Lagoro, Ogili, Locomo and Onyala to the east and Hill Top to the west.

The **Vegetation** in Kitgum is mainly of woody Savannah characterised by woody cover and grass layer. The dominant grasses are *Hyperania rufa*, *Panicum maximum*, *Bracharia brizanthus* and *Seteria anceps*. Acacia cambrelum constitutes the dominant tree. Shea nut tree or *Vitellaria paradoxa* of the sub-species *nilotica* is also widely spread. The District is drier in the northeast, where the vegetation includes shrubs.

The **Soil** type in Kitgum varies with locality but is generally comprised of well-drained sandy clays and loams. Other soil types include ferosols, which are strongly weathered and generally low in fertility. Gleysols, which are poorly drained soils liable to water logging, are found along Pager River.

The **Climate** of Kitgum District has dry and rainy seasons. The district receives an average annual rainfall of 1260mm. The rainy season starts in late March or early April and ends in late November with a little dry spell in between (June). The rainfall pattern is bimodal with peaks in April and August. The dry season, which extends from December to mid-March, is hot and windy. The average monthly maximum temperature is 27⁰ c and average monthly minimum temperature is 17⁰ c.

1.5.2 Administrative structure of Kitgum District

Kitgum district is administered in accordance with the Constitution of the Republic of Uganda, 1995 and the Local Governments Act of 1997 as amended in 2001 and 2006. The District Council is the highest decision-making organ with fully pledged legislative and executive powers. The District Chairperson is the Political head of the District and The Resident District Commissioner (RDC) represents Central Government. Kitgum District has 2 Counties with 22 LLGs, 83 Parishes/Wards and 689 Villages/Cells (17 Sub Counties, 2 Town Councils and a Municipality with 3 Divisions). There are 72 Parishes and 646 Villages in the District (VOTE 527). There are 3 Divisions; 11 Wards and 43 Cells within the Municipal Council (VOTE 764).

1.5.3 Demographic Characteristics:

Using current population growth rate of 1.69%, the projected population for Kitgum District as of mid-2020 shall be as detailed below:

Table 1. 1: Showing District population by administrative unit (Original administrative units)

COUNTY	SUB COUNTY/ DIVISION	2014 POPULATION CENSUS			2020 PROJECTED POPULATION			Land size (Sq.km)	Population density (Mid 2020)
		M	F	Total	M	F	Total		
Kitgum Municipal	Central	5,075	5,385	10,460	5,548	5,887	11,435	3	3,812
	Pandwong	9,010	9,713	18,723	9,851	10,619	20,470	16.2	1,049
	Pager	7,401	8,135	15,536	8,092	8,894	16,986	10.8	1,895
Chua West	Labongo Akwang	7,519	8,091	15,610	8,221	8,846	17,067	157.5	109
	Labongo Amida	7,680	8,005	15,685	8,397	8,752	17,149	176	97
	Labongo Layamo	5,760	5,889	11,649	6,297	6,438	12,735	197.9	91
	Kitgum Matidi	8,131	8,390	16,521	8,890	9,173	18,063	109.7	116
	Lagoro	7,700	7,962	15,662	8,418	8,705	17,123	233	73
	Chua East	Mucwini	10,461	10,715	21,176	11,437	11,715	23,152	505
	Namokora	6,912	7,255	14,167	7,557	7,932	15,489	391.7	40
	Omiya Anyima	10,268	10,815	21,083	11,226	11,824	23,050	337.6	68
	Orom	13,341	14,435	27,776	14,586	15,782	30,368	1,818.10	17
TOTAL		99,258	104,790	204,048	108,520	114,567	223,087	3,956.50	57

Population density of Kitgum District as of mid-2020 is 57 persons per Sq. kilometres indicating higher opportunity of undertaking agricultural activities.

Household Characteristics: There are 44,761 Households in Kitgum District, giving an average size of 5.1 persons per household. 0.3% and 22.6% of these Households are Child and Women headed respectively. 0.4% of the households are headed by children aged 10-17 years old, 23.5% of the households being headed by youth aged 18-30 years old and 17.7% headed by people aged 60 and above years old.

Children (0-17 years) and Youth (18-30 Years) constitutes 56.5% (124,728) and 21% (46,359) of the District population respectively. While the elderly persons 60+ years constitutes 4.6% (10,155) of the District population. Only 38.9% (85,875) of the District population are people in the active working age group. The District population is characterised by a young population with 77.5% of them aged 30 years and below. This young population when skilled and well managed can be an opportunity for cheap labour in the predominant agricultural activities within the District. This population group can also be a serious problem when left to grow without proper attention.

1.5.4 Urbanization

Kitgum District has an Urban population totalling to 48,891 (21.8%). The urban area in this context comprise of only Kitgum Municipality excluding other growing urban centres in the various Sub Counties. This implies that the majority of Kitgum District's Population 174,916 (78.2%) live in rural areas.

1.5.5 Social–economic infrastructure/conditions:

Main Economic activities of the district

Like many districts in Uganda, Kitgum District is predominantly engaged in small scale agriculture, animal husbandry and produce buying and selling. Bee keeping and scanty fishing is also carried out by some few farmers. The people grow a variety of food and cash crops. Over 90% of the farmers are engaged in crop production as their major activity and a small percentage in livestock rearing. The major food crops grown include; Simsim, Green vegetables, Fruit trees (Citrus/Mangoes), Groundnuts, Sorghum, Maize, Millet Cassava, Sweet Potatoes, Pigeon Peas and Sunflower. Cotton and Tobacco are the major traditional cash crops grown. The output is mostly for home consumption. Petty trading is also done in general merchandise locally manufactured and in imported goods.

The industrial sector of the District is still in its infancy and it is mainly characterized by Agro processing industries mainly for milling of grains and oil seeds (maize, sorghum, millet, rice, and sunflower) and cassava. The District also has one cotton ginnery.

The District tourist potential is still virgin. Potential areas for tourism attraction include Mountain ranges / Hill and Cultural Sites in the Sub Counties of Orom, Namokora, Omiya Anyima, Lagoro and Mucwini.

Kitgum District is among the poorest districts in Uganda with 37% of the population living in abject poverty as compared to 33.4% in the Sub region and 21% at the National level. Human settlement pattern in the District follows a cluster mode of settlement in families and clanships with many of the people settled close together along road sides leaving adequate land for agricultural activities.

Over 60% of the population in the District comprises of unskilled labour force with low level of education and mainly involved in Agricultural production. There is still low level of Human capital development and labour mobility in the District and this has negative effect on supply and demand for human capital in the District which eventually impacts negatively on economic activities and development of the District.

There are a number of productive resources in the District ranging from the vast fertile land, youthful population in the District, good road networks and good health facilities infrastructures among others that can boost economic growth and development in the district.

Specific Economics activities

Buying and selling of agricultural produce, particularly maize, beans, simsim, groundnuts, sunflower, cotton, soya beans, pigeon peas etc); Goods and passenger transportation with trucks, buses, vans and motorcycle taxis (*boda bodas*); Wholesale/retail of consumer goods and merchandise; metal fabrication and wood works; livestock and poultry rearing including cattle, goats, sheep, pigs and chicken, turkeys and ducks; brick making; sand stone quarry; diary; cross border trade

Banking institutions: Stanbic, Centenary Rural Development, DFCU, Post Bank, Equity Bank, Kitgum SACCO

Hotel Facility: Bomah Apartment Hotel, Cactus Hotel, Royal Hotel Kitgum, Little Palace Hotel Kitgum, JAFLO Garden, Pelican Motel, TIMBO, Acholi Pride, Loss Angles, Acaki Lodge, De-Level Hotel, Pleasant View Hotel, Hotel Travis, Malakal Hotel

Main government programmes in the District: Northern Uganda Social Action Fund (NUSAF3); Uganda Road Fund (URF); Urban Support to Municipal Infrastructural Development (USMID); Primary health Care (PHC); Youth Livelihoods Program (YLP); Uganda Women Entrepreneurship Program (UWEP); Operation Wealth Creation (Off budget); Project for the Restoration of Livelihood in Northern (PRELNOR); OPM Restocking program; Development Initiative to Northern Uganda (DINU)

1.5.6 Natural Endowments (Natural resources and their rate of exploitation)

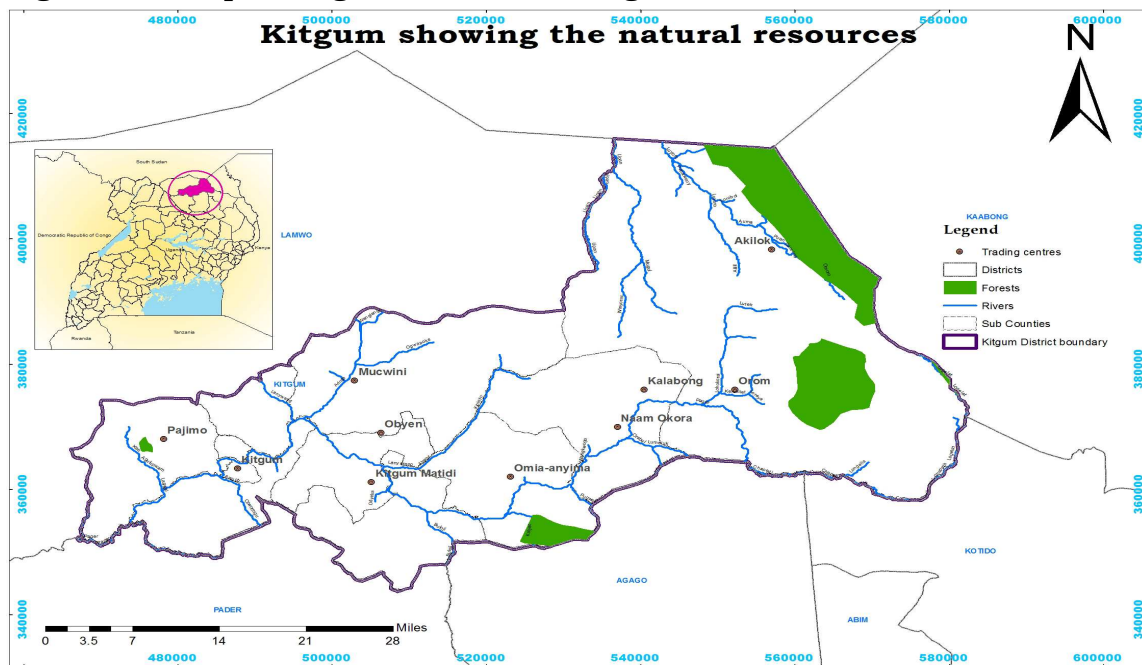
Despite being relatively flat, the landscape of Kitgum District is endowed with natural resources which include forests, rivers and mountains/hills. The mountains/hills and or rock outcrops occur in private land (example Lagoro, Akara, Okol and Onyala hills) and in protected areas (such as Orom and Ogili mountains), referred to as Central Forest Reserves (CFR). The one in Orom is called Rom CFR while the one in Ogili is called Ogili CFR. Some of the hills are regarded as cultural sites e.g. Lagoro.

There is also a diversity of river systems (rivers, streams, swamps) in the landscape of the district. Major rivers include Pager and Aringa among other small streams. Aringa River runs mainly from hilly areas of Agoro Mountains while Pager runs from the hilly areas of Mt. Moroto and Orom mountain rangers. The two rivers are part of the bigger Aswa Catchment Management Area, which is managed by Upper Nile Water Management Zone. The diversity of the rivers provide opportunities for crop and fish farming by means of irrigation and establishments of fish ponds in the river banks respectively.

However, these resources have been degraded over time. For the case of forests, deforestation problems are mainly high due to impacts from sectors of agriculture (characterized by poor method of cultivation, increased investment in operation wealth creation, failure to balance conservation and agriculture), energy (characterized by increased demand for charcoal as a major source of energy), infrastructure (characterized by extraction of sand, murram and gravel leaving behind open spaces with burrow pits) and construction industry (characterized by demand for round wood, timber and poles).

Rivers have not been spared either. It is common that people are cultivating close to the river banks and penetrating wetlands areas during the dry season to cultivate rice and vegetables. As a result, most parts of the two rivers is silted. For the case of mountains/hills, cultivation of crops in the foot hills is a common phenomenon. Extraction of gravel for construction activity is another problem affecting the hills/rocks. Generally, the rate of deforestation in the region is approximated at 1.8% per annum which is a very disturbing trend.

Figure 1. 1. Map of Kitgum District showing natural resources



CHAPTER TWO

2.0 SITUATION ANALYSIS

This chapter provides insights on the status of Kitgum LG outlining its Potentials, Opportunities, Constraints and Challenges (POCC) across key sectors and emerging development issues that will inform the strategic direction and interventions of the five-year plan.

2.1 LG Potentials, Opportunities, Constraints and Challenges (POCC) analysis

Table 2. 1: POCC Analysis

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> ➤ Vast arable fertile land for agricultural production, industrial developments and investment. ➤ Youthful and energetic labour force 	<ul style="list-style-type: none"> ➤ Increasing demand for Agricultural products ➤ Political stability that supports growth and development in the district. ➤ Existence of trade blocks like EAC, COMESA, etc to boost market for our Agricultural and other manufactured products. ➤ Supportive Government projects like NUSAF3, OWC, Restocking, PRELNOR, PMG etc 	<ul style="list-style-type: none"> ➤ Inadequate production inputs leading to low household agricultural production and productivity ➤ High level of laziness, drug abuse and poor attitudes of youth in agriculture and productive activities in the district. ➤ Uncompromising/Poor land tenure system ➤ Limited Agricultural extension services ➤ Land wrangle 	<ul style="list-style-type: none"> ➤ High taxation on agricultural inputs and industrialization affecting agricultural production. ➤ Climate changes (unfavorable weather)
<ul style="list-style-type: none"> ➤ A dynamic and youthful population 	<ul style="list-style-type: none"> ➤ Government skilling programs 	<ul style="list-style-type: none"> ➤ Uneducated and unskilled full youths 	<ul style="list-style-type: none"> ➤ Limited formal employment opportunities
<ul style="list-style-type: none"> ➤ Stable security that can promote economic activities. 	<ul style="list-style-type: none"> ➤ Fairly good road networks in the district ➤ Connection of Kitgum to the National Electricity grid. ➤ Increasing Private Sector involvement in LED in the district 	<ul style="list-style-type: none"> ➤ Limited innovations and skills development for SMEs ➤ Limited capital for expansion of manufacturing businesses ➤ Lack of industrial hubs for incubation of skills, technologies and innovations 	<ul style="list-style-type: none"> ➤ Limited supply and high costs of power. ➤ Exploitative terms of access to credits in terms of interests and security affecting borrowing for production and investment ➤ Undeveloped tourism sites and infrastructure ➤ Untapped potential of rich cultural values and attractions

➤ Good business potentials in the district	<ul style="list-style-type: none"> ➤ Availability of financial institutions like Stanbic, DFCU, Centenary and Post banks in the district; ➤ Availability of micro-financial institutions (Sacco) 	<ul style="list-style-type: none"> ➤ Low level of knowledge on financial literacy 	<ul style="list-style-type: none"> ➤ High interest rates ➤ Low business level
➤ Available taxable economic activities in the district like property rates and hotel tax, Availability of tourism potentials, etc	<ul style="list-style-type: none"> ➤ Availability of potential government programs 	<ul style="list-style-type: none"> ➤ Poor local revenue management and administration in the district 	<ul style="list-style-type: none"> ➤ Negative mindset of the population on tax payment
<ul style="list-style-type: none"> ➤ Availability of basic infrastructure like roads, electricity, water, telecommunication ➤ Availability of financial institutions ➤ Availability of entrepreneurs 	<ul style="list-style-type: none"> ➤ Available cheap labour that moved to urban centers ➤ Existence of physical planning committee ➤ Existence of physical plan 	<ul style="list-style-type: none"> ➤ Under staffing ➤ Non-functionality of the physical planning committee ➤ Inadequate funds to survey and plan the urban centers 	<ul style="list-style-type: none"> ➤ Limited central government transfers for physical planning
➤ Favorable terrain, available district road equipment, available gravel and available labour	<ul style="list-style-type: none"> ➤ Availability of Road Funds 	<ul style="list-style-type: none"> ➤ Erosion and ➤ High cost of roads construction 	<ul style="list-style-type: none"> ➤ Heavy rainfall, Inadequate releases and delay in release of funds
<ul style="list-style-type: none"> ➤ Availability of basic social infrastructure like schools, health centers, piped water systems, play grounds, etc 	<ul style="list-style-type: none"> ➤ Favorable Government programs like UPE, USE and free health services; ➤ Availability of Private actors in provision of social services 	<ul style="list-style-type: none"> ➤ Inadequate staffs in Schools and Health centers; Inadequate social infrastructure; Poor institutional coordination and increased crime rate & prostitution 	<ul style="list-style-type: none"> ➤ Inadequate funds; ➤ Unfavorable government policies and weak enforcement
➤ High demand for energy	<ul style="list-style-type: none"> ➤ Proximity of the national grid 	<ul style="list-style-type: none"> ➤ Unwillingness of the communities to connect power to their homes 	<ul style="list-style-type: none"> ➤ High electricity tariffs ➤ Limited coverage of the National grid

2.1.2 Key Development Indicators

Table 2. 2: Key Development Indicators

Indicator	Kitgum	Uganda
Average household size	5.2	6
Annual population growth rate	1.8%	3
Population below the Poverty line	37%	21.4%
Life expectancy	70.95	63.3

Population Density	57	174
% Population of Children (0-17 Years)	56.3%	55%
% Population of Youth (18-30 Years)	21.1%	22.5%
% Population of Older Persons (60+ Years)	4.6%	4.1%
Fertility rate	6.5	5.4
Doctor population ratio	1:27,599	1:10,000
Midwife population ratio	1:4,089	1:5,000
Nurse population ratio	1:2,598	1:5,000
Hand Washing facilities	18	34
Pit latrine coverage	61.2	72
Maternal mortality rate	158.5	1692.4
Teenage Pregnancy rate	31%	25
Safe water coverage	83.4%	79%
Literacy Rate	38%	73.5%
Enrollment rate of Primary School going age Population	134	111
Enrollment rate of Secondary School going age Population	37	25
Pupil stance ratio	39:01	42:01
Pupil classroom ratio	57:01	53:01
Pupil text book ratio	01:08	01:03
Pupil teacher ratio	57:01	53:01
% of girls in total enrollment	50.1	49
% share of girls in primary seven	44.1	37
Net Intake Rate	54.1	96
Primary completion rate	62.5	60
PLE Pass Rate	55%	95

2.2 Development Situations Analysis

2.2.1 Economic development (Key Growth Opportunities)

The major Key Growth Opportunities the District envisage in the third District Development Plan are promotion of agricultural production and productivity to meet the high demand for agricultural exports; increased competitiveness in Manufacturing through investing in value addition in the manufacturing sector; increased regional and international transport connectivity to facilitate trade; increased demand for natural resources like minerals, forest products, etc; Opportunities for Leveraging advances in ICT for development, Tourism development, etc.

2.2.1.1 Agriculture

Crop production is the major economic activity in Kitgum, employing about 98% of the population. Arable land is very fertile and makes up about 90% of the total land area. However, less than 10% of the land is utilized yearly. The limited utilization of land is partly due to the traditional and subsistence agriculture being practiced. The result has always been low household income and food insecurity. The traditional cash crops are cotton and tobacco, but due to decreasing prices and limited access to markets, their production had declined rapidly in the

last 30 years. The Cotton Sector Development Programme is currently being implemented in anticipation that the crop will be revitalized. The major food crops now constituting ‘non-traditional cash crops’ are; Maize, Finger Millet, Sorghum Sweet Potatoes, Cassava, Groundnuts, Sesame, Beans, Peas and Sunflowers.

Table 2. 3: Agriculture: POCC Analysis

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> ➤ Vast fertile land ➤ Abundant labour force 	<ul style="list-style-type: none"> ➤ Prevailing peace and security. ➤ Availability of Government programs and development partners in Agricultural sector ➤ Availability of potential market in south Sudan and the East African community 	<ul style="list-style-type: none"> ➤ Inadequate value addition facilities ➤ The customary land tenure system affects commercialization of Agriculture ➤ Inadequate quality and affordable agricultural inputs 	<ul style="list-style-type: none"> ➤ Land wrangles ➤ Unreliable weather ➤ Inadequate storage facilities ➤ High fluctuation of Agricultural products ➤ Limited Agricultural extension services

Summary of Key Development Issues

- i. High level of environmental degradation due to pressure on land coupled with unfriendly human activities.
- ii. High level of laziness amongst the productive age group.
- iii. Poor state of community access roads.
- iv. High level of Drug abuse (Alcoholism) that leads to low level of production
- v. Climate changes (unfavorable weather)
- vi. Inadequate production inputs

2.2.1.2 Tourism

Kitgum District is well endowed with a lot of tourism potentials and opportunities that can sprout a lot of Development in the District if well-ventured into and supported. The potentials and opportunities includes availability of potential tourism sites like St. Janani Luwum Memorial site in Mucwini, rich Acholi cultural practices, Strategic location of Kitgum on the transit route to Kidepo National Valley Park, Existence of many species of aquatic animals and birds (Lipan bird sanctuary) for viewing by tourists in Orom sub county, Interconnected mountain sceneries that provide a great potential for tourism, etc.

Table 2. 4: Tourism: POCC Analysis

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> ➤ Existence of various tourism sites in the district 	<ul style="list-style-type: none"> ➤ Revenue potential from Kidepo tourists as they pass through Kitgum ➤ Creating jobs and alleviating poverty 	<ul style="list-style-type: none"> ➤ Untapped potentials ➤ Existence of technical staffs and capacity gaps. ➤ Limited branding, marketing and promotion of tourism 	<ul style="list-style-type: none"> ➤ Inadequate tourism infrastructure due to low investment in tourism infrastructure ➤ Un tapped potential of rich cultural values and attraction ➤ Un coordinated tour operators within the district ➤ Depletion of natural and cultural heritage ➤ Undeveloped, narrow product range, and under-conserved ➤ Weak institutional, policy and regulatory framework

Summary of Key Development Issues

- High level of environmental degradation due to pressure on land coupled with unfriendly human activities.
- Poor state of tourism infrastructures in the district
- Inadequate financing to develop the potential tourism sites
- Climate changes (unfavorable weather) affecting the habitats of the wild life

2.2.1.3. Minerals

Arising from the problem of emerging extraction and trade in sand, gravel, graphite, murrum that leaves unrestored burrow pits in the landscape in the district, the following opportunities exist in the sector:

- i. Existing minerals Act that requires developers to restore burrow pits, integrating conservation approaches in their plans is an opportunity for restoring burrow pits left behind by construction companies.
- ii. District local government to enforce provisions and recommendations for mitigation in Environmental Impact Assessment (EIA).
- iii. Opportunity for employment in the sector.
- iv. Opportunity for business as a result of exploitation and value addition on minerals.

Table 2. 5: Minerals: POCC Analysis

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> ➤ Existence of mineral deposits like graphite in the District 	<ul style="list-style-type: none"> ➤ Job Creation ➤ Revenue generation from the mines 	<ul style="list-style-type: none"> ➤ Inadequate human and institutional capacity to carry out exploration ➤ Limited technology 	<ul style="list-style-type: none"> ➤ Destruction of the environment during the mining processes ➤ Inadequate infrastructures

		for extracting the minerals ➤ Inadequate supporting physical and R&D infrastructure	➤ Inadequate legal and regulatory framework ➤ Limited investment in industries that utilize available minerals
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Summary of Key Development Issues

1. High level of environmental degradation due to pressure on land coupled with unfriendly human activities.
2. Low community participation on development issues.
3. Low level of sustainability of development investments in the District.
4. High level of laziness amongst the productive age group.
5. Poor state of community access roads.
6. Inadequate financing of the plan
7. Low level of Infrastructural development across all sectors in the District.

2.2.1.4 Trade, Industry and Cooperatives

Trade in Uganda is now seen as the engine of growth. There is positive government policy on cooperative movement as a way of organizing and empowering the community for better marketing. Under Trade Industry and Local Economic Development, the sector offers the following: Trade Development and Promotion Services; Enterprise Development Services; Market Linkage Services; Cooperatives Mobilisation and Outreach Services; Tourism Promotional Services; Industrial Development Services; Tourism Development; Sector Capacity Development; Sector Management and Monitoring; Operation and Maintenance of Local Economic Infrastructure; Construction and Rehabilitation of Markets and Market stalls; Construction and Rehabilitation of Bus Stands, Lorry Parks and other Economic Infrastructure.

The institutions and structures of cooperative movement still exist. The traders have organized themselves and are utilizing the Uganda National Chamber of Commerce and Industry. The level of literacy is rising. This has increased the effectiveness of sensitization and training.

The feeder roads infrastructures are still undeveloped and poor. The storage facilities are lacking in most sub-counties, other marketing inputs like cash safes, weighing scales are inadequate, and there is generally lack of specialization on viable and profitable enterprise selections.

The institutional structure does not provide for sufficient staff establishment. There is practically no transport means, leave alone lack of Basic modern office equipment.

Table 2. 6: TILED: POCC analysis

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> ➤ Existing cooperative societies ➤ Good Agricultural land for commercial farming 	<ul style="list-style-type: none"> ➤ Availability of financial institutions for business financing ➤ Upcoming of Okuti boarder market ➤ Availability of 	<ul style="list-style-type: none"> ➤ Lack of storage facilities in the sub-counties ➤ Insufficient Staff in the department of TILED ➤ Inadequate financing 	<ul style="list-style-type: none"> ➤ Poor road network ➤ Insufficient facilities to enhance trade ➤ Under developed

<ul style="list-style-type: none"> ➤ Increasing Private Sector involvement in LED in the district ➤ Good business potentials in the district 	<p style="text-align: center;">potential market in south Sudan and East African Community</p> <ul style="list-style-type: none"> ➤ Existence of trade blocks like EAC, COMESA, etc to boost market for our manufactured products. 	<p style="text-align: center;">of the sector</p> <ul style="list-style-type: none"> ➤ Lack of industrial hubs for incubation of skills, technologies and innovations ➤ Limited innovations and skills development for SMEs ➤ Limited capital for expansion of manufacturing businesses 	<p style="text-align: center;">private sector</p>
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Summary of Key Development Issues

1. High level of poverty in the District. Kitgum District poverty counts stands at 37% i.e., for every 100 people sampled, 37 are living in abject poverty.
2. Inadequate access to Social Services (Banking, Markets, etc)
3. Negative community mindset towards cooperative movement.
4. Poor state of transport infrastructures to promote trade
5. Inadequate financing of the boot businesses and trade
6. Low level of financial literacy and business management

2.2.1.5 Financial Services

The major sources of finance to implement the development plan and support community development activities are: The Central Government through the various grants to the District, the available financial institutions (Commercial Banks, Micro finance services, SACCOs, etc). However, access to such financial services is still a problem to the community due to high interest rates, lack of collaterals/security, etc.

Table 2. 7: Financial Services: POCC

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> ➤ Existing Government structures to manage financial services 	<ul style="list-style-type: none"> ➤ Availability of financial institutions in the District ➤ Availability of off budget supports from Development partners in implementing development planned projects 	<ul style="list-style-type: none"> ➤ Limited revenue base for the District ➤ Inadequate staff to manage revenue mobilization ➤ Poor local revenue management and administration in the district 	<ul style="list-style-type: none"> ➤ Limited access to financial services ➤ High interest rates for business loans ➤ Inadequate allocation of funds to the District by MoFPED

Summary of Key Development Issues

1. Inadequate access to financial services
2. Low level of finance literacy in the District
3. Negative mindsets of the community towards acquiring financial services from commercial banks and microfinance institutions

2.3 Economic/Productive Infrastructure.

The Economic/Productive infrastructures to boost investments and development in the District are still inadequate. The road network in the district has improved for the last 10 years which have improved on productivity of the community but a lot still has to be done to open up and maintain many more roads. There are also facilities like valley dams to enhance water for production especially for animals and some small irrigation facilities. The District is also connected to the National grid for the supply of electricity to boost businesses and production.

Table 2. 8: Economic/productive infrastructures

Potentials	Opportunities	Constraints	Challenges
Water for Production 1. Availability of sources of water for production	<ul style="list-style-type: none"> ➤ Existing Government program like establishment of irrigation schemes 	<ul style="list-style-type: none"> ➤ Negative community mindset in maintaining the facilities constructed to them 	<ul style="list-style-type: none"> ➤ Inadequate funding in the sub sector
Road Transport (DUCAR)	<ul style="list-style-type: none"> ➤ Availability of Road Funds ➤ Availability of development partners like NURI & JICA ➤ Availability of Government projects like PRELNOR and NUSAF 	<ul style="list-style-type: none"> ➤ Inadequate funds for routine road maintenance ➤ Inadequate road transport asset management 	<ul style="list-style-type: none"> ➤ High cost of roads construction ➤ High vulnerability of the road transport sector to the impacts of climate variability and change. ➤ Inadequate integrated land use and transport planning
Energy Available power sources	<ul style="list-style-type: none"> ➤ Proximity of the national grid ➤ Availability of solar power companies ➤ Abundant sunshine 	<ul style="list-style-type: none"> ➤ Limited technology for tapping the abundant sunshine. ➤ Constrained electricity transmission and distribution infrastructure; ➤ Limited access to off-grid solutions 	<ul style="list-style-type: none"> ➤ High electricity tariffs ➤ Frequent power blackout ➤ Limited productive use of energy ➤ Over reliance on biomass sources in the energy mix

ICT Availability of an IT officer in the District.	<ul style="list-style-type: none"> ➤ Availability of Government program in promoting ICT 	<ul style="list-style-type: none"> ➤ Inadequate knowledge and skills; ➤ Limited innovation capacity. 	<ul style="list-style-type: none"> ➤ Limited network coverage ➤ Poor quality services ➤ High cost of end user devices and services;
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2.3.1 Water for Production

The District has two major rivers (River Pager and Aringa) and other smaller streams that serves the population with water for production. There are 11 functional valley dams and 56 fish ponds in the district established to provide water for production. Apart from the valley dams and water from the river and the streams, the community also use water from boreholes and protected springs to aid production in both animal and crop husbandry.

2.3 2 Road Transport (DUCAR)

Road transport is the only mode of transport in the district. Roads are classified into National, District, Urban and Community Access Roads. National roads are strategic roads of national importance and are the primary artery of the road network. The national roads provide the main communication network which is made up of international routes linking to neighboring countries, together with the major domestic routes serving major administration centers. Development and maintenance of national roads is a function of the National Roads Authority. District roads link district headquarters to the national road network and Sub-County administrative Centers. The District Local Government is responsible for the District road network. Urban roads are roads within the boundaries of urban areas. Municipal and Town councils are responsible for urban roads. Community access roads are roads within villages that link communities and also provide access to administrative, social and economic services and are the responsibility of the sub-counties.

The road network in the district totals to 1,380.5 km and comprises 160 km of national roads, 448.6 km of district roads, 89 km of urban roads and 682.9 km of prioritized community access roads. Only about 46 km (3.3%) of the road network is paved, while the rest of the road network is of gravel or earth surface. Of the national road network about 120 km (75%) is in fair to good condition. Of the District roads, 424.6 km (95%) is in fair to good condition and 24 km (5%) is in poor condition. For Urban roads, only 11.2 km (12.6%) is paved while the rest is either gravel or earth. All community access roads are either gravel or earth roads.

Investments in the road sector have mainly concentrated on periodic and routine maintenance of district roads, rehabilitation of prioritized community access roads, upgrading of community access roads to district status and upgrading of unpaved district roads to bitumen standard. Out of the projected revenue of UGX 11.287 BN to the sector over the five-year period the sector only received UGX 7.21 BN representing 63.8%. This funding is inadequate as it only met about 60% of the funding requirements and this has led to accumulation of road maintenance backlog of about UGX 4.0 BN.

Regarding physical performance, over the last eight years a total of 261.7 km of community access roads were rehabilitated under NUDEIL, DRC, CAIP-2 and PRELNOR programmes. Out of the 261.7 km of community access roads rehabilitated 200.9 km have been upgraded to district road status increasing the district road network from 247.7 km in FY 2015/16 to 448.6 km in FY 2019/20. Another 179.6 km are

planned for rehabilitation in the next three years under PRELNOR project and 29.04 km under DRC

A total of 187 Km of District roads also received periodic maintenance during the five-year period while an average of about 411.2 km received routine maintenance annually. Another 9 km of unpaved District road was also upgraded to bitumen standard using labor-intensive low-cost technology.

The increase in financing of the rehabilitation of community access roads in the last eight years has resulted in an increased need for maintenance. Although there has been nominal increase in road maintenance funding through Uganda Road Fund over the last 5 years, the increment does not match the increase in length of maintainable roads which has resulted in inadequate level of road maintenance. There is need to increase funding for road maintenance in order to preserve the huge investments being made by government in road development.

Despite the increase in total road length in the District over the last eight years certain pockets of the district, especially in Orom Sub-County, still remain inaccessible while other areas can only be accessed during the dry season. There is therefore need to increase the stock of all-season roads in the district with priority given to underserved areas.

2.3.3 Energy

The availability of sustainable (reliable, affordable and clean) energy services is critical for economic growth, poverty reduction, as well as the social and cultural transformation of society. The impact of growth on the demand and consumption of energy is usually experienced through expanded industrial and service sectors and increased income levels. Sustainable development and utilization of energy resources is required to allow the current and future generations meet their energy needs.

While energy touches almost every aspect of our lives, nearly 90% of the population in the district still lack access to safe, clean and affordable energy. A small proportion of the population that has access to energy are using unreliable, inefficient, and often polluting energy technologies and sources that are associated with poor health and greenhouse gas emissions. Lack of access to safe, clean and affordable energy to urban centers and rural growth centers is a huge hindrance to industrialization as well as value addition; increases the cost of doing business and hence slows economic and social transformation in the district. Therefore, the need for energy in poor rural communities such as those in Kitgum can be classified as dire to acute especially that the district has large numbers of refugees from South Sudan integrated in the community and this increases the pressure on the available energy resources from the overwhelming needs. In the absence of a stable and sustainable supply of energy, surrounding forests and tree resources are often used to provide the wood needed as fuel for cooking. Because of the high levels of poverty in the community, charcoal production has become the main source of income especially for the poorest and most marginalized parts of the population, including youths, women, elderly men, who have few other livelihood opportunities to rely upon it. Yet the charcoal production is the traditional earth mount kiln that is highly inefficient with as little as 10 percent of the wood used is actually marketable as charcoal.

A shift towards renewable energy and energy efficiency is increasingly being hailed as playing a vital role in the rapid transformation of the energy sector. The district is blessed with abundant renewable energy resources (hydropower, solar, wind, bioenergy) and energy efficiency opportunities. Kitgum district Local government together with its development partners are seeking for and have planned to implement less polluting energy options for everyday needs like lighting, heating, water, cooking, sanitation etc., by vigorously promoting renewable energy faster than the fossil fuels that are currently dominating the market. They have also crafted projects that address the supply and demand of energy in a multi-hazard context. The emphasis is on taking a holistic approach to multi-sectoral challenges, which

range from natural resources (including forestry and land tenure) and climate change to nutrition, gender, protection, and livelihoods.

The district on one hand intends to adopt and deploy Renewable Energy and Energy Efficient technologies, to expand energy access, provide more reliable energy services, and to meet the growing energy demand, while often simultaneously seeking to advance research and development into more advanced fuels and technologies. Adopted together, Renewable Energy and Energy Efficiency can more rapidly stimulate industrial growth, including increasing energy security, enhancing industrial competitiveness, reducing pollution and environmental degradation, expanding energy access, and driving sustainable economic growth. These efforts reduce emissions by displacing fossil fuel energy production with clean energy technologies. On the other, it intends to reduce risks to vulnerable groups that are engaged daily to fend for energy for the households. Women are often tasked with collecting fuel and cooking. This often exposes them to the risk of assault, harassment, and rape as they walk long distances in search of fuel wood. The collection of fuel woods is particularly dangerous in displacement settings and areas of scarce or depleted natural resources, given that the increased population pressure may heighten competition for resources between displaced and host communities. The time women spend collecting fuel also takes time away from income-generating activities, child care, and leisure. Children, especially girls are also often tasked with collecting fuel for the household, which exposes them to protection risks and reduces the time they spend on their education.

2.3.4 ICT

ICT is a fulcrum of development. It is an accelerator, amplifier, and augments of change. It has a huge potential to improve national productivity by making Government and business enterprises more efficient, effective and globally competitive. It is therefore a crucial driver of social and economic development. However, the ICT landscape is itself changing and the district must take deliberate steps to keep this pace through the development and adoption of new strategies that can be leveraged to realize the district's digital future.

Summary of Key Development Issues

1. High level of poverty in the District. Kitgum District poverty counts stands at 37% 2.
2. Low level of sustainability of development investments in the District.
3. Poor state of roads in the district.
4. Inadequate fund for financing the plan
5. Low level of Infrastructural development across all sectors in the District.
6. Climate changes (unfavorable weather)
7. Low level of literacy rate in the District

2.4 Human and Social Development

Well-educated, skilled and healthy human resources are essential to facilitate development. In particular, adequate investment in science, technology and innovation (STEI) is critical for a country to industrialize and achieve sustainable development. The availability of appropriate and adequate human capital facilitates increase in production, productivity and technological growth. Investing in population health; nutrition, early childhood development, sanitation and hygiene basic education and tackling vulnerabilities helps set the foundation for the required human capital

Table 2. 9: Human and Social Development: Potentials, Opportunities, Constraints and Challenges Analysis

Potentials	Opportunities	Constraints	Challenges
Health Availability of health facilities in all the Sub counties	<ul style="list-style-type: none"> ➤ Availability of Private actors in provision of health services 	<ul style="list-style-type: none"> ➤ Inadequate staffs in the Health centers; ➤ Inadequate health infrastructures 	<ul style="list-style-type: none"> ➤ Inadequate funds to run the sector ➤ Outbreak of disease outbreaks
Water and Sanitation Availability of water facilities in the district	<ul style="list-style-type: none"> ➤ Availability of development partners supporting hygiene and sanitation 	<ul style="list-style-type: none"> ➤ Inadequate human resource 	<ul style="list-style-type: none"> ➤ Inadequate funding from central Government
Education 1. Availability of basic educational infrastructures	<ul style="list-style-type: none"> ➤ Favorable Government programs like UPE, USE and free health services; ➤ Availability of Private actors in provision of education services 	<ul style="list-style-type: none"> ➤ Inadequate staffs in the Health centers; ➤ Inadequate health infrastructure 	<ul style="list-style-type: none"> ➤ Inadequate funds to run the sector
Community Development and Social Protection Fully pledged	<ul style="list-style-type: none"> ➤ Availability of development partners supporting the social protection. ➤ 	<ul style="list-style-type: none"> ➤ Inadequate statistics of special interest groups PWD, OVC and elderly. ➤ Inadequate funding to provide psychosocial support for the communities. ➤ Increased suicides cases due to mental health illness from post war conflict trauma. ➤ Increased child labour in the District during Agricultural season and employment of children in petty businesses in urban areas. ➤ Poor attitudes of community towards government development activities in all the sectors in the district 	<ul style="list-style-type: none"> ➤ High rates of Gender Based Violence and land conflict ➤ Inadequate budgetary resource allocation at both Higher and Lower Local Government to handle the departmental commitments. ➤ No intervention on person associated with LRA and children born in captivity. ➤ Inadequate staffs in the department.

2.4.1 Health

The District health sector is mandated to provide public health promotion; medical supplies for health facilities, promotion of sanitation and hygiene; Monitoring, supervision & reporting functionality; infrastructural development of the health facilities, Sector Capacity Development and administrative capital investment. The district has two general hospitals (One Government and One private hospital), one health centre four, eleven health centre threes (9 Government and 2 Private facilities) and 26 health centre twos (16 Government and 10 private facilities). The district health staffing level is at 78% which is still under performing. The status of the many of the facilities are wanting in terms of infrastructural development. Malaria still remains the highest cause of morbidity and mortality in the district.

Table 2. 10: Health service delivery points by level and ownership

No.	Government	PNFP	PFP	Total
Hospital	1	1	0	2
HCIV	1	0	0	1
HCIII	9	1	1	11
HCII	16	4	6	26
Total	27	6	7	40

Source of data- DHO's Office

2.4.2 Water and Sanitation

The District water sector is mandated to provide clean and safe water to the population. The water sector has been receiving grants from the Central Government and other supports from development partners including Rotary International, MoWE, Caritas, ADRA Uganda, RHITES North Acholi, and Food for the Hungry Uganda, Uganda Sanitation for health, etc for provision of safe water and sanitary facilities to the population of Kitgum.

2.4.2.1 Safe water supply

The District has 941 bore holes in the LLGs outside the municipality but only 577 of the bore holes are functional while the rest need rehabilitation or decommissioning. There are also 15 solar powered motorized water schemes across urban growing centers. Safe water access in the district stands at 74%.

There are still 62 villages across the sub counties in the district without safe water points. Orom, Mucwini and Omiya Anyima sub counties respectively are the most affected.

2.4.2.2 Sanitation

The status of sanitation in the district is still poor as compared to the national standard. The district latrine coverage stands at 66.3% in FY 2020/2021. This shows that 33.7% of the population in Kitgum still practice open defecations. Only 38.4% of the households in the District have hand washing facilities. This situation is alarming especially with the COVID-19 pandemic that requires every households to have hand washing facilities with soaps at all time.

2.4.3 Education

A country that invests in its human capital secures its future. Well-educated, skilled and healthy human resources are essential to facilitate development. In particular, adequate investment in science, technology and innovation (STEI) is critical for a country to industrialize and achieve sustainable development. The availability of appropriate and adequate human capital facilitates increase in production, productivity and technological growth. Investing in population health; nutrition, early childhood development, sanitation and hygiene basic education and tackling vulnerabilities helps set the foundation for the required human capital.

The District Education sector is under developed and poorly functioning and this is the reason Education is the number one priority sector in the DDPIII. The district is under performing in almost all the minimum standard requirements for operation of the sector as reflected in the table below and this affects the performance of the sector in terms of quality.

Table 2. 11: Number of learning Institutions in the District

Learning Institution	Number.
Day Care Centres	7
Community ECD Centres	37
Nursery Schools	34
Government Aided Primary Schools	99
Private Primary Schools	34
Community Supported Primary Schools	14
Government Aided Secondary & Polytechnic Schools	9
Private Secondary Schools	15
Core P.T.C-	1
Government Technical Institutes	1
Private Technical Institute	2
Vocational Schools (Private)	7
Total	226

The number of Learning institutions are still low to serve the high population of learners in the District. Efforts should be made by Government to distribute the schools according to population density of the areas.

Table 2. 12: Key Education Development Indicators for Kitgum District vs. National

Indicators	Years									
	2015		2016		2017		2018		2019	
	Kitgum	National	Kitgum	National	Kitgum	National	Kitgum	National	Kitgum	National
National Standard Indicators										
Pupil: Teacher ratio	53:1	53:1	57:1	53:1	55:1	53:1	56:1	53:1	55:1	53:1
Pupil: Classroom ratio	57:1	55:1	57:1	55:1	57:1	55:1	57	53:1	56:1	53:1
Pupil: Latrine stance ratio	40:1	42;1	41:1	42:1	41:1	42:1	40:1	42:1	39:1	42:1
Pupil: Text Book ratio	1:10	1:2	1:9	1:2	1:9	1:2	1:8	1:2	1:8	1:3
% of girls in total enrolment	50.8	49	50.3	49	50.5	49	50.2	49	50.1	49

Indicators	Years									
	2015		2016		2017		2018		2019	
National Standard Indicators	Kitgum	National	Kitgum	National	Kitgum	National	Kitgum	National	Kitgum	National
% share of girls in primary seven	41.3	46	44.4	46	43.2	37	43.6	37	44.1	37
Net Intake Rate	55.8	96	53	96	54	96	55.6	96	54.1	96
Primary completion rate	63.1	60	63.3	60	62.1	60	63	60	62.5	60
PLE Pass Rate	46.6	95	47	95	43	95	44	95		95
Total Enrolment	57,827	6,848,058	62,309	8,655,924	49,082		47,995		48,326	

SOURCE; EMIS/DEMIS/Education Department

2.4.3.1 ECD

Early Child hood Development is critical in the cognitive growth and development of a child. However, the Government of Uganda has not yet come up with a clear policy guidelines and responsibility of under taking ECD. The district has 71 ECD centers with 34 Nursery schools and 37 Community ECD centers most of which are in the urban centers.

2.4.3.2 Primary Education

Kitgum District has 147 primary schools with 99 of them being government aided, 34 being privately owned and 14 are community primary schools which are to be taken up by Government. Basically, all the parishes in the district have primary schools as a requirement by the government. The issue at hand is now to address other infrastructural development like teachers' accommodation, adequate class rooms and other facilities to enhance performance of the schools which is still very poor. Pupils' enrolment increased from 43,603 in 2016 to 48,271 in 2020. There are 831 primary school teachers comprising of 244 females and 587 males. The teacher pupil ration stands at 1:58 compared to the national figure of 1:53.

2.4.3.3 Secondary

According to the Government policy, every sub county in a district is to have a Government aided secondary school. Kitgum District has 8 Government aided secondary schools out of the expected 22 secondary schools to be in place leaving a gap of 14 schools. This gap came due to the recent creation of the new sub counties and town councils in the district. Funds have already been secured from Ministry of Education and Sports for the construction of Labongo Amida and Labongo Layamo Seed secondary schools. However, the district also has 15 private secondary schools that support secondary education in the district. These private schools have greatly bridged the very big gap in addressing secondary education demands in the district. Students' enrollment increased from 1,987 in 2016 to 2,532 in 2020.

1.4.3.4 Tertiary and Vocational Education

The District has four tertiary education institutions (Two Government headed and two privately owned). There is also one Government headed and two privately owned vocational training schools in the

District. The capacities of these tertiary and vocational schools are still low to accommodate and provide adequate skills trainings to the mass growing population in Kitgum district and the neighboring districts like Lamwo, Agago and Pader.

2.4.4 Community Development and Social Protection

2.4.4.1 Community Development

Community Based Services Department constitutes of the following sub-sectors: Probation, Youth & Children; Gender & Community Development and Elderly & Disability and Labour departments. The Department is mandated to carry out key functions of community mobilization, probation work, mainstreaming gender concerns in sector plans, promotion of culture, enhancement and protection of vulnerable groups, registering and supervision of CBOs and improving adult literacy in the district among others. Besides, the Department coordinates special interest groups' activities such as Women Councils, Youth Councils, and People with disabilities.

Sector specific Government programmes handled by the Department are Functional Adult Literacy (FAL); Social Assistance Grant for Empowerment (SAGE); Youth Livelihood Programme (YLP); Orphans and Vulnerable Children (OVCs) and Community Driven Development Special Grant for People with Disabilities (PWDs). These programmes are implemented with the help of some NGOs and directly responsible Government Organ/Agencies. In addition, the Department coordinates the GBV Programme component of the UNFPA in partnership and support of other state organs and NGOs who are referred to as implementing partners within the UNFPA framework of cooperation with the district.

The structural rigidity has narrowed the man power requirement of the department. Much as the staffing position reflects an improvement, the situation on ground does not portray a good status. To date, the Department's manpower situation is 94% filled at both the Higher and Lower Local Governments as shown in the table below.

1.4.4.2 Social Protection:

The District is already implementing programmes aimed at addressing the needs of some of the marginalized and vulnerable populations. However, these programmes like YLP, UWEP, NUSAF, etc. leave out significant numbers of the vulnerable people. Under this strategy, the District will prioritize merging, modification and/or expansion of existing programmes to cover more beneficiaries within the existing age cohorts or to include new age cohorts. It is only when existing programmes cannot be modified or expanded to meet emerging needs that consideration will be given to designing new ones focusing on both direct and indirect income support and provision to social care services among the vulnerable.

Achievements of the CBSD during 2015/16 – 2019/20

The Community Based Services Department registered a great deal of achievements during this period which include the following;

- i. The staffing position of the department greatly improved over this period. The current staffing position stands at 94% filled against the required departmental staff establishment. All the nine (9) Sub Counties have substantially appointed Community Development Officers. The district is in the process of recruiting Social Welfare Officers for each and every Sub County under MGLSD who will reinforce the CDOs.
- ii. The district has been able to pass an ordinance regulating the production, sale, distribution and consumption of liquor and put in place Standard Operation Procedures.

- iii. The district has been able to mobilize and organized two (2) community groups in the Sub Counties of Akwang and Lagoro into Shea Nut Echo Enterprise Associations EEAs. With support from development partners, the groups have acquired machines for processing Shea Nut oil and other products.
- iv. A great stride has been taken in maintaining the departmental Management Information Systems (UCHL and OVC MIS), including reactivating the district National Gender Based Violence Management Information System (NGBVMIS). The performance of the VRS has also improved greatly.
- v. There is an established units of Child protection officers at village and parish levels in all Sub Counties. The role played by this network of community volunteers has proved to be essential in identification of all forms of violence in the communities coupled with strengthening of coordination mechanisms among community actors.

Summary of Key Development Issues

- 1. Un productive mindset of the community
- 2. High level of poverty in the District. Kitgum District poverty counts stands at 37%
- 3. Inadequate access to Social Services (Health, Education, Markets, etc)
- 4. Low community participation on development issues.
- 5. High level of laziness amongst the productive age group.
- 6. High level of Drug abuse (Alcoholism) that leads to low level of production
- 7. High fertility rate.
- 8. High HIV/AIDS infection rate.

2.5 Environment and Natural Resources

Natural resource and climate change management are critical to the reduction of disaster losses, achievement of increased household incomes and improvement of quality of life of the population. Sustainable land management is critical for harmonizing environmental, economic and social opportunities for the benefit of present and future generations while maintaining and enhancing the quality of the land resource. Sufficient precipitation occasioned by maintaining and/or increasing forest and wetland cover is vital for hydropower generation, agriculture, fisheries, domestic water supply, industry, navigation, tourism, wildlife and ecosystems. Proper wetland management is necessary to mitigate flood risks, maintenance of aquatic ecosystem, and access to fresh water. Environment preservation is also critical for human health and tourism. In addition, adaptation and mitigation of climate change orchestrated impact of droughts, floods, heat waves and landslides on the livelihood of vulnerable populations is critical for reducing income inequality.

The Department of Natural Resources comprises of the Natural Resources Office, the Lands and Physical Planning Office as well as the Forestry, Environment and Wetlands Office. It is mandated to perform the following functions: management of natural resources in the district, conducting tree planting and afforestation programs through provision of inputs (tree seedlings) to farmers, training communities in forestry management (fuel saving technologies, watershed management), provision of forestry regulation services and inspection, training communities in wetlands management, restoration of degraded riverbanks and wetlands through tree planning , conducting environmental awareness programs and training of communities in environmental management, monitoring and evaluation of environmental compliance and provision of land management services(surveying, valuations, titling and lease management) all activities contributing to reduce environmental degradation and adverse effects of climate change as well as improve utilization of natural resources for sustainable economic growth and livelihood security of the communities. The department is structured as outline below.

2.5.1 Forests

Kitgum District has an historical record of 30,704 hectares of Central Forest Reserves, under National Forestry Authority (NFA) and only 16 hectares of Local Forest Reserves, under Kitgum District Local Government. Some of the Central Forest Reserves in savannah woodland vegetation have been heavily encroached by way of cultivation and settlements e.g Pajimo CFR have been eaten up by the expansion of trading centers. Trees in public lands have not been spared either by the community through logging (afzelia Africana) and charcoal production.

Efforts were however made by the District Forestry Services staff much as they are very thin on the ground to sensitize the masses on the need to plant trees (woodlot), enforcement of regulations on extraction of illegal forest products and training were conducted for Tree Nursery Operators under LWF programs in some selected sub counties so that tree nurseries could be used as a source for supplying tree seedling to farmers. The latter therefore serves as an opportunity for the District forestry Services under Kitgum District Local Government to penetrate the masses at sub counties and parishes level in order to increase the number of trees stands per household. However, there is plan to establish demonstrations in every sub county for purposes of training farmers.

The Central government, in its effort to manage shea nut trees in the district implemented a three-year project on the Conservation and Sustainable Use of the Threatened Savanna Woodland in Kidepo Critical Landscape in North Eastern Uganda. The project was implemented by the National Environment Management Authority (NEMA) and established one shea nut mill in Omiya Anyima Sub County and established 200 beehives in Orom Sub County.

Table 2. 13: Local Forest Reserves in the district (Under District Forestry Services)

Name of Forest reserve	Location/Sub County	County	Area (ha)
Labongo/Labuje	Layamo	Chua	3
Nam Okora	Nam Okora	Chua	3
Orom	Orom	Chua	5
Kitgum Matidi	Kitgum Matidi	Chua	5
<i>Total</i>			<i>16</i>

Source: KDLG District Forestry Development Plan for 2013/14 – 2023/24

Table 2. 14: Central Forest Reserves (Under National Forestry Authority)

S/No	Name	Hectares
1	NyanpeaNapore	14,064
2	Rom	10,888
3	Kitgum Matidi (Akino)	236
4	Pajimo	158
5	Kitgum Town Plantation ‘A’	10
	Total	30,704

Source: KDLG District Forestry Development Plan for 2013/14 – 2023/24

2.5.2 Wetlands

The natural environment is crucial to lives of millions of Ugandans, especially to the poorest sections of the community. The dependence of poor people on the natural environment and their ability to improve their livelihoods through responsible management of the natural environment is now being recognized in Uganda. The poorest (65% of the population) in the community who live below the poverty line are mostly rural; mostly marginalized (unemployed youth, men and elderly), mostly unable to buy or grow fuel wood; most without land or productive assets and thus depend heavily on access to environmental resources for their livelihood hence degrading the environment. The most affected of these environments are forests, wetlands, rivers and streams.

It is common that people are cultivating close to riverbanks and penetrating wetlands areas during dry season to cultivate crops. As a result most of the rivers are silted. The catchment areas are also increasingly losing tree cover and as this continues, floods and erosion are common phenomenon. Therefore, there is need to restore degraded riverbanks, watersheds/catchment areas and wetlands.

2.5.3 Waste management (solid and liquid)

Waste management in Kitgum is still poor in both urban and rural areas. Traditional pit latrines are dominant excreta management system in most of the rural growth centers. There exist limited or none waste disposal facilities of landfills, incinerators, and lagoons in all the rural growth centers apart from the municipality. The district has no sewage systems in all urban areas including the Town council. Waste transportation services are inexistent in the municipal urban areas only for collection and disposal of wastes generated. Therefore, this third district development plan needs to take care of physical planning and infrastructural development for better service delivery in these upcoming urban centers through proper surveying and planning for sustainable development

2.5.4 Water Resources (i.e. lakes, rivers and underground water)

The District has two rivers (streams), Pager and Aringa. The underground water exists in fractured rocks non-confined aquifer from 30 meters and above in dept. The underground water is in plenty in most parts of the District especially in the central and western part of the district. Sub counties like Namokora, Omiya Anyima, Mucwini and Orom have some relative low level of underground water potentials.

2.5.5 Lands

Land Tenure System and Land use in Kitgum District:

Land is a key factor in the development of Kitgum District, which depends highly on agricultural production. Most of the land in Kitgum is held under customary land tenure system. Here, the customary regulations play an important role in determining how land is accessed and used. The principle of customary land ownership is that “land belongs to the dead, it is under the care of the living, and is being held in trust for the future generations”.

In effect, land belongs to the clan because everything is centered on the clan. Other land tenure systems in the district include leasehold and freehold. Leasehold is common within the urban settings whereas freeholds are common outside the urban settings.

Generally land accessibility is to be within the framework of the legal provision. The land in the community is held under customary land system with its regulation. The Land in the urban center falls under the planned areas that can be held outside customary land. The community can at best access land through the land tenure system and lawful means in the planned areas. The trend now is to register the legal interest and acquire land documents as appropriate. One of the challenges to be dealt with is that the community needs to be guided within the framework of law to acquire land titles for their land.

Table 2. 15: Environment and Natural Resources: Potentials, Opportunities, Constraints and Challenges Analysis

Potentials	Opportunities	Constraints	Challenges
<p>Forests</p> <ul style="list-style-type: none"> ➤ Availability of land and willingness of communities to invest in restoration projects (commercial woodlots, community forests, hunting areas). 	<ul style="list-style-type: none"> ➤ Improve local revenue from forest products ➤ Good climatic conditions favoring regeneration of fast growing trees e.g. bamboo. ➤ Private sector that is willing to invest in conservation and climate smart agriculture. ➤ Flexibility for swapping land for forest reserves. 	<ul style="list-style-type: none"> ➤ Failure to balance conservation and agriculture. ➤ Limited alternative sources of livelihoods and limited research 	<ul style="list-style-type: none"> ➤ Increased demand for charcoal as a major source of energy ➤ Poor methods of farming ➤ Increased demand for timber for construction
<p>Wetlands</p> <ul style="list-style-type: none"> ➤ Existence of potential wetlands 	<ul style="list-style-type: none"> ➤ Available Government and NGO programs towards restoration of riverbanks by means of planting indigenous trees (of commercial and ecological values) and grass belts to regulate water flow. 	<ul style="list-style-type: none"> ➤ Poor farming practices, ➤ Unplanned urbanization ➤ Excessive water abstraction, ➤ Income poverty ➤ Lack of proper custodianship of wetland ecosystems by surrounding communities 	<ul style="list-style-type: none"> ➤ Encroachment of the wetlands by the community ➤ Absence of appropriate incentives for good environmental management practices ➤ Poor intra and inter sector coordination with regards to continued issuance of land titles in wetlands,
<p>Waste Management - solid and liquid</p> <ul style="list-style-type: none"> ➤ Availability of waste management plants in the district 	<ul style="list-style-type: none"> ➤ Availability of land for waste management and treatment 	<ul style="list-style-type: none"> ➤ Poor waste/garbage management in urban areas 	<ul style="list-style-type: none"> ➤ Limited access to waste disposal facilities ➤ Lack of sewage system in most urban centers
<p>Water resources</p> <ul style="list-style-type: none"> ➤ Available water bodies (rivers and streams) to developed water for production ➤ Good potential for production boreholes for safe water provision 	<ul style="list-style-type: none"> ➤ Availability of developments supporting development of safe water supply system and water for production facilities 	<ul style="list-style-type: none"> ➤ Inadequate financial resources to develop the water resources 	<ul style="list-style-type: none"> ➤ Low community capacity to manage water sources ➤ Poor management of the river banks

<p>Lands:</p> <ul style="list-style-type: none"> ➤ Availability of land and willingness of communities to invest in restoration projects (commercial woodlots, community forests, hunting areas). 	<ul style="list-style-type: none"> ➤ Improve business environment in the rural centers and town councils. ➤ Construction of housing structures for rent, business and human habitation. 	<ul style="list-style-type: none"> ➤ Poor land use and insecurity of tenure system 	<ul style="list-style-type: none"> ➤ Unplanned settlements in the trading centers ➤ Inadequate physical planning on the land use
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Summary of Key Development Issues

1. Inadequate stock of all-season roads in some parts of the district;
2. High level of poverty in the District. Kitgum District poverty counts stands at 37% i.e., for every 100 people sampled, 37 are living in abject poverty.
3. High level of environmental degradation due to pressure on land coupled with unfriendly human activities.
4. Low level of Infrastructural development across all sectors in the District
5. Inadequate production inputs leading to low household agricultural production and productivity.
6. Low level of sustainability of development investments in the District.
7. High level of laziness and drug abuse amongst the productive age group leading to low level of production and productivity.
8. Weather changes (unfavorable weather)
9. High fertility rate.

2.6 Urban Development and Physical Planning

The level of urbanization in Kitgum district is still low. The urbanization process in the district is characterized by uncoordinated planning and developments leading to unrestricted widespread of rural growth centers. The district has a municipality (Kitgum Municipality) with three urban divisions, two town councils of Namokora and Kitgum Matidi; and 14 Sub counties with fast growing urban centers. Some of these centers are witnessing a growing number of inhabitants, mushrooming residential and business buildings and infrastructural developments like roads. These developments are seen coming in a haphazard manner without approvals by the physical planning committees.

Urban development in Kitgum has not been matched with a corresponding increase in provision of services and infrastructural facilities like roads, housing, education, health, sewage and sanitation including waste management facilities and landfills. Over 90% of the Rural Growth Centers are occupied by informal settlements. There are inadequate urban services and few amenities in most of the rural growth centers. For instance, only about 5% have water in their households while the rest fetch water from boreholes, tape water points and natural springs. Less than 20% of the households have access to electricity power from the National grid. Traditional pit latrines are dominant excreta management system in most of the rural growth centers.

Table 2. 16: Distribution of town/Rural Growth Centers per sub-county with their major economic activities.

S/N	Urban centers	Status of physical planning	Major Economic Activities
1	Kitgum Municipal Council	Physical plan developed	Whole sales businesses, SME businesses, existence of cottage industries, Banking and financial services, recreational activities, Hotels and lodging, transport businesses, agro processing, etc
2	Kitgum Matidi Town council	No physical plan developed	Trading in produce buying/selling, retail/whole sales, restaurants/food selling, salons, bars/lodging, entertainments/sport betting, boda boda transporters, taxi/bus operation; and agro processing (grinding mills and simsim pastes processing)
3	Namokora town council	No physical plan developed	Trading in produce buying/selling, retail/whole sales, restaurants/food selling, salons, bars/lodging, entertainments/sport betting, boda boda transporters, taxi/bus operation; and agro processing (grinding mills and simsim pastes processing)
4	Omiya trading center	No physical plan developed	Trading in produce buying/selling, retail/whole sales, restaurants/food selling, salons, bars/lodging, entertainments/sport betting, boda boda transporters, taxi/bus operation; and agro processing (grinding mills and simsim pastes processing)
5	Orom trading center	No physical plan developed	Trading in produce buying/selling, retail/whole sales, restaurants/food selling, salons, bars/lodging, entertainments/sport betting, boda boda transporters, taxi/bus operation; and agro processing (grinding mills and simsim pastes processing)
6	Lagoro trading center	No physical plan developed	Trading in produce buying/selling, retail/whole sales, restaurants/food selling, salons, bars/lodging, entertainments/sport betting, boda boda transporters, taxi/bus operation; and agro processing (grinding mills and simsim pastes processing)
7	Mucwini trading center	No physical plan developed	Trading in produce buying/selling, retail/whole sales, restaurants/food selling, salons, bars/lodging, entertainments/sport betting, boda boda transporters, taxi/bus operation; and agro processing (grinding mills and simsim pastes processing)
8	Labongo Amida trading center	No physical plan developed	Trading in produce buying/selling, retail sales, food selling, entertainments, boda boda transporters, and agro processing (grinding mills)
9	Labongo Akwang trading center	No physical plan developed	Trading in produce buying/selling, retail/whole sales, restaurants/food selling, salons,

			bars/lodging, entertainments/sport betting, boda boda transporters, taxi/bus operation; and agro processing (grinding mills and simsim pastes processing)
10	Labongo Layamo trading center	No physical plan developed	Trading in produce buying/selling, retail sales, food selling, entertainments, boda boda transporters, and agro processing (grinding mills)

Table 2. 17: Urbanization, Housing and Physical Planning: Opportunities, Constraints and Challenges Analysis

Potentials	Opportunities	Constraints	Challenges
Urbanization ➤ Fast growing urban centers	➤ Existence of the Municipal council in Kitgum ➤ Availability of Government programs like USMID	➤ Limited human and financial capacity to plan for effective urban development	➤ Uncoordinated urban development in most of the fast growing trading centers.
Housing ➤ Capacity to construct commercial and residential houses	➤ Availability of building construction materials ➤ High demand for rentals	➤ High cost of acquiring land for construction in urban areas	➤ Lack of regulatory measures on buildings in urban areas
Physical Planning ➤ Existence of physical planning committee	➤ Existence of enabling physical planning policies	➤ Non-existence of a physical planner in the district. ➤ Lack of equipment and surveying tools required for physical planning activities	➤ Limited central government transfers to finance physical planning ➤ Rampant land conflicts

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. Because the growing middle-class consumption is largely urban based, urbanization also influences industrial development. As income grows, discretionary spending increases and consumption patterns change, generating demand for manufactured goods and urban construction and thus opportunities for industry.

2.6.2 Housing

The kind of housing in the urban centers in Kitgum are not yet to the standard required of a town and municipality. There is need to develop and implement an investment plan for adequate and affordable housing in the district, develop, promote and enforce building codes/standards in urban areas, address

infrastructure in slums like west land and undertake slum upgrading, Design and build inclusive housing units for government workers (civil servants, police and army) and promote the production and use of sustainable housing materials and technologies

2.6.3 Physical Planning

The inadequacies in physical planning in the district is worsened by the complex land tenure system prescribed by the Constitution, which vested land ownership to residents, with urban authorities poorly managing statutory leases. The failure to enforce the Physical Planning Act (2010), the National Physical Planning Standards and Guidelines (2011) and the National Land Policy (2013), has resulted in land fragmentation through unregulated land subdivision and transactions. Land transactions, land and property transfer and registry are key challenges for doing business by the private sector. Almost 0% of land in Kitgum district is titled impacting investments, land transactions and supply of land for development.

Summary of Key Development Issues

1. High level of environmental degradation due to pressure on land coupled with unfriendly human activities.
2. Poor state of road infrastructures in urban areas.
3. Inadequate financing to enhance effective urban planning and development.
4. Limited human resource to handle physical planning and urban development.
5. High rate of rural urban migration

2.7 LG Management and Service Delivery

Kitgum district is administered in accordance with the constitution of the republic of Uganda, 1995 and the Local Governments Act of 1997 as amended in 2001 and 2006. The District Council is the highest decision-making organ at the HLG with fully pledged legislative and executive powers. The District Chairperson is the Political head of the District as the Sub County Chairperson heads the LLGs and The RDC represents the Central Government.

Table 2. 18: LG Management and Service Delivery: Potentials, Opportunities, Constraints and Challenges Analysis

Potentials	Opportunities	Constraints	Challenges
Administration Structure and Infrastructure (HHL and LLG)	➤ Willingness of the community to provide land for establishment and expansion of LLG infrastructures	➤ Narrow revenue base to run the LLGs,	➤ Inadequate infrastructures at the LLGs (Housing, transport, furniture, etc). ➤ Lack of coordination between MoLG and MFPeD with respect to operationalization of the newly created LLGs
Staffing structure and staffing level	➤ Mass rooming qualified human resources waiting	➤ Inadequate wage bill to fill in the required staffing gaps	➤ Inadequate staffs at the LLGs

	for recruitment		
Status of equipment and tools for service delivery	➤ Availability of DDEG grants from the central government	➤ Inadequate financial resources for retooling the HLG and LLGs	➤ Poor status of equipments and tools for effective service delivery

2.7.1 Administrative structure and infrastructure at both HLG and LLG level;

Kitgum District has 2 Counties with 22 LLGs (Sub Counties and Town Councils), 83 Parishes/Wards and 687 Villages/Cells (17 Sub Counties, 2 Town Councils and a Municipality with 3 Divisions). There are 72 Parishes and 644 Villages in the District (VOTE 527). There are 3 Divisions; 11 Wards and 43 Cells within the Municipal Council (VOTE 764). The infrastructural development especially at the LLGs is still very poor. The creation of the new administrative units made it worse as these newly created LLGs do not have office space, no staff accommodation, no transport means, inadequate office furniture and other infrastructures required to deliver the expected services to the community.

2.7.2 Staffing structure and staffing level by function;

The overall District’s staffing level reduced from 75% to 72.6% after the creation of the new LLGs. However, at the LLGs, the staffing level reduced from 50% to 41% after the creation of the LLGs. This low staffing level has big negative impact on efficiency in provision of quality service delivery in the District. Many of the positions especially at the LLGs are occupied by lower cadres assigned to care take the offices. For instance, of the 17 Sub Counties and 2 town councils in the district, there are only 6 substantively appointed Senior Assistant Secretaries (SASs) while 13 LLGs have CDOs and Parish chiefs assigned to care take the offices of the SASs/Town Clerks. There are only 40 parish chiefs out of the expected 72 parish chiefs to handle community programs at the lower levels of administration in the district and some of these parish chiefs are the ones acting as SASs and CDOs in LLGs without substantive SASs and CDOs. Due to these gaps, the required services to the community and the special group population are inadequate.

2.7.3 Status of equipment and tools for service delivery;

The status of the District’s equipments and tools for service delivery is yet not to the expectation. Equipments like transport facilities, ICT facilities, office furniture, etc are inadequate. The situation is worse at the LLGs where all of the newly created LLGs hardly have these facilities to support service delivery.

Summary of Key Development Issues

1. Inadequate financing (Dwindling LRR collection and releases from Central government) for construction of administrative offices and staffs houses at the LLGs and running administration functions.
2. Low staffing level especially in the LLGs hence affecting the implementation and monitoring of various government services.
3. Inadequate transport equipments for effective coordination of administration functions at the HLG and the LLGs

Summary of Key Development Issues informing the LGDP formulation

1. Inadequate financing to fund the planned interventions in the DDPIII
2. High level of environmental degradation due to pressure on land coupled with unfriendly human activities.
3. High level of laziness amongst the productive age group.
4. High level of Drug abuse (Alcoholism) that leads to low level of production
5. Climate changes (unfavorable weather)
6. Inadequate production inputs
7. Poor state of tourism infrastructures in the district
8. Inadequate financing to develop the potential tourism sites
9. Low community participation on development issues.
10. Low level of Infrastructural development across all sectors in the District
11. Low level of sustainability of development investments in the District.
12. Inadequate access to Social Services (Banking, Markets, etc)
13. Poor state of transport infrastructures to promote trade
14. Low level of financial literacy and business management
15. Un productive mindset of the community
16. High fertility rate.
17. Inadequate stock of all-season roads in some parts of the district;
18. Limited human resource to handle physical planning and urban development.
19. High rate of rural urban migration
20. Low staffing level especially in the LLGs hence affecting the implementation and monitoring of various government services.
21. Inadequate transport equipments for effective coordination of administration functions at the HLG and the LLGs

CHAPTER THREE

3.0 LGDP STRATEGIC DIRECTION AND PLAN

Kitgum District adopts the NDPIII strategic direction (goals, objectives, and programs) and priorities as a basis for conceiving development interventions / projects and outputs. The District third Development Plan (DDPIII) has also been aligned to the Sustainable Development Goals (SDGs) which have already been integrated in the NDP III.

This section presents the alignment of the DDPIII to the NDPIII, goals, objectives programs, interventions and outputs during the five-year period of the plan.

3.1 District Vision, Mission, Goals and Strategic Objectives

Vision

“A Transformed and Prosperous District by 2040”

Mission

“To deliver Services to the people of Kitgum district focusing on National Priorities and local needs for Poverty Reduction and Improvement in the Quality of life”

Goal

“To improve service delivery and productivity for poverty reduction in Kitgum District”

Strategic Objectives

- i. Enhance value addition in key growth opportunities
- ii. Strengthen the private sector to create jobs
- iii. Consolidate and increase the stock and quality of productive infrastructure
- iv. Enhance the productivity and social wellbeing of the population
- v. Strengthen the governance system in guiding and facilitating development in the district

3.2 Linkage between the Strategic Objectives and the LGDP Programme

Table 3. 1: Linkage between the Strategic Objectives and the LGDP Programmes

Strategic Objectives	Development Strategies	Programmes
1. Enhance value addition in Key Growth Opportunities	<ol style="list-style-type: none"> 2. Promote agro-industrialization 3. Harness the Tourism potential 4. Restoration & maintenance of degraded forests & Establish of community tree planting-woodlots; and urban planting-greening 	<ol style="list-style-type: none"> 1. Agro industrialization 2. Tourism Development 3. Water, Climate Change and environmental Management 4. Digital Transformation
1. Strengthen private sector capacity to drive growth and create Jobs	<ol style="list-style-type: none"> 1. Promotion of Micro, Small and Medium Enterprise (MSME) Competitiveness Project 2. Co-operatives revitalization for increased production and productivity 	<ol style="list-style-type: none"> 1. Private Sector Development
3. Consolidate and increase stock and quality of Productive Infrastructure	<ol style="list-style-type: none"> 1. Develop a Centre of excellence for cardiovascular services 	<ol style="list-style-type: none"> 1. Integrated transport and infrastructures 2. Human Capital Development 3. Energy Development 4. Water, Climate Change and environmental Management 5. Digital Transformation
2. Increase productivity and social wellbeing of population	<ol style="list-style-type: none"> 2. Multi-sectoral community Health Promotion & Prevention Projects 3. Provision of basic Requirements and Minimum Standards (BRMS) for education institutions 4. Provision of clean energy and sustainable environment 	<ol style="list-style-type: none"> 1. Human Capital Development 2. Community Mobilization and mind set change 3. Water, Climate Change and environmental Management 4. Energy Development
5. Strengthen the role of the state District in development plan Implementation		<ol style="list-style-type: none"> 1. Development Plan Implementation 2. Governance and Security Programme 3. Regional Development

3.3 Key Development Results (Adopted/Adapted)

Table 3. 2: Key development results (outcomes), indicators and targets

Category	Key Result Areas (KRA)	Indicators	Baseline	Targets 2024/2055
Goal: Increase household incomes and improve Quality of life	Reduced Poverty rates to 18%	The district poverty rate reduced to 18%	37%	18%
	Increased proportion of households that are food secure to 80%	% of households who are food secure	55%	80%
	Increased forest cover from 9.5%; to 18%	Percentage of forest cover	9.5%	18%
	Reduced percentage of households dependent on subsistence agriculture as a main source of livelihood by 35%	% of households engaging in commercial agriculture	95%	60%
Objectives				
1. Enhance value addition in Key Growth Opportunities 2. Strengthen private sector capacity to drive growth and create Jobs	Increased total market value of processed agricultural commodities (Maize, cotton cassava, Simsim, sunflower & ground nuts) to 823,500\$	Amount earned from processed maize, Cotton, Simsim, sunflower and groundnuts per annum	549,000	823,500
	Increased number of jobs created in agro-industry along the value chains to 5,000	Number of new jobs along the agro industrial value chains in the district.	900	5,000
	Reduction in the percentage of h/holds dependent on subsistence agriculture as a main source of livelihood from 95 percent to 60 percent	Percentage of Households depended on subsistence agriculture	95%	60%
	Increased annual tourism revenues to 200,000\$	Local revenue earning in \$ from Tourism	68,493\$	200,000\$
	Increased number of leisure and tourism facilities to 200	Number of leisure and tourism facilities	68	200
	Increased contribution of tourism to total employment to 1000 jobs	Number of persons employed in the tourism sector in the district	210	1,000
	Increased enterprises creation in Agriculture to 40%	Proportion of new enterprises created in Agricultural enterprises	25%	40%

	Increased growth in Agriculture to 6.6%	Increase in annual growth rate in the agricultural sector	1.8%	6.6%
	Reduced informal sector to 40%	Proportion of the informal sector in the district	75%	40%
	Increased value of commodities traded in external markets to 6,000,000\$	Increase in annual value of commodities in \$ traded in external markets from the district	1,000,000\$	6,000,000\$
	Increase the proportion of population accessing services online to 20 percent	%age increase proportion of people accessing services online	2%	20%
3. Consolidate and increase stock and quality of Productive Infrastructure	Provide 70 percent of government services online	Percentage increase of government services provided online	45%	70%
	Reduced average travel time (min per Km) in district roads to .75	Average travel time in minutes per km.	1.5	0.75
	Increased stock of transport infrastructure to 1,556 km	Stock of transport infrastructure in km	1,380.5	1,556
	Increased stock of tarmacked roads in the total urban road network to 28.2 Km	Stock of total tarmacked urban roads	13.2	28.2
	Increased proportion of surveyed land to 10%	Proportion of land applications approved and surveyed	1%	10%
		Number of approved Physical plans for existing and upcoming urban centers	0%	10
Proportion on the district planned on a landscape level		0%	80%	
4. Increase productivity and social wellbeing of population	Improved efficiency of daily solid waste collection	Frequency of solid waste collection in urban areas per Month	4	8
		Solid waste disposal sites identified, approved and gazette in at least 10 existing and upcoming urban centers in the district	00	10

Reduced share of biomass Energy used for cooking to 70%	Proportion of Households using biomass Energy for cooking	85%	70%
Increased share of clean energy used for cooking to 17%	Proportion of Households using Clean Energy for cooking	2%	17%
Increase the proportion of families, citizens and communities informed about national and community programs by 25%;	Proportion of families, citizens and communities in Kitgum informed about national and community programmes	70	95
Reduced gender gap index from 1.02 in 2019 to 0.5	Gender gap index in Kitgum district P/S	1.02	0.5
Increased access to safe water supply from 70% to 84% (rural) and 80% to 100% (urban);	Number of new water sources developed	1050	1250
	Number of point water sources rehabilitated per year	12	30
	Number of new Piped water schemes constructed	15	25
Increased proportion of labour force transitioning into gainful employment and enterprise development to 55%	Proportion of Labour force transiting into gainful employment and enterprise development	30%	55%
Increase water samples complying with national standards; - supplies/water collection point at 80%	Number of water sources tested per year	50	200
Increase the participation of families, communities and citizens in development initiatives by 82%;	Proportion of families, communities and citizens participating in development initiatives	65%	82%
Increased media coverage of district programmes to 95%	Increase in the number of national and local media services covering DLG programmes	70%	95%
Increased spirit of accountability and transparency	Number of mechanisms implemented for	36	36

		accountability and transparency in the district (LGPAC, Council, Land board and contract committee meetings)		
	Increased social cohesion and civic competence (participation in government programmes, values, social justice-equity, access, participation and rights, knowledge and skills-functional literacy);	Number of Functional Adult Literacy Centers in the district	40%	65%
	Increased uptake and/or utilization of public services (education, health, child protection etc.) at the community and district level	Increased net enrollment in Primary Schools to 27%	11%	27%
		Percentage uptake and/or utilization of Community based services in the district increased to 95%	70%	95%
	Increased average years of schooling from 7 to 11 years	Average number of years spent in school	7	11
	Increased learning adjusted years of schooling from 5 to 7 Years	Average number of adjusted years of schooling	5	7
	Reduced Under 5 mortality from 86/1000 live births to 40/1000	Under 5 Mortality in 1000 live births	86/1000	40/1000
	Reduced MMR from 95/100,000 to 70/100,000	MMR in 100,000 deliveries	95/100,000	70/100,000
	Reduced HIV/AIDS prevalence rate to 5.0%	Reduced HIV/AIDS prevalence rate	7.3%	5.0%
	Increased access to basic sanitation from 61% to 80%;	Pupils to Stance ratio in primary schools improved	60:1	45:1
		% of households with basic sanitation facilities	61%	81%
	Increased proportion of labour force transitioning into gainful employment and enterprise development from 75% to 100%	Increased proportion of labour force transitioning into gainful employment and enterprise	75%	100%
	Increased proportion of	Increased enrolment	150	1000

	labour force transitioning into gainful employment and enterprise development from 75% to 100%	in BTVET to 1000 students		
	Increased land area covered by forests from 7.1% to 15%;	% of land area under forest cover	7.1%	15%
	Increased land area covered by wetlands from 1% to 2%;	% of land area under wetland cover	1%	2%
	Increased accuracy and usage of meteorological information from 50% to 90%;	% increase in accuracy of dissemination and usage of meteorological information	50%	90%
	Reduce poverty rate in Kitgum from 37% to 18%.	The proportion of households living below the poverty line.	37%	18%
		Increase number of Private Education Institutions in Kitgum District	127	150
		Increased % age participation of women in infrastructure development to 33%.	28.3 %	33 %
5. Strengthen the role of the State in development	Increased water permit holders complying with permit conditions at the time of spot check	Increased proportion of point water source permit holders complying to conditions	0%	50%
	Increased rate of case disposal from 85% to 95%;	Percentage of case disposal within 1 month	85%	95%
	Achieve at-least 90% of the DDPIII targets	Increase % age of DDPIII targets achievement to 90%	65%	90%
	Increase the alignment between the Annual Budgets and the DDPIII from 60% to 100% at program level	Increase alignment of AWPB to the DDPIII to 100%	60%	100%

3.4 Adopted NDPIII Programmes and LGDP Programme Objectives

The table below presents the adapted/customized NDP III programmes and objectives

Table 3. 3: Adopted NDPIII Programmes and LGDP Programme Objectives

Programs	Adopted Programme Objectives
1. Agro-Industrialization	<ol style="list-style-type: none"> 1 Increase agricultural production and productivity 2 Improve post-harvest handling and storage 3 Improve agro processing and value addition 4 Increase market access and competitiveness of agricultural products in domestic and international markets 5 Increase mobilization and equitable access and utilization of agricultural finance 6 Strengthen the institutional coordination for improved service delivery
2. Tourism	<ol style="list-style-type: none"> 1. Promote domestic tourism; 2. Increase the stock and quality of tourism infrastructure 3. Improve, develop and diversify tourism products and services in the district 3 Develop a pool of skilled personnel along the tourism value chain.
3. Natural Resources, Environment, Climate Change, Land and Water Management.	<ol style="list-style-type: none"> 1 Ensure availability of adequate and reliable quality of freshwater resources for all users 2 Increase forest, tree and wetland coverage and restore and protect hilly and mountainous areas and rangelands 3 Maintain and/or restore a clean, healthy, and productive environment 4 Reduce climate change vulnerability and carbon footprint 5 Reduce human and economic loss from natural hazards and disasters 6 Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources.
4. Private sector Development	<ol style="list-style-type: none"> 1 Sustainably lower the costs of doing business 2 Promote local content in public programs 3 Strengthen the enabling environment and enforcement of standards 4 Strengthen the role of the local government in unlocking investment in strategic economic sectors 5 Strengthen the organizational and institutional capacity of the private sector to drive growth
5. Integrated Transport Infrastructure and Services	<ol style="list-style-type: none"> 1 Prioritize transport asset management 2 Promote integrated land use and transport planning 3 Improve transport interconnectivity in the district to promote intraregional trade and reduce poverty.
6. Sustainable Energy Development	<ol style="list-style-type: none"> 1 Increase adoption and use of clean energy 2 Promote utilization of energy efficient practices and technologies.
7. Digital Transformation	<ol style="list-style-type: none"> 1 Increase the District ICT infrastructure coverage; 2 Enhance usage of ICT in District development and service delivery;
8. Sustainable Urbanization and Housing	<ol style="list-style-type: none"> 1 Increase economic opportunities in urban areas 2 Promote green and inclusive urban areas 3 Strengthen urban policies, planning and finance 4 Leverage digital technologies for smart urban planning, management and governance.
9. Human Capital Development	<ol style="list-style-type: none"> 1 Improve the foundations for human capital development. 2 Produce appropriately knowledgeable, skilled, productive and ethical labour

Programs	Adopted Programme Objectives
	<p>force</p> <p>3 Improve population health, safety and management</p> <p>4 Reduce vulnerability and gender inequality along the lifecycle</p>
10. Community Mobilization and Mindset Change.	<p>1 Enhance effective mobilization of citizens, families, communities and citizens for development.</p> <p>2 Strengthen institutional capacity of local government and non-state actors for effective mobilization of communities.</p>
11. Governance and Security Programme	<p>1 Strengthen transparency, accountability and anti-corruption systems;</p> <p>2 Strengthen citizen participation in democratic processes;</p>
12. Mineral Development Programme	<p>1. Increase adoption and use of appropriate and affordable technology along the value chain;</p> <p>2. Increase investment in mining and value addition</p>
13. Public Sector Transformation	<p>1. Strengthen accountability for results across Government;</p> <p>2. Streamline Government structures and institutions for efficient and effective service delivery</p> <p>3. Strengthen strategic human resource management function of Government for improved service delivery;</p> <p>4. Deepen decentralization and citizen participation in local development; and</p> <p>5. Increase transparency and eliminate corruption in the delivery of services.</p>
14. Regional Development	<p>1. Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing);</p> <p>2. Close regional infrastructure gaps for exploitation of local economic potential;</p> <p>3. Strengthen and develop regional based value chains for LED;</p> <p>4. Strengthen the performance measurement and management frameworks for local leadership and public sector management</p>
15. Development Plan Implementation.	<p>1. Strengthen capacity for development planning</p> <p>2. Strengthen budgeting and resource mobilization</p> <p>3. Strengthen capacity for implementation to ensure a focus on results</p> <p>4. Strengthen coordination, monitoring and reporting frameworks and systems</p> <p>5. Strengthen the capacity of the District statistics system to generate data for District Development</p>

3.5 Summary of Adopted/Adapted Programmes, Objectives, Interventions, Results (Outcomes and outputs)

This section provides information on the adopted NDPIII Programmes and contributions to the attainment of the NDPIII and SDGs targets.

Table 3. 4: NDPIII Objective/LGDP Strategic Objective (s): Enhance Value addition in key growth opportunities

Adopted Programme: Agro- Industrialization			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Low agricultural productivity and production 2. Limited access to agricultural finance 3. Low uptake of new agricultural technologies 4. Poor coverage and conditions of agricultural infrastructure including power 5. Poor knowledge and skills to produce quantity and quality outputs/produce 6. Climate change 7. Limited availability and access to improved agricultural technologies 8. Inadequate extension services 9. Low capacity to add value to agricultural produce 10. Weak farmers organizations/ institutions 11. Poor road network in some rural communities remains a challenge to date. 12. Poor promotion and adoption of climate smart agriculture 13. Commercialization of agriculture without adherence to environment management standards 14. Traditional agriculture practices of indiscriminate tree cutting and bush burning during land clearance 15. Lack of diversification to agroforestry technologies. 			
Program outcomes and results:	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
i. Increased productivity in the agro-industrial value chain	Percentage increase in the agro-industrial value chain	USD 2,212 per worker per annum	USD 2,700 per worker per annum
ii. Increased total market value of processed agricultural commodities	Percentage increase in total market value of processed agricultural commodities	549,600\$	823,500\$
iii. Increased number of jobs created in agro-industry along the value chains	Number of jobs created in agro-industry along the value chains	900	5,000
iv. Reduced proportion of the households in the subsistence sector	Percentage reduction of households in the subsistence sector	78%	50%
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
1 Improve post-harvest handling and storage of agricultural products	<ul style="list-style-type: none"> ➤ Build farmer households' capacities to practice improved post-harvest handling and storage, agro-processing and value addition ➤ Establish demonstration sites on improved post-harvest handling practices ➤ Conduct exposure visits on Improve post-harvest handling, 		

	storage, agro-processing and value addition		
2 Increase agro-processing of selected products	<ul style="list-style-type: none"> ➤ Promotion of improved agricultural technologies (including climate smart farming practices & mechanization) through demonstrations, field days, training and exposure visits. ➤ Promote access and use of agricultural mechanization ➤ Strengthening dissemination and use of weather information for agricultural planning ➤ Promote access and use of water for agricultural production (irrigation schemes). ➤ Promote access and use of water for agricultural production (irrigation schemes). ➤ Increase tree cover in farming systems ➤ Integrate apiculture into forestry investments ➤ Integrate animal production into forestry to diversify income from the naturally existing woodlands and forests ➤ Manage areas of high value conservation to enhance agricultural production and productivity 		
3 Increase market access and competitiveness of agricultural products in domestic and international markets	<ul style="list-style-type: none"> ➤ Establishing market linkages between farmers (producers) and buyers, aggregators, exporters and processors ➤ Capacity building of farmers (producers) on contract farming, bulking and collective marketing ➤ Establishing and operationalizing warehouse receipting systems ➤ Establishment of multi-stakeholders' platforms for key agricultural commodities (sesame, Cassava, Sunflower) ➤ Improving agricultural market infrastructure in rural and urban areas 		
4 Increase the mobilization, equitable access and utilization of agricultural finance	<ul style="list-style-type: none"> ➤ Linking of farmers (producers) to financial institutions to access financial services ➤ Facilitate formation of farmers groups and cooperatives for savings mobilization ➤ Establish fully serviced agro-industrial parks/export processing zones to stimulate and expand agro-processing 		
5 Strengthen the institutional coordination for improved service delivery	<ul style="list-style-type: none"> ➤ Strengthening farmer institutions (producer groups) 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	Increased percentage of high value tree crops such as cashew nuts, shea nuts, etc.	Promoting selected high value tree crops	Kitgum DLG & Dev't partners

	from 1% to 5%		
Output 2	10 demos of a food forests established to increase household dietary diversity	Setting up demonstration of food trees	Kitgum DLG & Dev't partners
Output 3	10,000 sesame, maize, cotton, dairy and cassava farmers provided with improved seeds/breeds/ planting materials.	Provision of agricultural inputs to farmers	Kitgum DLG & Dev't partners
Output 4	776 demos of new Agric technologies established	Promoting uptake of new agricultural technologies	Kitgum DLG & Dev't partners
Output 5	27 Agric extension workers recruited to enhance farmers' access to extension services	Recruiting agricultural extension workers in all the LLGs	Kitgum DLG & Dev't partners
Output 6	10,000 farmers trained in postharvest handling/value addition techniques	Training of farmers on PHH/VA techniques	Kitgum DLG & Dev't partners
Output 7	10,000 farmers provided with market information	Provision of market information	Kitgum DLG & Dev't partners
Output 8	25 farmer SACCOs formed for collective marketing	Formation and registration of 25 farmer SACCOs	Kitgum DLG & Dev't partners
Output 9	10,000 farmers mobilized and sensitized to access and utilize Agric micro credits	Mobilization of farmers to access Agric micro credits	Kitgum DLG & Dev't partners
Project 1:	Agricultural Technology Promotion	Promotion of modern agricultural technologies including establishment of small irrigation facilities	Kitgum DLG & Dev't partners
Project 2:	Market infrastructure improvement	Construction of Livestock market in Labongo Akwang Sub County and Establishments of market	Kitgum DLG & Dev't partners

		infrastructures in urban growing centers	
Likely implementation risks		<ul style="list-style-type: none"> ➤ Unreliability and inaccuracy of weather information generated ➤ Misinterpretation and non-use of the weather data ➤ Uncooperative community members during land acquisition ➤ Lack of interest by farmers to diversify to medium- and long-term investments ➤ Low adoption of post-harvest handling and value addition technologies ➤ Likelihood of limited participation by women. Youth and small-scale farmers ➤ Non-sustainability ➤ Nonuse of the facilities due to poor designs ➤ Product mismatch with farmers needs ➤ Product may not take account of seasonality of agricultural activities ➤ High standards/requirements for accessing finance ➤ Nonuse of the industrial parks (white elephants) 	
Mitigation measures		<ul style="list-style-type: none"> ➤ Improving the reliability and accuracy of weather information ➤ Capacity building of extension staffs on interpretation of weather information ➤ Sensitization of the farmers and mindset set change ➤ Training and sensitization of farmers on the new technologies ➤ Exploitation of farmers (producers) by middle men ➤ Establishment of multi-stakeholder platforms ➤ Ensure that specifically, women, youth and small-scale farmers are targeted ➤ Capacity building to ensure sustainability ➤ Ensuring consultation of users during market design ➤ Conduct need assessment to match farmers needs and finance ➤ Designing of farmer friendly financial products ➤ Use of the PPP arrangement in the establishment and operation of the industrial parks 	

Table 3. 5: Human Resource Requirements to fully implement the Agro-Industrialization Programme

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Agro-Industrialization	<i>Management and Coordination</i>	District Production Officer	0	1
	Agri-business and leadership development	Principal Agricultural Officer	0	1
		Principal Veterinary Officer	0	1
		Principal Fisheries Officer	0	1
		Principal Entomologist	0	1
	Mechanization and irrigation	Senior Agricultural Engineer (Water for Production)	0	1
	Production and technology promotion and dissemination	Senior Agricultural Engineer (Water for Production)	0	1
		Senior Agricultural Officer	1	0
		Senior Veterinary Officer	1	0
		Senior Fisheries Officer	1	0
		Senior Entomologist	0	1
		Animal Husbandry Officer	0	1
	Pests/ parasites and diseases control	Vermin Control Officer	0	1
		Laboratory Technician	0	1
		Laboratory Attendant	0	1
	Store/logistics/ inventory management	Assistant Inventory Management Officer	0	1
	Extension Services	Agricultural Officer	6	10
		Fisheries Officer	4	12
		Veterinary Officer	0	16
		Assistant Animal Husbandry Officer	5	11
Assistant Agricultural Officer		3	13	
Assistant Fisheries Development Officer		1	15	

Table 3. 6: NDPIII Objective/LGDP Strategic Objective (s): Enhance the productivity and social wellbeing of the population

Adopted Programme: Water, Climate Change and Environmental management			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Inadequate Access to Safe water 2. Decreasing tree cover due to indiscriminate tree felling for fuel wood and construction needs 3. Decreasing forest cover on private woodlands and decreasing wetland areas 4. High costs of investment in tree plantation establishment and management 5. Increasing land temperatures to increased emission of greenhouse gases 6. Increased frequency, intensity of occurrence of climate related hazards and disasters 7. Increased degradation of fragile ecosystems due poor land use 8. Lack of adherence to environment mitigation measures for most of the capital development projects 9. High proportion of the population vulnerable to climate change 10. Poor solid waste disposal 			
Program outcomes and results:	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increase access to safe water	Increased access to safe water supply from 70% to 85% (rural) and 74% to 100% (urban);	70% Rural 74% Urban	85% 100%
Increased forest, tree and wetland coverage in the district	Percentage increase in forest and wetland coverage in the district	9.5%	18%
Increased efficiency in solid waste management in the district	Number of solid waste treatment sites approved and developed	1	10
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Increase Safe water access in Kitgum district	<ul style="list-style-type: none"> ➤ Development of new water sources and rehabilitation of the existing facilities. ➤ Capacity building for water user committees and hand pump mechanics 		
Increase forest, tree and wetland coverage in the district	<ul style="list-style-type: none"> ➤ Casketing the District Environment and natural resources ordinance and enactment of bylaws ➤ Conservation and restoration of natural resources 		
Maintain and/or restore a clean, healthy, and productive environment	<ul style="list-style-type: none"> ➤ Installation of waste collection skips and increasing the frequency of waste collection ➤ Waste management in urban and rural growth centers improved 		
Reduce climate change vulnerability and carbon footprint	<ul style="list-style-type: none"> ➤ Screening all projects for potential Environment Impacts ➤ Develop a district natural hazards and risk assessment map for potential hazards and disasters. 		
Increase incomes and employment through sustainable use and	<ul style="list-style-type: none"> ➤ Engagement of the community in tree farming business ➤ Establish five kilns for commercial production and packaging of charcoal produced from sustainably managed charcoal farms 		

value addition to water, forests and other natural resources			
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	200 New boreholes constructed in all 9 sub counties of Kitgum District.	Deep bore hole drilling	DWO and Development partners
Output 2	10 new pipe water schemes constructed in 10 rural communities	Construction of pipe water schemes	DWO and Development partners
Output 3	150-point water sources rehabilitated	Rehabilitation of water sources	DWO and Development partners
Output 4	5 valley dams rehabilitated in 5 sub-counties of Kitgum District	Rehabilitation and construction of valley dams	DWO, District Production department and Development partners
Output 5	1000 water sources monitored and tested to ensure quality	Establishing sub county water board and strengthening the sub county hand pump mechanic association	DWO and Development partners
Output 6	200 water user committee established and trained on Operation & maintenance	All dormant water committee and hand pump mechanic revitalized and trained on operation and maintenance, financial management and record keeping	DWO, Community dev't departments and Development partners
Output 7	25 community hand pump mechanics trained on basic borehole maintenance skills.	Provision of 5 set of hand pump tools in all sub county in the district	DWO and Development partners
Output 8	Increased forest cover by 15%	Promotion of tree planting on private and public land and restoration of degraded wetlands	Natural Resources department and development partners
Output 9	Increased degraded wetland restoration to 15%	Profile and inventory of the degraded wetlands and status of degradation	Natural Resources department and development partners

		Train communities on how to sustainably utilize wetlands	
Output 10	District Environment Action plan and District State of Environment report developed	Production of district state of environment report	Natural Resources department and development partners
Output 11	9 landfill site established	Solid waste in urban centers collected 8 times in a month	Natural Resources department and development partners
Output 12	Increase the screening of projects for Environment Impact assessments from 50% to 100%	Carrying out project screening for all development projects.	Natural Resources department and development partners
Output 13	At least 5 degraded micro catchments restored	Restoration of degraded micro catchments sites	Natural Resources department and development partners
Output 14	60Ha woodlots established as cover crops and mulch to reduce soil erosion	Establishment of woodlots in the community	Natural Resources department and development partners
Output 15	250Ha plantations established on land outside forest reserves for Carbon sequestration	Establishment of tree plantations.	Natural Resources department and development partners
Output 16	200Ha of forest plantations established on private land as sustainable charcoal farms and wood products for income	Establishment of forest plantations for wood and charcoal production.	Natural Resources department and development partners
Output 17	5 Private nurseries producing high quality tree seedlings for tree plantation programs promoted	Provision of supports to private tree nurseries	Natural Resources department and development partners
Project 1:	Restoration of at least 5 degraded micro catchments.	Restoration of degraded micro catchments sites	Natural Resources department and development partners
Project 2:	Rural water solar power supply	Establishment of solar power pipe water systems	DWO and Development partners
Project 3:	Forest plantations for carbon sequestration	Establishment of tree plantations for carbon sequestration	Natural Resources department and development partners
Project 4:	Investment in plantation	Promotion of tree	Natural resource Dep't,

	forestry to supply high quality forestry products	growing in the district	TILED department and development partners
Likely implementation risks	Ground water quantity and quality may compromise the achievement of the objective Difficulties in identification of trainable community volunteers Poor community mindset on utilization and conservation of natural resources Land conflicts		
Mitigation measures	Regular review of ground water maps and utilization of the maps during hydrological investigations Sensitization of communities during community need assessment and village advocacy meetings Awareness creation, issue certificates of private ownership of forests		

Table 3. 7: Human Resource Requirements to fully implement the Water, Climate Change and Environmental management

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Water, Climate Change and Environmental management	Natural Resources	District Natural Resources Officer	0	1
		Environment Officer	0	1
		Forest guard	0	1
	Water	Engineering assistant (Water)	0	1
		Pump Mechanic	0	1

Table 3. 8: NDPIII Objective/LGDP Strategic Objective (s): Enhance the productivity and social wellbeing of the population

Adopted Programme: Human Capital Development			
Development Challenges/Issues:			
<ol style="list-style-type: none"> 1. Lack of appropriate knowledge, skilled, attitude and values, High dependency level, low institutional capacity 2. High turnover of health workers. 3. Frequent shortage of medicines. 4. Poor Community attitudes toward health seeking behavior 5. Lack safe water for learners, Loss of learning time for learners, Poor hygiene and sanitation 6. High mortality rate 7. Frequent outbreak of Epidemics and Pandemics. 8. Low staffing level 			
Program outcomes and results:	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increased proportion of	Proportion of youths	35%	55%

labour force transitioning into gainful employment and enterprise development to 55%	and adults in gainful employment		
Reduced gender gap index from 1.02 in 2019 to 0.5	Proportion of gender index gap in the district	1.02%	0.5%
Reduced Under 5 mortality from 68/1000 live births to 40/1000	Under 5 mortality rate in the District	68/1000	40/1000
Reduced HIV/AIDS prevalence rate to 5.0%	Percentage reduction on HIV/AIDS prevalence	7.3%	5.0%
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
To improve population health, safety and management	<ul style="list-style-type: none"> ➤ Improve functionality (staffing and Equipment) of health facilities at all levels within the district. ➤ Early referral ➤ Community dialogues and sensitizations. ➤ Quarterly support supervision to lower health facilities. ➤ Quarterly review meetings. ➤ Conducting community outreach. ➤ Strengthening the IDSR ➤ Increase access to family planning ➤ Increased access to HIV/AIDS care and treatment services. ➤ Supply of furniture to primary schools ➤ Increase access to safe water and sanitation and hygiene (WASH) ➤ Improving Immunization Coverage ➤ Increase Health facility deliveries. ➤ Quarterly support supervision to lower health facilities ➤ Supply of Medicines and equipment to lower health facilities ➤ Embracing School feeding program in all primary schools 		
To improve the foundations for human capital development;	<ul style="list-style-type: none"> ➤ Construction and rehabilitation of classrooms in primary schools. ➤ Construction of drainable pit latrines in primary schools. ➤ Construction of staff houses in primary schools. ➤ Recruitment of Primary school teachers 		
Reduce vulnerability and gender inequality along the lifecycle	<ul style="list-style-type: none"> ➤ Promotion of social protection and support services to adolescents in Primary schools ➤ Promotion of child rights and protection. ➤ Distribution of Sanitary towels to all adolescent girls in primary schools ➤ Formation of Life skills clubs in all primary schools ➤ Training of Senior woman teachers in child protection ➤ Community members mobilized and sensitized on child rights and protection 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	117 health workers recruited and posted to	Recruitment of health workers	KDLG/DSC

	23 government health facilities		
Output 2	50 classrooms constructed in primary schools	Construction of classrooms	KDLG and development partners
Output 3	200 classrooms rehabilitated in primary schools	Rehabilitation of classrooms	KDLG and development partners
Output 4	Supply of 1000 desks to primary schools	Supply of desks	KDLG and development partners
Output 5	50 units of staff houses constructed in primary schools	Construction of staff houses	KDLG and development partners
Output 6	455 stances of drainable latrines constructed in primary schools	Construction of latrines	KDLG and development partners
Output 7	200 Primary school teachers recruited	Recruitment of teachers	KDLG/DSC
Output 8	65 boreholes drilled at primary schools	Drilling of boreholes	KDLG and development partners
Output 9	91 Hand washing facilities installed in all schools	Installation of hand washing facilities	KDLG and development partners
Output 10	OPD and Wards Constructed in the health facilities	Construction of OPD and wards	KDLG and development partners
Output 11	5 block of staff accommodation constructed	Construction of staff houses at health facilities	KDLG and development partners
Output 12	Placenta pit and Incinerator constructed in health facilities	Construction of incinerators	KDLG and development partners
Output 13	Fencing Health facilities.	Fencing of health facilities	KDLG and development partners
Output 14	Increased PCV3 Coverage from 75% to 90%.	Orientation of health workers on the administration of vaccines to children and mothers	KDLG and development partners
Output 15	Increasing the health facility deliveries in the hand of qualified health workers from 75% to 85%.	Creating easy access to health facilities for deliveries	KDLG and development partners
Output 16	Reduced Teen age pregnancy from 32% to 16%		KDLG and development partners
Project 1:	Improving health	Construction of OPDs	KDLG, MOH and

	service delivery in Kitgum	and Wards	development partners
		Construction of Staff houses for health workers	KDLG, MOH and development partners
		Construction of Placenta pits and incinerators in health facilities	KDLG, MOH and development partners
		Fencing of facilities	KDLG, MOH and development partners
Project 2:	Improving quality of Education service delivery in Kitgum	Construction of 50 classrooms	KDLG, and development partners
		Rehabilitation of 200 classrooms	KDLG, and development partners
		Construction of 50 units of staff houses	KDLG, and development partners
		Supply of desks to primary schools	KDLG and development partners
Likely implementation risks	<ul style="list-style-type: none"> ➤ Frequent outbreak of Epidemics and Pandemics. ➤ Site effect of family planning. ➤ Cultural values against family planning ➤ Environmental degradation due to clearing sites for construction 		
Mitigation measures	<ul style="list-style-type: none"> ➤ Strengthening referral network. ➤ Community Sensitization. ➤ Community dialogue ➤ Shift from one family planning commodity to another in case of site effect. ➤ Tree planting. 		

Table 3. 9: Human Resource Requirements to fully implement the Human Capital Development

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Human Capital Development	<i>Health sector</i>	District Health Officer	0	1
		Senior Medical Officers	1	1
		Principal medical officer	0	1
		Dental surgeon	0	1
		Senior Health Educator	0	1
		Midwives	50	6
		Nurses	59	26

		Laboratory technicians	10	1
	Education	District Education Officer	0	1
		Sports Officer	0	1
		Education Officer (Special Needs)	0	1
		Head teachers P/S	51	40
		Deputy head teachers	28	63
		Education Assistant	900	110

Table 3. 10: NDPIII Objective/LGDP Strategic Objective (s): Strengthen the private sector to create jobs

Adopted Programme: Private Sector Development			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Disunited private sector who cannot lobby for and advantage of existing investment opportunities. 2. Lack of an organized private sector in environment and natural resources investments 3. Land conflicts 			
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Strengthen the enabling environment and enforcement of standards	<ul style="list-style-type: none"> ➤ Promotion of Private education institutions ➤ Promotion of Private health institutions in the District 		
Strengthen the organizational and institutional capacity of the private sector to drive growth.	<ul style="list-style-type: none"> ➤ Promote PPP in the development of eco-tourism in the district ➤ Establishment of an eco-lodge in the district ➤ Formation and registration of cooperative societies 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	An eco-lodge established in the district using a Public Private Partnership approach.	Creating more business opportunities in the community.	KDLG and Development partners
Output 2	Establish eco-tourism sites in at least 30% of the potential sites.	Mapping out inventory and establishing eco-tourism sites in at least 30% of the potential sites using local content through a private public partnership.	KDLG and Development partners
Output 3	Establish and register at least 5 associations,	Formation and registration of	KDLG and Development partners

	cooperative societies to strengthen private sector actors in the areas environment and natural resources management	cooperative societies	
Likely implementation risks	Land conflicts		
Mitigation measures	Awareness creation of the potential benefits, benefit sharing arrangement with the community.		

Table 3. 11: Human Resource Requirements to fully implement the Private Sector Development

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Private Sector Development	Trade Industry and Local Economic Development	District Commercial Officer	0	1

Table 3. 12: NDPIII Objective/LGDP Strategic Objective (s): Consolidate and increase the stock and quality of productive infrastructure

Adopted Programme: Integrated Transport Infrastructure and Services			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Unpredictable weather due to climate change 2. Inadequate funding. 3. Lack of will by land owners to allow for road construction and drainage structures 4. Poor usage of roads especially by farmers 5. Low participation of women in road maintenance 6. Low participation of women in road maintenance 			
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Increase transport interconnectivity in Kitgum to promote agriculture and trade to reduce poverty	<ul style="list-style-type: none"> ➤ Maintaining the existing District roads routinely, ➤ Periodically, upgrading CARs to District roads and ➤ Low-cost sealing of roads ➤ Promote integrated land use and transport planning ➤ Increase transport interconnectivity in the in Kitgum to promote Agriculture and trade to reduce poverty 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	175.5 km CARs Rehabilitation/constructed	Rehabilitation and Construction of CARs	KDLG and Development partners
Output 2	1380.5 km of District and CARs maintained	Maintaining the existing District and CARs	KDLG and Development partners
Output 3	10 km of roads improved through Low-cost sealing	Carrying out routine maintenance of District	KDLG and Development partners

		and CARs	
Project 1:	Rehabilitation and construction of 175.5 Km of roads	Rehabilitation and Construction of CARs	KDLG and Development partners
Project 2:	Routine maintenance of 1,380.5 km of District and CARs	Maintaining the existing District and CARs	KDLG and Development partners
Project 3:	Low-cost sealing of 10 km of roads in the district	Improving standard of critical roads in the District	KDLG and Development partners
Likely implementation risks	<ul style="list-style-type: none"> ➤ Inadequate funding ➤ Blocking proposed roads works by land owner ➤ Low participation of women in road maintenance 		
Mitigation measures	<ul style="list-style-type: none"> ➤ Community sensitization ➤ Lobbying for financial support 		

Table 3. 13: Human Resource Requirements to fully implement the Integrated Transport Infrastructure and Services

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Integrated Transport Infrastructure and Services	Works	District Engineer	0	1
		Assistant Engineering Officer	0	1
		Plant operators	2	2
		Plant/Machine attendants	0	4
		Drivers	3	1

Table 3. 14: NDPIII Objective/LGDP Strategic Objective (s): Enhance the productivity and social wellbeing of the population

Adopted Programme: <i>Community Mobilization and Mindset Change</i>			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Reduced participation of families, citizens, and community in development initiatives 2. Increased rate of Gender Based Violence in the District 3. Low participation of vulnerable individuals in decision making development programs (PWDs, Elderly, Children, Women and youth) 4. Low level of social cohesion and civic competence (rights, knowledge/skills, literacy) 5. Low level of participation of Cultural and Religious institutions in development programs. 6. Increase level of violence against women, and Children and harmful practices 			
Program outcomes and results:	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increased participation of families, citizen and community in development initiatives	Proportion of families, communities and citizens participating in development initiatives	65%	82%
Increased participation of	Proportion of vulnerable	55%	80%

vulnerable individuals in decision making and development programs	individuals participating in decision making and development programs		
Reduced Gender Based Violence in the District	Percentage reduction of families experiencing Gender Based Violence	50%	25%
Increased participation of Cultural and Religious Institutions in development programs	Proportion of Cultural and Religious Institutions participating in development programs	55%	80%
Increased psychosocial support to survivors of violence on women, children and harmful practices from	Proportion of survivors of violence receiving psychosocial supports.	60%	85%
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
To increase the participation of families, citizen and community in development initiatives.	<ul style="list-style-type: none"> ➤ Strengthen community awareness for self-help income generating initiatives. ➤ Support self-help groups with soft loans. 		
To reduce the level of Gender Based Violence in the District.	<ul style="list-style-type: none"> ➤ Strengthen stakeholder's engagements in reducing Gender Based Violence in the District. ➤ Stakeholders dialogue meetings and awareness creation on GBV 		
To increase the participation of vulnerable individuals in decision making and development programs.	<ul style="list-style-type: none"> ➤ Support to vulnerable individuals engaged in income generating initiatives. ➤ Support to vulnerable groups with government grants/ soft loans 		
To consolidate social cohesion and civic competence (rights, knowledge/skills, literacy)	<ul style="list-style-type: none"> ➤ Strengthen functional Adult Literacy sessions in the District 		
To increase participation of the Cultural and Religious institutions in development programs.	<ul style="list-style-type: none"> ➤ Strengthen the capacity of Cultural and Religious institutions in income generating activities in the District. 		
To increase psychosocial support to survivors of violence on women, children and harmful practices.	<ul style="list-style-type: none"> ➤ Strengthen psychosocial support to survivors of violence on women, children and harmful practices. 		
Enhance effective mobilization of families, communities and citizens	<ul style="list-style-type: none"> ➤ Community mobilization and sensitization to send and keep children in school. ➤ Expansion and establishment of more education institutions 		

for national development			
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	500 self-help groups registered for income generating activities,	Provision of IGAs supports to self-help groups	KDLG and Development partners
Output 2	3000 households are engaged in entrepreneurship initiatives,	Providing entrepreneurial skills to SMEs	KDLG and Development partners
Output 3	4000 citizens supported with loans from financial institutions,	Linking communities to Emiyoga and other financial supports	KDLG and Development partners
Output 4	100 dialogue meetings conducted in all the parishes	Conducting community awareness meetings	KDLG and Development partners
Output 5	20 stakeholder's coordination meetings conducted in the district,	Conducting protection sector stakeholders meetings in the district	KDLG and Development partners
Output 6	68 Functional Adult Literacy classes operational in the District,	Promotion of FAL classes	KDLG and Development partners
Output 7	2000 survivors of violence provided with psychosocial support.	Provision of psychosocial supports to survivors of violence	KDLG and Development partners
Likely implementation risks	<ul style="list-style-type: none"> ➤ Inability to repay loans, natural calamities like weather for agro business. ➤ Cultural rigidity by some community, misconception of gender issues. ➤ Land conflict as a result of demand for more land for expansion of education institutions 		
Mitigation measures	<ul style="list-style-type: none"> ➤ Trainings, enforcement of bye-laws ➤ Support supervision; follow up, enforcement of laws. ➤ Awareness creation, lobbying for support, ➤ Community mobilization and sensitization to minimize land conflicts among communities 		

Table 3. 15: Human Resource Requirements to fully implement the Community Mobilization and Mindset Change

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
<i>Community Mobilization and Mindset Change</i>	Community Based Services	Probation and Social Welfare Officer	0	1
		CDOs	9	13

Table 3. 16: NDPIII Objective/LGDP Strategic Objective (s): Enhance value addition in key growth opportunities

Adopted Programme: <i>Tourism Development</i>			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Diseases outbreak like Cocid-19 Pandemic 2. Unpredictable weather conditions 3. Hostile communities 4. Poor access roads in some communities 5. Attitude of some stakeholders on tourism 6. Skill requirement in the sector is still a challenge 7. Limited publications and profile of the sector 8. Population growth is a challenge to the existing flora and fauna 9. Quality and the required national and international standards still remain a challenge 10. Un stable foreign exchange (dollars versus UGX) 11. Unclear plan to aid the sector growth in the district 			
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Increase the stock and quality of tourism infrastructure;	<ul style="list-style-type: none"> ➤ Support the development and/or upgrade of accommodation and conference facilities of all types and sizes as well as leisure attractions and facilities (including, restaurants, bars and cafes). ➤ Promote PPP in the development of eco-tourism in the district ➤ Build and popularize an ECO tourism center in Orom Sub county ➤ Lobby for the Construction of St. Janani Lowum Monument and putting a permanent pavilion ➤ Lobby for the Construction of a Museum, Crafts Markets/shops and Local Information center behind RLP at the district HQ. 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	ECO tourism centers built in Orom and Mucwini Sub Counties	Establishment of an ECO tourism center in Orom and Mucwini	KDLG, Ministry of Tourism, DPs
Output 2	St. Janani Loum memorial site developed	Lobbying and the development of St. Janani Loum memorial site	KDLG, Dioceses of Kitgum, Ministry of Tourism, DPs
Output 3	Acholi cultural heritage revived	Revival of the great Acholi Cultural Heritage	KDLG, Ministry of Tourism, DPs, Acholi Cultural Leaders (KKA).
Project 1	Developing St. Janani Lowum Memorial Site	Lobbying and the development of St.	KDLG, Dioceses of Kitgum, Ministry of

		Janani Loum memorial site	Tourism, DPs
Project 2	Construction of the District Museum	Lobbying and Construction of the District Museum	KDLG, Ministry of Tourism, DPs
Project 3	Revival of the great Acholi Cultural Heritage	Revival of the great Acholi Cultural Heritage	KDLG, Ministry of Tourism, DPs, Acholi Cultural Leaders.
Likely implementation risks	Limited cooperation from key players Land conflicts		
Mitigation measures	<ul style="list-style-type: none"> ➤ Lobbying for support key players ➤ Provision of appropriate trainings to the sector players ➤ Awareness creation of the potential benefits, benefit sharing arrangement with the community. 		

Table 3. 17: Human Resource Requirements to fully implement the Tourism Development

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
<i>Tourism Development</i>	Tourism	Tourism Officer	0	1
		Wild life Officer	0	1
		Conservation Officer	0	1

Table 3. 18: NDPIII Objective/LGDP Strategic Objective (s): Enhancing Value addition in Key Growth Opportunities

Adopted Programme: Sustainable Urban Development	
Development Challenges/Issue:	
<ol style="list-style-type: none"> 1. Insecure Customary Land Tenure system in the district 2. Encroachment on government land 3. Lack of land for upcoming developments 4. Surveyed and untitled government land 5. Lack of physical planning and land use regulations 6. Lack of updated digital maps to enhance systematic land use planning 7. Ungazetted solid waste disposal sites 8. Lack of solid waste management strategies 	
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs
Enhance economic opportunities in urban areas	<ul style="list-style-type: none"> ➤ Support establishment of labour intensive industries, services and projects for employment creation ➤ To promote learning in accredited institutions that offer certified skilling, entrepreneurship and incubation development ➤ Promote land consolidation, titling and banking ➤ Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generations

Promote urban housing market	<ul style="list-style-type: none"> ➤ Develop, promote and enforce building standards ➤ Address infrastructure in slums and undertake slum upgrading ➤ Design and build inclusive housing units for government workers especially (teachers, health workers and extension staff and or low income earners) ➤ Promote sustainable housing materials and implement a low costing housing Programme 		
Promote green and inclusive urban areas	<ul style="list-style-type: none"> ➤ Conserve and restore urban natural resource assets ➤ Undertake waste to resource projects which promote a circular economy ➤ Develop, green buildings and building standard and promote energy efficient housing ➤ Increase urban resilience by mitigating against accidents and floods ➤ Develop and protect green belts ➤ Establish and develop public open spaces 		
Strengthen urban policies, governance, planning and finance	<ul style="list-style-type: none"> ➤ Review, develop and enforce urban development policies, laws regulations, standards and guidelines ➤ Implement participatory and all inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance framework ➤ Establishment of solid waste management plants in the urban areas ➤ The capacities of the land administration structures in both DLG and LLGs are enhanced. ➤ Increase the proportion of tarmacked roads in the total urban road network ➤ Scale up the physical planning and urban management information system 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	10 District land titled	Titling of Government land in the District	KDLG
Project 1:	10 Government land in the District Surveyed and titled	Surveying and titling of public lands in the District	KDLG
Likely implementation risks	<ul style="list-style-type: none"> -Land conflicts/disputes -Inadequacy of funds -Inadequate capacities 		
Mitigation measures	<ul style="list-style-type: none"> -Use of Alternative Dispute Resolution (ADR) mechanisms -Lobbying and advocacy from development partners -Capacity building on land rights, land registration, environment etc. 		

Table 3. 19: Human Resource Requirements to fully implement the Sustainable Urban Development

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Sustainable Urban Development	<i>Physical Planning</i>	Physical Planner	0	1
		Staff Surveyor	0	1

Table 3. 20: NDPIII Objective/LGDP Strategic Objective (s): Enhancing Value addition in Key Growth Opportunities

Adopted Programme: Digital transformation			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Low ICT services provided and used within the LG 2. Limited or unreliable supply of electricity 3. Internet services are limited and reliable 4. Limited ICT materials like smart phones, computers and accessories 5. Limited skills in ICT 6. No or limited funding 			
Program outcomes and results.	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increased number of ICT penetration and usage in the District	Proportion of population using internet services	25%	50%
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Enhance usage of ICT in district development;	<ul style="list-style-type: none"> ➤ Promote the rollout of e-Services through developing data sharing and integration platform in the District and the LLGs. ➤ Providing ICT skills training to the District Local Government and Lower Local Governments 		
Increase the district ICT infrastructure coverage;	<ul style="list-style-type: none"> ➤ Establish ICT infrastructure in the district ➤ Leverage the existing Government infrastructure to deliver public and private services 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	80 percent of government services provided online.	Provide 80 percent of government services online.	KDLG, MFPeD, Ministry of Public Service, MoLG, MoICT&NG, UCC, Communication service providers
Likely implementation risks	<ul style="list-style-type: none"> -Limited infrastructure and equipment -Limited human resource -No or limited funding 		
Mitigation measures	<ul style="list-style-type: none"> -Provision of ICT infrastructure -Provision of funding 		

Table 3. 21: Human Resource Requirements to fully implement the Digital transformation

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Digital Transformation		Senior IT Officer	0	1

Table 3. 22: NDPIII Objective/LGDP Strategic Objective (s): Enhance value addition in key growth opportunities

Adopted Programme: Energy Development			
Development Challenges/Issue:			
Program outcomes and results	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Reduced share of biomass energy used for cooking from 90 percent in FY2019/20 to 50 percent in 2024/25	Number of households using alternative and efficient cooking technologies	90%	50%
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Promote utilization of energy efficient practices and technologies	<ul style="list-style-type: none"> ➤ Promote uptake of alternative and efficient cooking technologies (electric cooking, domestic and institutional biogas and LPG, etc) ➤ Promote at least five Private nurseries producing high quality tree seedlings for tree plantation programs 		
Increase adoption and use of clean energy	<ul style="list-style-type: none"> ➤ Promote use of new renewable energy solutions (solar water heating, solar drying, solar cookers, wind water pumping solutions, solar water pumping solutions) 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	100Ha of forest plantations established on private land as sustainable charcoal farms	Establishing 100Ha of forest plantations on private land as sustainable charcoal farms	KDLG, MEMD,CSOs and DPs
Output 2	15,000 energy saving stoves Constructed at households levels	Construction of energy saving stoves at households levels	KDLG, MEMD,CSOs and DPs
Project 1:	Charcoal farming	Promotion of sustainable charcoal production	KDLG, MEMD,CSOs and DPs
Project 2:	Energy Saving stoves construction	Building capacities of local artisans to construct energy saving stoves in the community	KDLG, MEMD,CSOs and DPs
Likely implementation risks	Low adoption, Fast growing tree species not available Seed orchards not available		
Mitigation measures	Demonstrations, trial plots for recommended tree species Establish seed orchards for recommended species.		

Table 3. 23: NDPIII Objective/LGDP Strategic Objective (s): Strengthen the role of the state in guiding and facilitating development

Adopted Programme: Governance and Security Programme			
Development Challenges/Issue:			
<ul style="list-style-type: none"> ➤ Weak adherence to the rule of law and existence of internal and external security 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 high level of corruption 			
Adapted/Adopted Program Objectives		Adapted/Adopted Interventions and Outputs	
Strengthen transparency and accountability		<ul style="list-style-type: none"> ➤ Strengthen the oversight role of Local Government Council and Statutory bodies ➤ LGPAC members empowered to carrying out their roles independently to ensure adherence to Public and Finance management act. ➤ District Councilors trained on oversight and representation roles, empower leaders to participate in community mobilization ➤ District land Board members empowered to create awareness on land matters and mobilize the community on land registration and land utilization. ➤ District service commission empowered to recruit staff ➤ Strengthen and enforce compliance to accountability rules and regulations ➤ Strengthen District Councils / lower councils to enact Ordinances / bye laws in the community, Promotion of Public Barajas / accountability meetings and radio talk shows at community levels ➤ LGPAC strengthened to promote public accountability and assurance of service delivery ➤ District Land Board strengthened to promote land awareness, land registration and land utilization. ➤ Strengthen existing laws, ordinances / bye laws to ensure compliance. 	
Strengthen citizen participation and engagement in democratic processes		<ul style="list-style-type: none"> ➤ Strengthen democracy and electoral processes through increasing participation of the population (including vulnerable persons) in civic activities ➤ Strengthen the representative role of MPs, Local Government councilors and the Public 	
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	5 Public Barajas conducted in all the LLGs	Carrying out public Barajas in all the LLGs once in a year	KDLG and DPs
Output 2	20 radio talk shows conducted on local FMs to disseminate budgets, development plan and feedback on implementation	Provision of feedback to the community through local radios on quarterly basis	KDLG and DPs
Output 3	10 administrative offices established in the newly created LLGs	Establishment of new administrative units	KDLG, MoLG, MFPeD
Output 4	40 Units of Staff house	Construction of staff	KDLG and DPs

	established in the newly created LLGs	houses in the newly established LLGs	
Output 5	19 Motorcycles procured for the LLGs	Procurement of motorcycles	KDLG and DPs
Project 1	Furnishing of the District Council Hall	Supply of furniture	KDLG and DPs
Project 2	Construction of administrative Offices in the newly created LLGs	Lobbying and prioritizing for construction of administrative offices	KDLG and DPs
Project 3	Construction of staff accommodations in the newly created LLGs	Lobbying and prioritizing for construction of staff accommodations	KDLG and DPs
Project 4	Procurement of a council van	Lobbying and prioritizing for procurement of council van	KDLG and DPs
Project 5	Procurement of Motorcycles for all the LLGs	Lobbying and prioritizing for procurement of motorcycle	KDLG and DPs
Likely implementation risks	<ol style="list-style-type: none"> 1. Bureaucracy, uncontrolled population growth rate and knowledge gap among leaders 2. Information gap, bureaucracy, inadequate participation of community in planning meetings for public works. 3. Inadequate financial resources to undertake the planned interventions and outputs 		
Mitigation measures	<ol style="list-style-type: none"> 1. Sensitization, involvement of leaders and community in planning meetings for public works 2. Appropriate allocation of the DDEG by both HLG and the LLGs, Lobbying for supports from partners 		

Table 3. 24: Human Resource Requirements to fully implement the Governance and Security Programme

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
<i>Governance and Security Programme</i>	Administration	Senior Records Officer	0	1
		Town clerks	0	2
		Senior Assistant Secretaries	6	11
		Office Supervisor	0	1
		Stenographer secretary	1	2
		Parish Chiefs	40	32
	Human resource	Senior Human Resource Officer	0	1
	Statutory Bodies	Principle Human Resource Officer	0	1
Procurement	Senior Procurement Officer	0	1	

Table 3. 25. NDPIII Objective/LGDP Strategic Objective (s): Enhance value addition in key growth opportunities

Adopted Programme: Mineral Development Programme			
Development Challenges/Issue: Environmental degradation			
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Promote extraction of minerals in an environmentally friendly manner.	<ol style="list-style-type: none"> 1. Conducting EIA for all mineral extraction sites. 2. Restore the burrow pits left behind as a result of extraction of minerals. 3. Local communities empowered to find employment in the mining sector. 4. Strengthen and enforce compliance to environmental regulations governing the mining sectors. 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	EIA for graphite mining in Orom conducted		Ministry of Energy and KDLG
Output 2	1000 jobs created at the mineral extraction sites		Ministry of Energy, Development partners and KDLG
Likely implementation risks	Unclear guidelines on the sharing of revenues from the minerals between the		
Mitigation measures	Lobby with the Government on clear terms for sharing revenues from the minerals extracted from the district.		

Table 3. 26: NDPIII Objective/LGDP Strategic Objective (s): Enhance the productivity and social wellbeing of the population

Adopted Programme: Regional Development Programme			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. High Regional poverty level; 2. Limited and underdeveloped regional value chains; 3. Inadequate economic and social infrastructure; 4. Poor local leadership and weak public sector management in the region. 			
Program outcomes and results:	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Reduce poverty rate in Acholi Sub region from 33.4% to 18.3%	Reduction in Poverty rate in Acholi Sub region	33.4%	18.3%
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Close regional infrastructure gaps for exploitation of local economic potential	<ul style="list-style-type: none"> ➤ Rehabilitation and construction of roads linking the district to the neighboring districts ➤ Establishment of bulk market in Kitgum 		
Strengthen and develop regional based value chains	<ul style="list-style-type: none"> ➤ Promoting enterprise development in both up-stream and down-stream agriculture, tourism, industrialization, attitude change, building farmer 		

for LED	institutions, strengthening PPP for investments and supporting the economy with good public infrastructure.		
Strengthen the performance measurement and management frameworks for local leadership and public sector management	➤ Organizing regional meetings for the local leaders (ULGA) to lobby for development resources to implement the Northern Uganda Strategic Plan		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	Increased length of well-maintained National and District road network to 600 km	Lobbying with Central Government for road funds	District leaders within the region, ULGA, and Ministry of Works and Transport
Output 2	Increased capacity of local leaders in the Sub region to lobby for resources to develop the region based on comparative advantage the region has.	Capacity building of the local leaders within the region for collective planning and lobbying for resources from the Central Government for the region	District leaders within the region, ULGA, MDAs and Development partners
Project 1	Capacity building of leaders in the region.	Training of local leaders within the District and the region.	KDLG and the districts within the region
Likely implementation risks	Weak mobilization and coordination of the local leaders in the region.		
Mitigation measures	Enhancing capacity of the local leaders in the region to have a common agenda for the development of the region.		

Table 3. 27: NDPIII Objective/LGDP Strategic Objective (s): Strengthen the role of the state in guiding and facilitating development

Adopted Programme: <i>Development Plan Implementation</i>			
Development Challenges/Issue:			
<ol style="list-style-type: none"> 1. Inadequate finance to fund the plan 2. Poor attitude from many stakeholders especially at the LLGs in coordination and adherence to approved plans 			
Program outcomes and results:	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increase percentage achievement of DDPIII targets	Increased % age of DDPIII targets achievement	65%	90%
Increase percentage of the AWPB alignment to the DDPIII	Increased alignment of AWPB to the DDPIII	60%	100%
Increase in Local revenue performance in	Increased share of Local Revenue to the District	1%	5%

the District	Annual Budget		
Adapted/Adopted Program Objectives	Adapted/Adopted Interventions and Outputs		
Strengthen capacity for development planning	Improved coordination of planning, implementation and reporting of the DDPIII and annual work plans and budgets.		
Strengthen budgeting and resource mobilization	Building capacity of the district stakeholders to undertake accountable resource mobilization, planning, budgeting and implementation of the plans		
Strengthen capacity for implementation to ensure a focus on results	Strengthening capacity of the stakeholders in the district to undertake effective implementation of planned activities.		
Strengthen coordination, monitoring and reporting frameworks and systems;	Undertake effective coordination, monitoring and reporting on all planned development projects in the district.		
Strengthen the capacity of the District statistics system to generate data for District development	Strengthening the District Statistical Committee and users of data in the district to collect, process and disseminate the data/information for evidence based planning and decision making		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments/ Actors
Output 1	At least 90% of the DDPIII targets achieved by June 2025	Allocating resources according to the DDPIII plans and lobbying with development partners for more resources.	KDLG, MDAs and Development partners
Output 2	Annual work plans and budgets are 100% aligned to the DDPIII	Tracking all the AWPBs for alignment to the DDPIII	KDLG
Output 3	Proportion of local revenue to finance the plan increased to 5%	Boosting the local revenue base and capacity of the District to collect and manage local revenues	KDLG
Project 1	Establishment of Five public investment projects towards local revenue generation	Upgrading of the District pool houses for hire	KDLG
Likely implementation risks	Low level of investments and economic activities; Low capacity to trap and manage all the local revenues.		
Mitigation measures	Recruitment and training of parish chiefs and finance staffs.		

Table 3. 28: Human Resource Requirements to fully implement Development Plan Implementation

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
<i>Development Plan Implementation</i>	Finance	Accounts assistants	7	12
	Audit	District Internal Auditor	0	1

CHAPTER FOUR

4.0 IMPLEMENTATION, COORDINATION AND PARTNERSHIP

Introduction

Kitgum District guided by her vision and Uganda Vision 2040, seeks to provide development paths and strategies aiming at transforming the District into a competitive upper middle income. This DDP III lays out our strategic direction in the implementation and coordination with all the key stakeholders. This is in line with Uganda's Vision 2040.

4.1 LGDP Implementation and Coordination Strategy

DDP III aims at the implementation of the LG development aspirations, generated through participatory planning process, involving all the stakeholders, right from household, community, Development partners through the sub county to the district. Given that individuals, institutions and all the development partners took part in the process, it is therefore the right mechanism for the implementation of LG programs and projects.

The identification of key service delivery issues/ priorities underpinning this Plan at various levels was done as follows:

- Village included all the Community members' resident in that village or cell in the case of Town Council. At this level people participated as individuals not as representatives of group. Parish Chiefs, CDOs and LC I Chairperson were the ones who facilitated the discussions. Focus was on all issues that affect the Community as a whole as laid down in the various village priority schedules.
- Parish level priorities were facilitated by Parish Chiefs, CDOs and LC II Chairperson. Focus was on all issues that affect the Parish, ranked from the various Parish priority schedules.
- Sub county level includes STPC, SEC, Council, NGOs, etc.
- District includes; Council, DEC, DTTC and development partners.
- The local governments do carry out local economy situation analysis which is usually summarized in the Situation Analysis chapter in the development plans. This draft report provides a discussion document for budget conferences held at various levels.
- Local Governments do not maintain formal registers of key service delivery issues however; all the issues are usually captured and reflected in monitoring reports, investment profiles and village and parish action plans.
- The budget allocation to LED cannot be meticulously calculated partly due to overlaps between Community-initiated projects and district/NGO implemented programs and projects. On the other hand, the whole DDP ideally is a response to LED.
- The DDP is approved by the Sub county/District Council which becomes the official working document for the development of the Sub county and the District.

The methods that will be used to operationalize the strategies and interventions include:

- Consolidation of the capacity building efforts on a number of development programs.
- Strengthening the integration and coordination role of the DTTC aimed at facilitating more efficient use of the scarce resources especially the human resource.
- A focus is on mainstreaming cross cutting issues into all district and lower level plans, to include: climate change, nutrition, population and development, environment, gender, poverty and HIV/AIDS.

- Involvement of different stakeholders in planning, implementation and evaluation of government programs.

4.2 LGDP Institutional Arrangements

The existing legal framework that details the various functions of each stakeholders shall remain our key reference while implementing our DDP III. There shall also be routine checks and balances undertaken to avoid duplication and wasteful utilization of the meager resources that are available. By this corruption tendency shall also be reduced.

Evidences derived from the scoring various sheets should remain the only basis of deciding on gaps to be prioritized while developing annual work plan and budget.

Also, the difficult nature of the district's natural resources makes it extremely problematic to identify availability of clean water along Namokora Omiya Anyima belt, which requires substantial funding mechanisms and investments, if such communities are to access safe water.

Roles and mandates of institutions: The roles and mandate of the various institutions in the implementation of the plan are derived from the existing legal frame work right from the Constitution of the Republic of Uganda, to the various acts of Parliament such as the Local Government Act, the Local Government financial and accounting regulations, the Public Procurement and Disposal of Public Assets, etc. these are further simplified or elaborated in the various regulations, operational manuals, and circular standing instructions.

Table 4. 1. Roles and mandates of institutions

S/N	LG organ/Committee/Other Institution	Roles/ Responsibilities
1	District Council:	According to the Local Government Act CAP 243 (35)3 the District Council is the supreme body governing the district and shall prepare a comprehensive and integrated development plan incorporating plans of lower level local governments for submission to the National Planning Authority, and lower level local Governments shall prepare plans incorporating plans of lower councils in their respective areas of jurisdiction. The Council through its standing Committees and the Executive Committee receive and review the investment proposals in line with the needs and aspirations the people. The District Council approves the annual work plans and budget and is a major stakeholder in the planning and budgeting process. The Council also mobilizes resources required for the implementation of the DDP.
2	District Technical Planning Committee (DTPC):	The DTPC derives its mandate from the Local Government Act CAP 243 (36) which says there shall be a District Technical Planning Committee (DTPC) chaired by the Chief Administrative Officer (CAO) with responsibility of coordinating and integrating all the sectoral plans of lower level local governments for presentation to the District council. The DPTC is composed of the

		CAO and other heads of Departments and the District Planner is the Secretary. The DTPC is also in direct implementation of all approved projects in line with the provisions of the law, leads the monitoring and evaluation of implementation of progress against the objectives and goals.
3	The Local Government Public Accounts Committee (LGPAC)	The process of implementation of the DDP involves investment of huge resources both financial and otherwise. Therefore, 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 These resources if not well managed may not lead to improvement in services delivery hence the need for an oversight by the office of the Auditor general, Public Accounts Committees of the District and Parliament as well as other institutions such as the IGG.
4	Ministries, departments and Agencies:	These institutions play an oversight and regulatory functions. They assist local governments in mobilize resources both internally and externally to assist in the implementation of the DDP. They also ensure standards in service delivery and compliance with the existing legal framework. They are mandated to guide development of crosscutting projects as well as weather roads, rural electrification, dams etc.
5	Office of the RDC	The local government Act CAP 243 (70) says there shall be a resident District commissioner who shall be a senior civil servant appointed by the President responsible to monitor and inspect the activities of local governments and where necessary advise the chairperson. The office of the RDC plays an important role in ensuring that the people understand their roles in the development process as well as the utilization of the available socio services. The RDC's office in addition to ensuring peace and stability as pre requisites to development and improve wellbeing mobilizes the population during the execution of the DDP.
6	The Community:	They are the major reason why the DDP exists. In addition to utilization of the provided services, the community people are expected to monitor and report any issues arising out of the implementation of the DDP to relevant authorities.
7	Lower Local Government:	The Lower Local Councils shall be responsible for approval of their respective Lower Local Government plans and Budgets as well as overseeing the implementation whereas Local Government Technical Planning Committees shall be responsible for coordinating the planning process, monitoring and Evaluations of project performances and reviewing against the approved work plans and Budgets. DTPC is comprised of HoDs and Sub County Chiefs who shall periodically report on the progress of implementation of projects programmes as well as polices within their sector and area of jurisdiction.

8	Private Sector:	Successful businesses drive growth, create jobs and pay the taxes that finance services and investment. In particular, private sector-led industrial development plays a significant role in bringing about the much-needed structural changes that can set the economies on a path of sustained economic growth. In Uganda, the private sector generates 77 percent of formal jobs, contributes 80 percent of GDP, funds 60 percent of all investments and provides more than 80 percent of government domestic revenues.
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4.3 LGDP Integration and Partnership Arrangements

The District Council headed by the District Chairperson heads the political leadership in the design of policy formulation aimed at improving the social services as highlighted in this DDP III. Annually, Work Plans and Budgets are to be approved by the District Council. Despite any existing resource constrain and unforeseen circumstances, these Work Plans should be derived from the DDP.

The Chief Administrative Officer heads the technical team that proposes policy and implements the approved policy in line with the existing laws, regulations and guidelines. It is important to note that only lawfully decisions are implemented by the technical leadership.

During the course of implementation of the plan, there are other critical government departments and agencies that oversee the implementation of the plan. The office of the RDC being the chief monitor of government programs within the District plays a very important role in the implementation of our DDP III. The entire security team are a key stakeholder who support the RDC in ensuring peace and security within the District.

The office of the Auditor General also plays a very important role in backstopping and or curbing misuse of public funds. The office of Inspectorate of Government also guide whenever there are serious disagreements during the course of implementation of some elements of the DDP III.

The Donor community as well guides the implementation of the plans either directly by providing monetary assistance or indirectly through the use of existing civil society organizations. There has been a lot of capacity building of the services providers as well as the recipients of the service through mass mobilization on the utilization of available social services and this is bound to continue.

To ensure effective integration and partnership for the successful implementation of this development plan, the District will use the following coordination arrangements:

Integrated planning and budgeting: All development partners shall be mapped, profiled and requested to incorporate their resources and activities into the core plans and budgets of the district by availing information on resource envelops and key activity areas. This will have to be captured in the Budget Frame Work Paper and annual budgets as off budget support to enhance effective monitoring and avoid duplication of resources in the same programmes areas by other actors.

District Technical Planning Committee meetings: All Heads of department and sectors shall be required to attend monthly technical planning committee meetings chaired by the CAO and Planning Unit as the Secretariat. Progress reports will be shared by all Heads of department to share achievements, challenges and any lessons learnt to be adapted and possible solutions for better performance derived at.

Quarterly coordination meetings with all key stakeholders (Heads of department, District Executive Committee, Office of the Resident District Commissioner (RDC), Development partners, CSOs and

other private actors) will be held to share the implementation of the plan and address identified gaps together as actors in the development of the District.

Bimonthly Council Standing Committee meetings. On quarterly basis, the Standing Committees of the Council 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.

Enhancing Public Private Partnership (PPP) where private sectors and government can co fund implementation of identified joint venture projects.

4.4 Pre-Requisites for Successful LGDP Implementation

The implementation of public policies, programs and projects is largely through defined government structures and systems. This was enhanced with the introduction of the decentralization policy in 1993, the Local Governments Act, CAP 243, 2001 as amended and the Public Financial Management Act (PMFA) 2015. DDP III, has seen government adopt Programme based approach to Planning and Budgeting, therefore successful implementation of the DDP III will require the following:

- i. There will be need to work towards achieving positive **behavioural change** to embrace the implementation of the plan from stakeholders. Mind-set change of the community
- ii. Leaders will be required to act by holding the culprits identified from incidences of corruption and improve on effective monitoring and evaluation to support implementation.
- iii. There will be need to conduct **regular monitoring and evaluations** to ascertain whether the progress of implementation of the plan is being followed and identify areas for correction, to enable the stakeholders to establish whether the plan is being implemented as planned.
- iv. Ensure increased private sector capacity involvement in ensuring growth and sustainable development, a cornerstone for achieving improved livelihoods in the communities.
- v. Ensure **increased ownership of the DDPIII** by all stakeholders to increase their support in its implementation through training and sensitization.
- vi. The district plans to lobby for support towards the implementation of the plan and this is expected to be done through **continuous dissemination and sensitization** of various stakeholders.
- vii. **Convergence political will** at district and LLG levels that support the achievement of set DDPII objectives will be a major input in ensuring effective DDPIII implementation.
- viii. Finally, the district pledges to ensure that both technical and political leaders work hand in hand with each other to support the implementation and achievement of the DDPIII set objectives.
- ix. Enhancing resources mobilization to implement the plan.

CHAPTER FIVE

5.0 DISTRICT DEVELOPMENT PLAN FINANCING FRAMEWORKS AND STRATEGY

The DDPIII defines a financing Framework for the 5 years; presents a matrix/table showing resources and projections by main sources - GOU and LG, including existing and potential development partners (DPs) (E.g. NGOs/ CBOs, FBOs, and Private sector). This is presented in a Table. Format of the financing framework is provided in Table 8.

5.1 Financing Framework

Table 5. 1. DDPIII Financing Framework

Sources of Financing	Total Contributions FY1 (Million)	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions	(%) Share by source e of financing	Off Budget Contribution
Central Government Transfer s ⁶ (Total Contribution)	31,098,926	32,423,375	33,303,214	34,945,228	36,423,584	168,194,327	93%	
Local Revenue	355,876	373,670	392,353	411,970	432,569	1,966,427	1.1%	
Development Partners (DPs)- Specify ⁷	3,737,270	1,737,270	1,737,270	1,737,270	1,737,270	10,686,350	5.9%	24,575,000
TOTAL	35,192,072	34,534,315	35,432,837	37,094,468	38,593,423	180,847,106	100%	24,575,000

⁶ Central government Transfers include direct development transfers to LG by Ministry of Finance; transfers through sector ministries; as well as funds expected from projects / programs implemented in LG by MDAs.

⁷ NGOs, FBOs, CBOs, PSOs as well as bilateral donors dealing directly with LGs are all included in this categorization

5.1.1 Central Government Transfer

The District expects to receive total of UGX 179,581,829,000 constituting 93% of the total revenues required for the implementation of the DDPIII during the five year period of the Plan in the form of Discretionary Government Transfers, Conditional Government Transfers and Other Government Transfers as broken down in the tables below.

Table 5. 2. Detail of Central Government Transfers

Discretionary Government Transfers	FY2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025
DDEG	1,302,585	1,367,714	1,436,099	1,507,904	1,583,300
District UNCG (Non-Wage)	688,497	722,921	759,069	797,021	836,872
Urban DDEG	0	0	254,303	259,303	264,553
District UNCG (Wage)	1,930,018	2,026,518	2,127,845	2,234,237	2,345,948
Urban UNCG (Non-Wage)	0	0	259,303	264,553	270,065
Urban UNCG (Wage)	0	0	454,303	469,303	485,053
Sub Total	3,921,100	4,117,153	5,290,922	5,532,321	5,785,791
Conditional Government Transfers					
Sector Conditional Grant (Wage)	15,371,064	16,139,617	16,946,598	17,793,928	18,683,624
Sector Conditional Grant (Non-Wage)	2,880,652	3,024,685	3,175,919	3,334,715	3,501,451
Sector Development Grant	2,488,442	2,612,864	2,743,507	2,880,683	3,024,717
Transitional Development Grant	19,802	20,792	21,832	22,923	24,069
General Public pension arrears (Budgeting)	660,145	693,152	727,810	764,200	802,410
Salary arrears	406,876	427,220	448,581	471,010	494,560
Pension	2,173,303	2,281,968	2,396,067	2,515,870	2,641,663
Gratuity	521,923	548,019	575,420	604,191	634,401
Sub Total	24,522,207	25,748,317	27,035,733	28,387,520	29,806,896
Other Government Transfers					
Uganda Road Fund	807,696	848,080	890,484	935,009	981,759
UNEB	10,674	11,207	11,768	12,356	12,974
NUSAF	896,125	940,931	0	0	0
PRELNOR	873,726	686,919	0	0	0
PCA	50,000	52,500	55,125	57,881	60,775
UWEP	17,399	18,268	19,182	20,141	21,148
Sub Total	2,655,619	2,557,905	976,559	1,025,387	1,076,656
Total	31,098,926	32,423,375	32,685,305	34,424,569	36,145,797

5.1.2 Local Revenue

The District expects to collect total of UGX 1,966, 427,000 (1.1 %) from local revenue sources towards the implementation of the Plan. The major local revenue sources includes Local service taxes, Business licenses, Application fees, Market/Gate charges, etc.

Table 5. 3. Local Revenue Sources

Local Revenue	FY2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025
Taxes					
Local Service tax	117,300	123,165	129,323	135,789	142,578
Sub Total	117,300	123,165	129,323	135,789	142,578
Non-Tax					
Application fees	25,000	26,250	27,562	28,940	30,387
Business license	50,000	52,500	55,125	57,881	60,775
Land fees	19,000	19,950	20,947	21,994	23,094
Market/Gate charges	24,000	25,200	26,460	27,783	29,172
Miscellaneous receipts	33,000	34,650	36,382	38,202	40,111
Other fees and charges	40,000	42,000	44,100	46,305	48,620
Registration of businesses	4,500	4,725	4,961	5,209	5,469
Other license	30,076	31,579	33,158	34,816	36,557
Sales of non-produced Government properties/assets	13,000	13,650	14,332	15,049	15,801
Sub Total	238,576	250,504	263,027	276,179	289,986
Total	355,876	373,669	392,350	411,968	432,564

5.1.3 Donor support

The District expects to receive direct budget supports from donors to a tune of UGX 10,686,350,000 (5.9%) towards the implementation of the Plan. The major donors who have shown commitments towards the support are UNICEF, UNFPA, GAVI, USAID (NUDEIL) and DGF among others.

Table 5. 4. Donors Supports

Donor	FY2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025
UNICEF	901,259	901,259	901,259	901,259	901,259
UNFPA	361,235	361,235	361,235	361,235	361,235
GAVI	195,129	195,129	195,129	195,129	195,129
DGF	279,647	279,647	279,647	279,647	279,647
USAID (NUDEIL)	2,000,000	0	0	0	0
Total	3,737,270	1,737,270	1,737,270	1,737,270	1,737,270

5.1.4 Other Sources of funding (Off budget support)

Kitgum District expects to work together with development partners, Civil Society Organizations Ministries, Departments and Agencies (MDAs) in the implementation of the five year development plan. The district has been receiving off budget supports from partners like GIZ, NURI, CARE International, out box Uganda, MUKOBADI, FOKAPOWA, REACH A HAND, etc and MDAs that the District still expects to work closely with them in the areas of Health, Education, Production and Marketing, Community Based services, Natural resources, Roads, etc.

The district expects to receive a total of UGX 24,575,000,000 as off budget supports from the Partners and MDAs towards the implementation of the DDPIII within the next five years.

Table 5. 5. Summary of Programme funding by source for 5 years

Programme	Total LGDP Cost 2020/21 - 2024/25 (Million)						GOU + LR 2020/21 - 2024/25 (Million)						External Financing (DP, CSO + PS) 2020/21 - 2024/25 (Million)					
	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY3	FY5	Total	FY1	FY2	FY3	FY4	FY5
Programme 1: Agro-Industrialization	10,074,291	1,857,000	1,763,043	2,047,343	2,149,710	2,257,195	10,074,291	1,857,000	1,763,043	2,047,343	2,149,710	2,257,195	0	0	0	0	0	0
Programme 2: Water, climate change and environment management	4,748,705	859,396	902,366	947,484	994,858	1,044,601	4,748,705	859,396	902,366	947,484	994,858	1,044,601	0	0	0	0	0	0
Programme 3: Human Capital Development	108,676,594	19,604,312	20,589,899	21,723,198	22,809,359	23,949,826	106,239,532	19,163,265	20,126,800	21,236,944	22,298,792	23,413,731	2,437,062	441,047	463,099	486,254	510,567	536,095
Programme 4: Private sector Development	700,813	126,830	133,171	139,829	146,821	154,162	700,813	126,830	133,171	139,829	146,821	154,162	0	0	0	0	0	0
Programme 5: Community mobilization and mindset change	10,183,463	1,842,951	1,935,098	2,031,852	2,133,445	2,240,117	2,278,376	412,329	432,945	454,592	477,322	501,188	7,905,087	1,430,622	1,502,153	1,577,260	1,656,123	1,738,929
Programme 6: Integrated transport infrastructure and services	8,251,677	1,493,346	1,568,012	1,646,413	1,728,734	1,815,172	8,251,677	1,493,346	1,568,012	1,646,413	1,728,734	1,815,172	0	0	0	0	0	0
Programme 7: Tourism Development	9,591	1,736	1,822	1,914	2,009	2,110	9,591	1,736	1,822	1,914	2,009	2,110	0	0	0	0	0	0
Programme 8: Sustainable urban development	552,562	100,000	105,000	110,250	115,762	121,550	552,562	100,000	105,000	110,250	115,762	121,550	0	0	0	0	0	0
Programme 9: Digital Transformation	27,627	5,000	5,250	5,512	5,788	6,077	27,627	5,000	5,250	5,512	5,788	6,077	0	0	0	0	0	0
Programme 10: Energy	27,627	5,000	5,250	5,512	5,788	6,077	27,627	5,000	5,250	5,512	5,788	6,077	0	0	0	0	0	0

Development																			
Programme 11: Governance and Security	34,316,418	6,210,407	6,520,927	6,846,973	7,189,323	7,548,788	33,972,217	6,148,115	6,455,521	6,778,296	7,117,213	7,473,072	344,201	62,292	65,406	68,677	72,110	75,716	
Program 12: Public Sector Transformation	27,627	5,000	5,250	5,512	5,788	6,077	27,627	5,000	5,250	5,512	5,788	6,077	0	0	0	0	0	0	
Programme 13: Mineral Development	27,627	5,000	5,250	5,512	5,788	6,077	27,627	5,000	5,250	5,512	5,788	6,077	0	0	0	0	0	0	
Programme 14: Regional development	27,627	5,000	5,250	5,512	5,788	6,077	27,627	5,000	5,250	5,512	5,788	6,077	0	0	0	0	0	0	
Programme 15: Development plan implementation	3,194,857	578,189	607,098	637,452	669,326	702,792	3,194,857	578,189	607,098	637,452	669,326	702,792	0	0	0	0	0	0	
TOTAL	180,847,106	32,699,167	34,152,686	36,160,268	37,968,287	39,866,698	170,160,756	30,765,206	32,122,028	34,028,077	35,729,487	37,515,958	10,686,350	1,933,961	2,030,658	2,132,191	2,238,800	2,350,740	

Table 5. 6. Summary of Project Costs and Source of Financings (Cost the Projects is part of the Programme cost)

Programme description Project Name	Ushs. Million									
	EY 2020/21	Yr 2	Yr 3	Yr 4	Yr 5	Go U budget	LG Budget	Dev't Partners off Budget	Unfunded	Total
Programme Description: Agro- Industrialization										
Project 1: Agricultural technology promotion	300,000	300,000	300,000	300,000	300,000	0	1,500,000	1,000,000	5,000,000	7,500,000
Project 2: Market Infrastructure Improvement	100,000	100,000	100,000	100,000	100,000	0	500,000	0	4,000,000	4,500,000
Program Description: Water, Climate Change and Environment										
Project 1: Restoration of degraded catchment areas	50,000	50,000	50,000	50,000	50,000	0	250,000	2,000,000	10,000,000	12,250,000
Project 2: Rural Water Solar Power Supply	430,000	430,000	430,000	430,000	430,000		2,150,000	2,000,000	10,000,000	14,150,000
Project 3 Drilling/Rehabilitation of deep boreholes	250,000	250,000	250,000	250,000	250,000		1,250,000	250,000	4,000,000	5,500,000
Project 4: Construction of Valley Dams (Water for Production)	0	0	0	0	0	0	0	550,000	5,000,000	5,550,000
Project 5: Construction of Public Latrines in urban growing centers	25,000	25,000	25,000	25,000	25,000	0	125,000	125,000	125,000	375,000
Project 6: Forest plantation for carbon sequencing	0	0	0	0	0	0	0	1,000,000	10,000,000	11,000,000

Programme description	Ushs. Million									
Project Name	FY 2020/21	Yr 2	Yr 3	Yr 4	Yr 5	Govt budget	LG Budget	Dev Partners off Budget	Unfunded	Total
Program Description: Human Capital Development										
Project 1: Construction of wards and OPD	250,000	250,000	250,000	250,000	250,000	0	1,250,000	250,000	2,500,000	4,000,000
Project 2: Construction of staff accommodation for health workers	100,000	0	100,000	100,000	100,000	0	400,000	0	1,000,000	1,400,000
Project 3: Construction of Classroom blocks	180,000	180,000	180,000	180,000	180,000	0	900,000	1,500,000	2,000,000	4,400,000
Project 4: Construction of teachers' accommodation	100,000	100,000	100,000	100,000	100,000	0	500,000	600,000	10,000,000	11,100,000
Project 5: Construction of drainable latrines in schools	40,000	40,000	40,000	40,000	40,000	0	200,000	0	2,400,000	2,600,000
Project 6: Construction of drainable latrines in health facilities	20,000	20,000	20,000	20,000	20,000	0	100,000	0	440,000	540,000
Project 7: Supply of desks and assorted office furniture in schools	20,000	20,000	20,000	20,000	20,000	0	100,000	100,000	500,000	700,000
Project 8: Construction of seeds secondary schools	2,000,000	2,000,000	2,000,000	0	0	0	6,000,000	0	28,000,000	34,000,000
Project 9: Fencing of health facilities	0	0	0	0	0	0	0	0	220,000	220,000
Programme Description: Integrated Transport Infrastructure and Services										
Project 1: Low cost sealing of roads	400,000	400,000	400,000	400,000	400,000	0	2,000,000		5,000,000	7,000,000
Project 2: Rehabilitation and routine maintenance of roads	100,000	100,000	100,000	100,000	100,000		500,000	15,000,000	10,000,000	25,500,000
Programme Description: Tourism Development										
Project 1 : Development of St. Janani Loum Memorial site	0	0	0	0	0	0	0	0	100,000,000	100,000,000
Project 2 : Construction of District Museum	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Project 3 : Revival of great Acholi cultural heritage	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Programme Description: Sustainable Urban Development										
Project 1: Surveying and Titling of Government land in the District	20,000	20,000	20,000	20,000	20,000	0	100,000	0	500,000	600,000
Programme Description: Energy Development										
Project 1: Promotion of sustainable charcoal production	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Project 2: Construction of energy saving cook stoves	0	0	0	0	0	0	0	100,000	540,000	640,000
Programme Description: Governance and Security										
Project 1: Furnishing of the District Council hall and offices	40,000	40,000	40,000	40,000	40,000	0	200,000	0	300,000	500,000
Project 2: Construction of administrative offices at the LLGs	0	0	0	0	0	0	0	0	2,000,000	2,000,000
Project 3: Construction of staff houses at the LLGs	0	0	0	0	0	0	0	0	3,000,000	3,000,000
Project 4: Procurement of motorcycles for the LLGs	0	0	0	0	0	0	0	0	150,000	150,000
Project 5: Procurement of Council Van	0	0	0	0	0	0	0	0	160,000	160,000

Programme description Project Name	Ushs. Million									
	FY2020/21	Yr 2	Yr 3	Yr 4	Yr 5	Govt budget	LG Budget	Dev't Partners off Budget	Unfunded	Total
Programme Description: Regional Development										
Project 1: Capacity building of local leaders in the District	25,000	25,000	25,000	25,000	25,000	0	125,000	100,000	500,000	725,000
Programme Description: Development Plan Implementation										
Project 1: Upgrading of the District pool houses	0	0	100,000	100,000	100,000	0	300,000	0	1,000,000	1,300,000

Table 5. 7. Summary of funding gaps by Programme and strategies for bridging the gaps

Programmes	Funding gap Ushs. (Million)	Strategies
1. Agro-industrialization	9,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
2. Mineral Development	1,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
3. Tourism Development	102,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
4. Natural Resources Environment, Climate Change, Land and Water Management	39,125,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
5. Private Sector Development	1,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
6. Integrated Transport Infrastructure and Services	15,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
7. Digital Transformation	1,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
8. Sustainable Energy Development	1,540,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
9. Sustainable Urbanization and Housing	500,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support

Programmes	Funding gap Ushs. (Million)	Strategies
		support
10. Human Capital Development	47,060,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
11. Community Mobilization and Mindset Change	5,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
12. Regional Development	500,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
13. Governance and Security	5,810,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
14. Development Plan Implementation	1,000,000	Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support

5.2 Resource mobilization strategy

The DDPIII 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 resource 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.

Provides objectives and strategies for resource mobilization

Objectives for resource mobilization

1. To increase access to and use of finance
2. To increase access to long-term finance
3. To strengthen financial stability and integrity

Strategies for resource mobilization

The available resources for the implementation of the DDPII will include

1. Central Government transfers
2. Donor funding
3. Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support funding the DDPIII priorities.
4. Initiation of Public Private Partnership (PPP) in the implementation of the plan
5. Continued investment in public infrastructure to accelerate inclusive growth while enhancing efficiency in public investment through the implementation of the Public Investment Management Policy and Strategy.
6. Increased revenue mobilization particularly through the implementation of the Local Revenue Mobilizations Strategy.

CHAPTER SIX

6.0 DDPIII MONITORING AND EVALUATION FRAMEWORK

This chapter discusses the Monitoring and Evaluation arrangements, Progress reporting, the joint annual Review of the plan, Mid-term evaluation and end of term evaluation and Communication and Feedback Strategy/ Arrangements for the DDPIII.

6.1 LGDP Monitoring and Evaluation Arrangement.

Table 6. 1. Main M&E Events, Purpose, Output, Responsibility Centres and Time Frame

Main M&E Event	Purpose	M&E Outputs	Lead Agency	Other key actors	Time Frame
LGDP Annual Performance Review	<ul style="list-style-type: none"> To build capacity in all critical areas 	<ul style="list-style-type: none"> High level Synthesized Oversight Programme and Monitoring report Executive Policy Decision report Status report on the implementation of recommendations Recommendation reports Programme Spot Inspection reports 	OPM	OPM, MOFPED, DPA	Annually, September
Alignment of BFPs and budgets to the LGDP	<ul style="list-style-type: none"> Issue Planning Call Circulars to support alignment of Plans, BFPs and budgets to the NDPIII: Issue guidelines to support alignment of SDPs/LGDPs and BFPs to the Plan at sector, MDA and LG levels; Organize Annual Meetings for Planners and Budget Officers to undertake Quality Assurance of the BFPs and Budgets. 	<ul style="list-style-type: none"> Certificate of Compliance Planning Call Circular 	NPA	MFPED, OPM, Districts, Sub Counties, MDAs	Oct-November
Budgeting and Financial Planning	<ul style="list-style-type: none"> Issue Budget Call Circulars to commence the budget preparation process 	<ul style="list-style-type: none"> Budget Call Circulars Financial Monitoring Reports 	MFPED	MFPED, OPM, NPA, Districts, Sub Counties, MDAs	Annual, March- May
Statistics Production and use in the DDP implementation	<ul style="list-style-type: none"> Basis for a before, Midterm and end line assessment of the DDP progress 	<ul style="list-style-type: none"> Survey, statistical abstracts and census reports 	UBOS	OPM, NPA, MFPED, MDAs & LGs	Annually, Quarterly
LGDP Mid-Term Review	<ul style="list-style-type: none"> Issue Budget Call Circulars to commence the budget preparation 	<ul style="list-style-type: none"> Project Evaluation reports 	DPA	MDAs, MFPED, OPM, LGs, Private sector, CSOs, academia,	January-June 2023

	process			development partners, researchers, Parliament	
LGDP end Evaluation	<ul style="list-style-type: none"> Assess intended and unintended negative and positive consequences of the DDP including its Projects and Programmes 	<ul style="list-style-type: none"> Impact Evaluation reports 	DPA	MDAs, development partners, Private Sector, CSOs, Researchers, general public	June 2025

6.1.1 LGDP Progress Reporting

The District reporting requirements will largely include progress reports- quarterly and annual reports. Kitgum DDP III Progress reporting shall follow two processes namely; physical progress reporting and budget performance reporting. For physical progress reporting, all the DDPIII implementing agencies will submit activity progress reports based on the DDP III M&E Reporting Matrix. These will be supplemented by field spot visits to ascertain value for money. On the other hand, Budget performance reports will cover quarterly and annual financial performance (revenue and expenditure) from the government and non-government actors. The District budget performance will be generated from the computerized Program Budgeting System (PBS).

The combined district quarterly performance reports will be submitted to the NPA, MoFPED, OPM, and line ministries to facilitate national progress reporting by each of these institutions. The NPA will produce a general format for district reporting.

6.1.2 Joint Annual Review of DDPIII

To undertake regular appraisal of the progress across the District activities, Kitgum district local government shall conduct annual joint reviews for all the district stakeholders. The review will be based on the cumulative quarterly performance reports produced by District Planning Department, as well as on the first-hand experiences shared by the DDPIII implementing agencies. The annual joint review meetings will be organized in May/ June of each FY and will be attended by all key development actors in the district including representatives of LLGs, CSOs, FBOs, CBOs, and selected citizens interest groups (youth groups, women groups, PLAs, PLWD, etc). The District Planning Department shall coordinate the activity.

6.1.3 DDPIII Mid -term Evaluation

Led by the District Planning department, a mid-term review of the DDPIII will be conducted two-and-a-half years into the Plan’s implementation and it will correspond with the NDPIII midterm review. The purpose of the mid-term review is to assess progress of DDPIII implementation against the set objectives. The report of the midterm review will include an assessment of challenges that could have inhibited the implementation of identified priority interventions, document lessons learned to improve implementation of remaining period of the plan and to inform the production of the next DDP. The report will be presented to the District leadership and administrative machinery including the DTPC, DEC, and councils. In addition, the report will also be discussed by the joint annual DDPIII review meetings. A copy of the DDPIII midterm review report will be presented to the NPA, and sector ministries to inform the production of the next NDP and sector development plans.

6.1.4 DDPIII End of Term Evaluation

The DDPIII end-of-plan evaluation will be conducted after five years of the Plan’s implementation. The purpose of the end-of-plan evaluation is to assess achievement of results and their sustainability. The end-of-

plan evaluation will assess the overall effectiveness of the DDPIII against its objectives and targets, and where possible, it will look at the short-term impacts created by plan interventions. NPA shall provide technical guidance and backstop the District Planning Department in quality control of end-of plan evaluation reports.

6.2 LGDP Communication and Feedback Strategy/ Arrangements

The major modes of communication and feedback strategies shall include Meetings, Letters, Bulletins/dossiers, Reports, Conferences, Symposiums, Seminars, etc.

Approved copies of the DDPIII shall be distributed to key stakeholders through the modes outlined above. Annual Work Plans (AWPs) for each FYs shall be informed by the DDP III in line with the programme objectives, outputs, target indicators and activities there in contributing to the DDP III strategic objectives. Through this, all the stakeholders in our Development Planning process shall be adequately informed and mobilized to understand and comply with the objectives, long-term outcomes and the strategic directions pursued in the DDPIII. Bottom-up influences presumed in the DDPIII conceptual framework (Local Government priorities are expected to inform the selection of national sector development priorities). Disseminations of the M&E findings and recommendations to the respective centres where actions can be taken to address the issues that will be raised shall also be facilitated.

This DDP III has been formulated using a wide range of consultative processes right from Village level to the district. This implies that it has attracted a great deal of stakeholders at each level and they will all be interested in knowing progress and challenges in the implementation of the plan. In this respect, the district will adopt a two-way communication strategy of bottom-up and top-bottom approach in communicating progress of implementation. Under the bottom-up approach, the communities, leaders and CBOs that are involved in monitoring activities at their various levels shall report their findings to the Sub-county or District for appropriate actions. On the other hand, the district and sub-counties shall on a regular basis inform the rest of the stakeholders and the community on the progress of implementation of the plans through the appropriate communication means. This will provide the stimuli to continue owning and contributing towards development plans or programmes by the community and other stakeholders. It will further energize the stakeholders (including LLGs, CSOs and community members) to know and play their roles in implementation, monitoring and evaluation and it will strengthen the relationship between the different stakeholders mentioned.

The available avenues for effective feedback for the above two-way communication strategy shall include:

- Community feedback through Barajas and other community meetings.
- State of the district, Sub county address by the Chairpersons L.C 5 and L.C 3
- Budget conferences at district and Sub county levels
- Radio talk shows
- Use of public notice boards
- Communication during public gatherings
- Communicating various level M&E reports to stakeholders. This will be in writing so that follow up on actions can easily be done
- Organizing regular stakeholder review meetings
- Regular progress reports by technical staff to political leadership, political leaders to communities, etc

The strategy for communication and feedback under this plan seeks to conserve and promote the core values of effective community participation; accountability and transparency; equity in service delivery; and strengthening public ownership of government programmes. It is hoped that if this strategy is applied, stakeholders in the DDPIII will be adequately informed and mobilized to comply with the overall objectives, targeted long-term outcomes and strategic directions of the district. Above all, the communities will be able to contribute to the long-term aspirations of the country enshrined in the vision 2040 because of the close relationship between the DDPIII and NDPIII.

Table 6. 2. Target institutions for effective Communication and Feedback

Institutions	Audiences (Agencies)
Central Government	District Officials
Local Government	Staff at sub-county level
Council	Councillors
CSOs/NGOs	Sub-county committees of various stake holders
Mass Media	Populous
Cultural and religious institutions	District officials and populous
Communities	District officials, councillors and the staff at large.

Table 6. 3. Institutions interest and channel of communication

Audience	Common Interest	Key message concept	Channel
MoLG & NPA	There common interest is coordinating and supporting local governments in a bid to provide efficient and sustainable services, improve the welfare of the people and eradicate poverty	To see that there is delivery of a complete range of services required by individual communities	Formal written documents.
MoFPED	Formulating sound economic policies, maximizing revenue mobilization, ensuring efficient allocation and accountability for public resources.	Maintain solid economic growth under a stable macro environment	Formal written documents.
MOH	Providing the highest possible level of health services to all people in Uganda through delivery of preventive, curative, palliative and rehabilitative health services at all levels”.	Ensuring that the mechanisms which offers equity for all citizens in accessing health services for life threatening problems are available.	Meetings, seminars, conferences and formal written documents
Ministry of Agriculture animal	Transforming subsistence farming to commercial agriculture	Developing public infrastructure to support production quality/safety assurance and value addition along the livestock, crop and fisheries commodity chain.	Meetings, formal written documents, seminars and conferences.
Ministry of Education and sports (MOES)	Providing technical support guiding, coordinating, regulating and promoting quality education, training and sports to all persons in Uganda for national integration, development and individual advancement.	Ensuring that child enrolment and retention in schools increases measurably	Written formal documents, seminars and conferences.
Office of LCV and the District Council	To see that there is autonomy over their planning and financial management.	To bridge the gap between the needs of the electorate in accordance to their needs and local government.	Council meetings and consultative meetings.
CAOs office and all departments	To enhance the capacity of the people to progressively and responsively enjoy their social, economic, cultural and pollical rights.	Sustainable industrialisation for inclusive growth, employment and wealth creation	Formal written document, meetings, radio announcements, seminars and conferences.
Mass Media	To educate and entertain, be involved	To be an outlet or tools to store	Print and electronic

Audience	Common Interest	Key message concept	Channel
	in cultural transformation by influencing social norm and surveillance of the environment.	or deliver information or data.	media.
CSOs/NGOs	To promote service delivery in the private sector.	Accountability and good governance.	Print and electronic media.
General Public	Consumption of goods and services at grass root level.	Proper accountability y stake holders.	Meetings, radios , conferences and seminars

Table 6. 4. Specific institutions with corresponding roles and responsibilities for communication and feedback

Institution	Roles and responsibilities.
Office of LCV chairperson	<ul style="list-style-type: none"> • Preside at meetings of the executive committee of the district. • Monitor the general administration of the district (c) • Monitor the implementation of council decisions. • Monitor and coordinate the activities of the municipal and town councils and of other lower local governments and administrative units in the district. • On behalf of the council, oversee the performance of persons employed by the Government to provide services in the district and to monitor the provision of Government services or the implementation of projects in the district. • Coordinate and monitor government functions as between the district and the Government.
CAO's office	<ul style="list-style-type: none"> • Spearheading the Public Service in the District and Administration of the District Council. • Ensuring proper use and accountability for Council resources. • Overseeing the effective implementation of all lawful decisions of the Council and Government. • Providing direction and guidance to the Local Government Councils and their Departments in the application of the relevant laws and policies. • Supervising, monitoring and coordinating the activities of the District and Lower Council's employees and departments and ensuring accountability and transparency in the management and delivery of Council services. • Developing capacity for development and management of the planning function in the District. • Supervising and coordinating the activities of all delegated services and the officers working in those services. • Keeping custody of all documents and records of the Local Government Council. • Acting as liaison Officer between the District Council, Government and private sector. • Advising the Chairperson and Executive on the administration of the Council. • Maintaining law, order and security in the District. • Performing all statutory duties and functions which he or she is required to do under any law. • Coordinating and ensuring monitoring and inspection of Council activities and ensuring that the data/information bank is established and updated on timely basis. • Preparing and submitting progress reports on quarterly basis on Local Government programmes, projects and other activities to the Central Government and stakeholders. • Responsible for mediating and coordinating conflicts and dispute resolutions among officials of the Council. • Ensuring timely implementation of staff performance appraisal. • Perform any other duties as may be assigned from time to time.
Office of DIO	<ul style="list-style-type: none"> • Facilitating, analysis and dissemination of information in the District and in time. • Ensuring proper coverage of events in the District. • Advising the Council on press matters. • Coordinating Radio and T.V programmes sponsored by the District. • Maintaining an information databank at the District. • Oversee lower cadres in the department

Institution	Roles and responsibilities.
Heads of Departments.	<ul style="list-style-type: none"> • To coordinate with middle/line managers for effective service delivery in the district
District planning officer (DPO)	<ul style="list-style-type: none"> • Gathering, analyzing and storing data into useful information for end users. • Developing and maintaining a data bank for planning and decision-making purposes • Providing technical advice on matters related to planning. • Preparing and coordinating work plans and budgets • Developing and constantly reviewing District plans, projects and local government policies. • The job holder will be responsible for monitoring, evaluating and Implementation of Local Government plans; programmes and projects.
District education officer (DEO)	<ul style="list-style-type: none"> • To coordinate and provide technical and professional guidance in management of education and sports, policies, plans, and programs in the district.
District Health officer (DHO)	<ul style="list-style-type: none"> • Participating in planning and budgeting of medical equipment and stores. • Over the performance of medical staff and ensure that patients are diagnosed and treated. • See to it that health education is conducted. • Participating in research activities.
District veterinary officer. (DVO)	<ul style="list-style-type: none"> • Treating and Vaccinating livestock, other domestic animals and poultry. • Training farmers on modern animal husbandry methods and animal nutrition. • Carrying out meat inspection. • Collecting and documenting data on livestock and poultry. • Establishing and enforcing Quarantine.
Management Committees of Service Provision Institutions like SMC, HUMCs, BMCs, Market management committees etc.	<ul style="list-style-type: none"> • To monitor and supervise the operation of the head teachers, health in charges and the managers of the respective institutions under their dockets. • To mobilise resources for the running of the institutions.
Project Management Committees.	<ul style="list-style-type: none"> • To carry out monitoring and supervision of the projects under implementation
LLG councils	<ul style="list-style-type: none"> • To carry out monitoring of all development projects in their respective LLGs
Sub-county chiefs	<ul style="list-style-type: none"> • To manage and coordinate the implementation of policies, programs, projects and laws of government and local council iii for the general welfare and development of the population.
Community Development Officers	<ul style="list-style-type: none"> • To facilitate and empower communities for community in development. • Develop programs at the community level planned and budgeted. • Supervise staff that are involved in uplifting the social and economic welfare of local communities. • Organize local communities to effectively participate in development initiatives.

Table 6. 5. Cost Implementation Matrix

Programme: Agro-Industrialization	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
				Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)		Total Cost (8,9)
Outcomes: -Increased labor productivity in the agro-industrial value chain to USD 2,700 per worker per annum, -Increased total market value of processed agricultural commodities to 823,500\$, -Increased number of jobs created in agro-industry along the value chains to 5,000	Outputs: -Agricultural technologies (including climate smart farming practices & mechanization) promoted. -Promote agroforestry establishment with tree species for soil conservation and apiculture purposes from 1% to 10% -Farmer institutions (producer groups) Strengthened	All sources	Summation of (3,4,5,6,7) = (8,9)									
		GOU	10,220,141	1,849,588	1,942,067	2,039,171	2,141,129	2,248,186	9,606,932	613,209	10,220,141	
		Donor	0	0	0	0	0	0	0	0	0	
		LR	40,956	7,412	7,783	8,172	8,580	9,009	40,956	0	40,956	
Total		All sources	10,261,097	1,857,000	1,949,850	2,047,343	2,149,710	2,257,195	9,647,888	613,209	10,261,097	
Programme: Water, Climate Change and Environmental management	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Outcomes -Increased access to safe water for rural communities in Kitgum -Increased forest, tree and wetland coverage in the district	Outputs -200 New boreholes constructed -10 new pipe water schemes constructed -150-point water sources rehabilitated -1000 water sources monitored and tested to ensure quality -Area of land covered by trees increased from 7% to 15%	All sources	Summation Of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)		Total Cost (8,9)
		GOU	4,724,326	854,984	897,733	942,620	989,751	1,039,238	1,021,423	3,702,903	4,724,326	
		Donor	0	0	0	0	0	0	0	0	0	0
		LRR	24,379	4,412	4,633	4,864	5,107	5,363	24,379	0	24,379	

Programme: Agro-Industrialization	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Programme: Human Capital Development	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Outcomes -Increased proportion of labour force transitioning into gainful employment and enterprise development to 55%	Outputs -117 health workers recruited -50 classrooms constructed in P/S -1000 desks supplied to P/S -50 staff houses constructed in P/S	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)	
		GOU	86,577,091	19,152,235	20,010,985	21,115,339	22,171,106	23,279,661	76,620,072	9,957,019	86,577,091	
		Donor	1,996,015	441,047	463,099	486,254	510,567	536,095	229,542	1,766,473	1,996,015	
		LRR	499,176	11,030	115,815	121,605	127,686	134,070	499,176	0	499,176	
Total		All sources	89,072,282	19,604,312	20,589,899	21,723,198	22,809,359	23,949,826	77,348,790	11,723,492	89,072,282	
Programme: Private Sector development	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Outcomes -Reduced informal sector to 20% -Increased value of commodities traded in external markets to 106,622\$	Outputs -An eco-lodge established in the district using a Public Private Partnership approach -More business opportunities created in the community	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)	
		GOU	673,186	121,830	127,921	134,317	141,033	148,085	673,186	0	673,186	
		Donor	0	0	0	0	0	0	0	0	0	0
		LRR	27,627	5,000	5,250	5,512	5,788	6,077	27,627	0	27,627	
Total		All sources	700,813	126,830	133,171	139,829	146,821	154,162	700,813	0	700,813	
Programme: Integrated Transport Infrastructure and Services	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	

Programme: Agro- Industrialization	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
				Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	
Outcomes Improved quality of road network connectivity in the district.	Outputs -Increased length of well-maintained district road network to 600 km -Increased length of community access road network to 950km -Increased length of low-cost sealed roads to 15.0 Km	All sources	Summation of (3,4,5,6,7) = (8,9)								
		GOU	8,221,204	1,487,831	1,562,222	1,640,333	1,722,350	1,808,468	1,603,135	6,618,069	8,221,204
		Donor	0	0	0	0	0	0	0	0	0
		LR	30,473	5,515	5,790	6,080	6,384	6,704	30,473	0	0
		NGO	0	0	0	0	0	0	0	0	0
Total		All sources	8,251,677	1,493,346	1,568,012	1,646,413	1,728,734	1,815,172	1,633,608	6,618,069	8,251,677
Programme: Community mobilization and mindset change	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
Outcomes: -Increased participation of families, citizen and community in development initiatives from 50% to 80%. -Reduced Gender Based Violence in the District from 50% to 25%.	Outputs -3000 households are engaged in entrepreneurship initiatives, -100 dialogue meetings conducted in all the parishes	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)
		GOU	2,215,236	400,902	420,947	441,994	464,094	487,299	2,215,236	0	2,215,236
		Donor	7,905,088	1,430,622	1,502,153	1,577,260	1,656,123	1,738,930	1,768,630	6,136,458	7,905,088
		LRR	63,141	11,427	11,998	12,598	13,228	13,890	63,141	0	63,141
Total		All sources	10,183,465	1,842,951	1,935,098	2,031,852	2,133,445	2,240,119	4,047,007	6,136,458	10,183,465
Programme: Tourism development	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)

Programme: Agro-Industrialization	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Outcomes Increase the proportion of leisure to total tourists to 200	Outputs An eco-lodge established in the district using a Public Private Partnership approach.	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)	
		GOU	9,591	1,736	1,822	1,914	2,009	2,110	9,591	0	9,591	
		Donor	0	0	0	0	0	0	0	0	0	0
		LRR	0	0	0	0	0	0	0	0	0	0
Total		All sources	9,591	1,736	1,822	1,914	2,009	2,110	9,591	0	9,591	
Programme: Sustainable urban development	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Outcomes Increased level of urbanization in all fast growing trading centers.	Outputs -Increase the proportion of tarmacked roads in the total urban road network from 13.2 km to 28.2 km by 2025; -Increased proportion of surveyed land to 40%	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)	
		GOU	552,562	100,000	105,000	110,250	115,762	121,550	0	552,562	552,562	
		Donor	0	0	0	0	0	0	0	0	0	0
		LRR	0	0	0	0	0	0	0	0	0	0
Total		All sources	552,562	100,000	105,000	110,250	115,762	121,550	0	552,562	552,562	
Programme: Digital transformation	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Outcomes - Increased number of ICT penetration and usage in the District and LLGs	Outputs -Create 500 direct ICT jobs within the district.	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)	
		GOU	27,627	5,000	5,250	5,512	5,788	6,077	27,627		27,627	
		Donor	0	0	0	0	0	0	0	0	0	0
		LRR	0	0	0	0	0	0	0	0	0	0

Programme: Agro-Industrialization	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
Total		All sources	27,627	5,000	5,250	5,512	5,788	6,077	27,627	0	27,627
Programme: Energy development	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
Outcomes -Increased proportion of the population with access to electricity to 60% -Increased share of clean energy used for cooking to 50%	Outputs -Establish 100Ha of forest plantations on private land as sustainable charcoal farms -Introduce 5 demonstration technologies for improved and sustainable charcoal production and value addition	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)
		GOU	27,627	5,000	5,250	5,512	5,788	6,077	27,627		27,627
		Donor	0	0	0	0	0	0	0	0	0
		LRR	0	0	0	0	0	0	0	0	0
Total		All sources	27,627	5,000	5,250	5,512	5,788	6,077	27,627	0	27,627
Programme: Governance and Security	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
Outcomes Enhanced level of governance and accountability in the district.	Outputs - Strengthen District Councils / lower councils to enact Ordinances / bye laws in the community, Promotion of Public Barajas / accountability meetings and radio talk shows at community levels -LGPAC members	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)
		GOU	33,201,882	6,008,704	6,309,139	6,624,596	6,955,826	7,303,617	33,201,882	0	33,201,882
		Donor	344,201	62,292	65,406	68,677	72,110	75,716	0	344,201	344,201
		LRR	770,335	139,411	146,382	153,700	161,387	169,455	770,335	0	770,335

Programme: Agro-Industrialization	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
	empowered to carrying out their roles independently to ensure adherence to Public and Finance management act -7 administrative offices established in the newly created LLGs										
Total		All sources	34,316,418	6,210,407	6,520,927	6,846,973	7,189,323	7,548,788	33,972,217	344,201	34,316,418
Programme: Mineral development	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
Outcomes Improved coordination of mineral exploration and development with the central government	Outputs	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)
		GOU	27,627	5,000	5,250	5,512	5,788	6,077	27,627		27,627
		Donor	0	0	0	0	0	0	0	0	0
		LRR	0	0	0	0	0	0	0	0	0
Total		All sources	27,627	5,000	5,250	5,512	5,788	6,077	27,627	0	27,627
Programme: Regional development	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)
Outcomes -Reduced poverty rate in Acholi Sub region from 33.4% to 18.3%	Outputs Increased capacity of local leaders in the Sub region to lobby for resources to develop the region based on comparative advantage the region has.	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)
		GOU	27,627	5,000	5,250	5,512	5,788	6,077	27,627		27,627
		Donor	0	0	0	0	0	0	0	0	0
		LRR	0	0	0	0	0	0	0	0	0

Programme: Agro- Industrialization	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Total		All sources	27,627	5,000	5,250	5,512	5,788	6,077	27,627	0	27,627	
Programme: Development Plan implementation	Adapted Intervention in section 3.4	Source	Total Cost (Million)	Annualized Estimated Costs (UGX Million)					Budget Component		Unsecured Fund (Million)	
Outcomes Improved coordination of planning, implementation and reporting of the DDPIII and annual work plans and budgets	Outputs -At least 90% of the DDPIII targets achieved by June 2025 -Annual work plans and budgets are 100% aligned to the DDPIII -Proportion of local revenue to finance the plan increased to 5%	All sources	Summation of (3,4,5,6,7) = (8,9)	Yr.1 (3)	Yr.2 (4)	Yr.3 (5)	Yr.4 (6)	Yr.5 (7)	Recurrent (8)	Capital (9)	Total Cost (8,9)	
		GOU	2,803,683	507,396	532,766	559,404	587,374	616,743	2,516,920	286,763	2,803,683	
		Donor	0	0	0	0	0	0	0	0	0	0
		LRR	391,174	70,793	74,332	78,049	81,951	86,049	391,174	0	0	391,174
Total		All sources	3,194,857	578,189	607,098	637,453	669,325	702,792	2,908,094	286,763	3,194,857	

CHAPTER SEVEN: PROJECT PROFILES

Table 7. 1. Project profiles

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	Construction of Livestock market
DDP Program Description	Agro-Industrialization
Department	Production
Implementing Agency	Kitgum District LG
Location	Pajimo Central Village, Pajimo Parish, Labongo-Akwang Sub county
Estimated Project Cost	<i>UGX 1,000,000,000</i>
Current stage of project implementation at commencement of LGDP	Only one Loading ramp and one livestock drinking trough have been constructed. No fence, no water point, no off-loading ramp and paddock
Funding Secured	<i>UGX 52,000,000</i>
Total funding gap	<i>UGX 948,000,000</i>
Project Duration/Life span (Financial Years)	Start date: 01 July, 2020
	End date: 30 June, 2025
Officer Responsible	District Engineer
PROJECT INTRODUCTION	
Problem Statement	Problem to be addressed: Lack of a Livestock Market infrastructure in the District, leading to poor regulation of the livestock trade and movement in the making it hard to implement Government laws such the Animals Disease Act 2006, Animal Disease rules, Animals cruelty, cattle traders act.
	Causes of the problem: Inadequate funding for constructing the market.
Situation Analysis	Past achievements to address the problem (include figures to support the achievements in terms of outputs and budget allocations): The site was identified, and so far one Loading ramp and one livestock drinking trough have been constructed. Livestock marketing was conducted here for a few years without any structure in place.
STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Ongoing interventions (include figures to support the achievements of outputs and budget allocations): Procurement process for construction of water supply facility and latrine is on-going. This will cost about UGX 52,000,000=
	Challenges: inadequate funding.
	Crosscutting aspects: the project construction and operation will cause minor changes in the fauna and flora of that environment with insignificant net effects on total biodiversity.
Relevance of the project idea	Alignment to NDP, SDPs and Agency plans: This project is aligned to NDP III Programme of Agro-Industrialization and Kitgum LGDP III.
Stakeholders	Direct beneficiaries: Livestock farmers and traders.
	Indirect beneficiaries: Sub county and District LGs, MAAIF, livestock input dealers, transporters.
	Likely project affected persons:
Project objectives/outcomes/o	Objectives: to construct a modern livestock market structure.

outputs	Outcomes: improved livestock marketing management and operation. Outputs: livestock market with complete facilities constructed.
Project inputs/activities/interventions	Inputs: Funds, designs. Activities: constructing all the facilities that make up the livestock market structure. Interventions: construction of the livestock market facilities
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Alternative means of solving the problem stating the advantage and disadvantages of each. No alternative means available. Alternative means of financing stating the advantages and disadvantages of each No alternative means of financing. Comparison of the alternatives, indicate methodologies used in the assessment Selected approach, highlight reasons for the superiority of the proposed approach/project
Coordination with government agencies	Indicate the roles of other stakeholders respecting legal and policy mandates, embrace integrated planning, define the roles of each agency in project implementation MAAIF: provides the project design.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Construction of Staff houses</i>
DDP Program Description	Human Capital Development
Department	Health
Implementing Agency	Kitgum District Local Government / Service Provider
Location	Health Facilities
Estimated Project Cost	1,400,000.000/=
Current stage of project implementation at commencement of LGDP	Not started
Funding Secured	400,000,000/=
Total funding gap	1,000,000,000/=
Project Duration/Life span (Financial Years)	1/7/2020 30/6/2025
Officer Responsible	District Health Officer
PROJECT INTRODUCTION	
Problem Statement	Inadequate staff accommodation Inadequate staff accommodation due to increasing number of health workers

Situation Analysis	Health facilities in Kitgum district has inadequate staff accommodation and this affected the health service delivery as health workers stay far away from facility
STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Kitgum district local government is constructing the staff house in the lower health facilities to reduce the problem of staff accommodation
	Inadequate funding
	Slow procurement process
Relevance of the project idea	The project reduces the problem of staff accommodation and this improve health service delivery as health workers stay within facility and it is Aligned to NDP, SDPs and Agency plans
Stakeholders	Health workers
	Community
Project objectives/outcomes/outputs	To provide accommodation to the health workers in health facilities
	Health Services delivery improved
	Staff house constructed in lower health facilities
Project inputs/activities/interventions	Funds, Stationeries, Fuel, Allowances.
	Advertising for the project, Procurement process, handing over sites to best evaluated bidder, construction, Monitoring and Evaluation, Report writing
	Interventions
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Construction of staff house in facilities reduces the problem of staff accommodation in the facilities.
Coordination with government agencies	There shall be monitoring visits to construction site by the CAO, DHO, DIA, CFO, and District Planner, District Environment Officer and the DEC. On the ground, the work shall be monitored by Health Unit Management Committee, as well as the sub county chief.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Construction of Maternity and Wards</i>
DDP Program Description	Human Capital Development
Department	Health
Implementing Agency	Kitgum District Local Government / Service Provider
Location	Health Facilities
Estimated Project Cost	3,000,000,000/=
Current stage of project implementation at commencement of LGDP	Not started
Funding Secured	500,000,000/=

Total funding gap	2,500,000,000/=
Project Duration/Life span (Financial Years)	1/7/2020
	30/6/2025
Officer Responsible	District Health Officer
PROJECT INTRODUCTION	
Problem Statement	Inadequate wards for admission
	Inadequate wards due to increasing number of patients
Situation Analysis	Due to increase in Population, Health facilities in Kitgum district has inadequate wards for admission of patients and this affected the health service
STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Kitgum district local government is constructing the wards in the lower health facilities to increase the number of inpatients admissions
	Inadequate funding
	Slow procurement process
Relevance of the project idea	The project will increase the number of inpatients admission for proper care and management. This will reduce Maternal Mortality rate and it is Aligned to NDP, SDPs and Agency plans
Stakeholders	Health workers
	Community
Project objectives/outcomes/outputs	To provide wards for patients' admission in health facilities
	Health Services delivery improved
	Wards constructed in lower health facilities
Project inputs/activities/interventions	Funds, Stationeries, Fuel, Allowances.
	Advertising for the project, Procurement process, Handing over sites to best evaluated bidder, construction, Monitoring and Evaluation, Report writing
	Interventions
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Construction of wards in facilities increases the number of Inpatients admission in the facilities for proper care and Management. This will eventually reduce number of deaths
Coordination with government agencies	There shall be monitoring visits to construction site by the CAO, DHO, DIA, CFO, and District Planner, District Environment Officer and the DEC. On the ground, the work shall be monitored by Health Unit Management Committee, as well as the sub county chief.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Construction of OPD</i>
DDP Program Description	Human Capital Development
Department	Health

Implementing Agency	Kitgum District Local Government / Service Provider
Location	Health Facilities
Estimated Project Cost	1,293,038,000/=
Current stage of project implementation at commencement of LGDP	Not started
Funding Secured	0/=
Total funding gap	1,293,038,000/=
Project Duration/Life span (Financial Years)	1/7/2020 30/6/2025
Officer Responsible	District Health Officer
PROJECT INTRODUCTION	
Problem Statement	The health facilities in Kitgum district has inadequate OPD in the Community this affected health service delivery Due to increase in total population of Kitgum district, the demand for health care service increased and there is need to construct newer OPD in the community.
Situation Analysis	Health facilities in Kitgum district has inadequate OPD and this affected health service delivery point as community move very far away distance to seek medical services.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Kitgum district local government is constructing the OPDs at the lower health facilities to provide health service delivery point nearer to the community. Inadequate funding Slow procurement process
Relevance of the project idea	The project tends to increase access and utilization of health service to reduce mortality in the community it is Aligned to NDP, SDPs and Agency plans
Stakeholders	Health workers Community
Project objectives/outcomes/outputs	To bring health service delivery point near to the community. Health Services delivery improved Staff house constructed in lower health facilities
Project inputs/activities/interventions	Funds, Stationeries, Fuel, Allowances. Advertising for the project, Procurement process, handing over sites to best evaluated bidder, construction, Monitoring and Evaluation, Report writing Interventions
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Construction of OPD will improve on the access and utilization of Health Service delivery hence improvement of health and wellbeing of the community
Coordination with government agencies	There shall be monitoring visits to construction site by the CAO, DHO, DIA, CFO, and District Planner, District Environment Officer and the DEC. On the ground, the work shall be monitored by Health Unit Management Committee, as well as the SAS

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Construction of drainable latrine</i>
DDP Program Description	Human Capital Development
Department	Health
Implementing Agency	Kitgum District Local Government / Service Provider
Location	Health Facilities
Estimated Project Cost	114,000,000/=
Current stage of project implementation at commencement of LGDP	Not started
Funding Secured	0/=
Total funding gap	114,000,000/=
Project Duration/Life span (Financial Years)	1/7/2020 30/6/2025
Officer Responsible	District Health Officer
PROJECT INTRODUCTION	
Problem Statement	The health facilities in Kitgum district has inadequate latrines The increased in total population of Kitgum district led to increase in demand for latrines to provides good hygiene and sanitation
Situation Analysis	Health facilities in Kitgum district has inadequate latrines for both health workers and community.
STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Kitgum district local government is drainable latrines for both health workers and community. Inadequate funding Slow procurement process
Relevance of the project idea	The project tends to promote good hygiene and sanitation and it is in Aligned to NDP, SDPs and Agency plans
Stakeholders	Health workers Community
Project objectives/outcomes/outputs	To provides drainable latrines to health workers and Community Hygiene and sanitation improved Drainable latrine constructed in lower health facilities
Project inputs/activities/interventions	Funds, Stationeries, Fuel, Allowances. Advertising for the project, Procurement process, handing over sites to best evaluated bidder, construction, Monitoring and Evaluation, Report writing Interventions

STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Construction of drainable latrine in facilities improve hygiene and sanitation
Coordination with government agencies	There shall be monitoring visits to construction site by the CAO, DHO, DIA, CFO, and District Planner, District Environment Officer and the DEC. On the ground, the work shall be monitored by Health Unit Management Committee, as well as the sub county chief.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Construction of Placenta Pits</i>
DDP Program Description	Human Capital Development
Department	Health
Implementing Agency	Kitgum District Local Government / Service Provider
Location	Health Facilities
Estimated Project Cost	114,000,000/=
Current stage of project implementation at commencement of LGDP	Not started
Funding Secured	0/=
Total funding gap	114,000,000/=
Project Duration/Life span (Financial Years)	1/7/2020 30/6/2025
Officer Responsible	District Health Officer
PROJECT INTRODUCTION	
Problem Statement	The newly Constructed health facilities lack Placenta pit for proper disposal of Placenta
	The increased in total population of Kitgum district led to increase in demand for placenta pit in the newly constructed health facilities.
Situation Analysis	Newly constructed health facilities lack placenta pit for safe disposal of placenta
STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Kitgum district local government is Constructing Placenta pit for safe disposal of Placenta
	Inadequate funding
	Slow procurement process
Relevance of the project idea	The project tends to promote safe placenta disposal and it is in Aligned to NDP, SDPs and Agency plans
Stakeholders	Pregnant mothers.

	Community
Project objectives/outcomes/outputs	To Safe disposal of Placenta
	Hygiene and sanitation improved
	Placenta pit constructed in lower health facilities
Project inputs/activities/interventions	Funds, Stationeries, Fuel, Allowances.
	Advertising for the project, Procurement process, handing over sites to best evaluated bidder, construction, Monitoring and Evaluation, Report writing
	Interventions
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Construction of drainable Placenta pit at facilities promote safe disposal of placenta
Coordination with government agencies	There shall be monitoring visits to construction site by the CAO, DHO, DIA, CFO, and District Planner, District Environment Officer and the DEC. On the ground, the work shall be monitored by Health Unit Management Committee, as well as the sub county chief.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Construction of Incinerator</i>
DDP Program Description	Human Capital Development
Department	Health
Implementing Agency	Kitgum District Local Government / Service Provider
Location	Health Facilities
Estimated Project Cost	114,000,000/=
Current stage of project implementation at commencement of LGDP	Not started
Funding Secured	0/=
Total funding gap	114,000,000/=
Project Duration/Life span (Financial Years)	1/7/2020
	30/6/2025
Officer Responsible	District Health Officer
PROJECT INTRODUCTION	
Problem Statement	The newly Constructed health facilities lack Incinerator for proper waste disposal
	Due to increase in total population of Kitgum, the demand for Incinerator increase in newly constructed health facilities.
Situation Analysis	Newly constructed health facilities lack Incinerators for proper Waste disposal

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Kitgum district local government is Constructing Incinerator for proper waste disposal
	Inadequate funding
	Slow procurement process
Relevance of the project idea	The project tends to promote safe Waste disposal and it is in Aligned to NDP, SDPs and Agency plans
Stakeholders	Health Workers
	Community
Project objectives/outcomes/outputs	To promote safe Waste disposal
	Hygiene and sanitation improved
	Incinerator constructed at health facilities
Project inputs/activities/interventions	Funds, Stationeries, Fuel, Allowances.
	Advertising for the project, Procurement process, handing over sites to best evaluated bidder, construction, Monitoring and Evaluation, Report writing
	Interventions
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Construction of Incinerator at facilities promote safe Waste disposal
Coordination with government agencies	There shall be monitoring visits to construction site by the CAO, DHO, DIA, CFO, and District Planner, District Environment Officer and the DEC. On the ground, the work shall be monitored by Health Unit Management Committee, as well as the sub county chief.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Fencing of Health Facility</i>
DDP Program Description	Human Capital Development
Department	Health
Implementing Agency	Kitgum District Local Government / Service Provider
Location	Health Facilities
Estimated Project Cost	140,000,000/=
Current stage of project implementation at commencement of LGDP	Not started
Funding Secured	0/=
Total funding gap	140,000,000/=
Project Duration/Life span (Financial Years)	1/7/2020
	30/6/2025

Officer Responsible	District Health Officer
PROJECT INTRODUCTION	
Problem Statement	The newly Constructed health facilities has no fence and the health facility assets are being destroyed by the community
	Fencing Health facility to protect health facility assets
Situation Analysis	Newly constructed health facilities have no fence and the community vandalized the health facility assets and this affect health services delivery.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	Kitgum district local government is fencing the newly constructed facilities to protect the assets of the facility.
	Inadequate funding
	Slow procurement process
Relevance of the project idea	The project tends to the health facilities assets so as to increase health service delivery in the district and it is in Aligned to NDP, SDPs and Agency plans
Stakeholders	Health Workers
	Community
Project objectives/outcomes/outputs	To provide safety of facility and its assets
	Health Services delivery improved
	Health Facility fenced
Project inputs/activities/interventions	Funds, Stationeries, Fuel, Allowances.
	Advertising for the project, Procurement process, handing over sites to best evaluated bidder, construction, Monitoring and Evaluation, Report writing
	Interventions
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Fencing of health facility to protect health facility and it assets.
Coordination with government agencies	There shall be monitoring visits to construction site by the CAO, DHO, DIA, CFO, and District Planner, District Environment Officer and the DEC. On the ground, the work shall be monitored by Health Unit Management Committee, as well as the sub county chief.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Low cost sealing of roads</i>
DDP Program Description	<i>Integrated Transport Infrastructure and Services</i>
Department	Roads and Engineering
Implementing Agency	Works and Technical Services

Location	Awuch – Lanyadyang / Ojuma – Kitgum Matidi
Estimated Project Cost	2,555,010,000
Current stage of project implementation at commencement of LGDP	Procurement
Funding Secured	512,002,000 (DANIDA / RTI)
Total funding gap	2,043,008,000
Project Duration/Life span (Financial Years)	Start date: Q2 2020/2021 FY
	End date: Q4 2024/2025 FY
Officer Responsible	District Engineer
PROJECT INTRODUCTION	
Problem Statement	Problem to be addressed <ul style="list-style-type: none"> • High cost of maintaining graveled roads • Pollution due to dust
	Causes of the problem: Bad weather and high traffic
Situation Analysis	9.0 km of Awuch – Lanyadyang road sealed Past achievements to address the problem (include figures to support the achievements in terms of outputs and budget allocations)

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Road maintenance and construction</i>
DDP Program Description	<i>Integrated Transport Infrastructure and Services</i>
Department	Roads and Engineering
Implementing Agency	Works and Technical Services
Location	All District roads
Estimated Project Cost	8,248,780,000
Current stage of project implementation at commencement of LGDP	Procurement
Funding Secured	1,493,346,000 (GoU)
Total funding gap	6,755,434,000
Project Duration/Life span (Financial Years)	Start date: Q2 2020/2021 FY
	End date: Q4 2024/2025 FY
Officer Responsible	District Engineer
PROJECT INTRODUCTION	
Problem Statement	Problem to be addressed Bushy roads, Potholes and bottlenecks
	Causes of the problem Bad weather

Situation Analysis	448.6 km of District roads maintained Past achievements to address the problem (include figures to support the achievements in terms of outputs and budget allocations)
STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	<i>Opening CARs</i>
DDP Program Description	<i>Integrated Transport Infrastructure and Services</i>
Department	Roads and Engineering
Implementing Agency	Works and Technical Services
Location	All Sub-counties
Estimated Project Cost	25,000,000,000
Current stage of project implementation at commencement of LGDP	Procurement
Funding Secured	10,000,000,000 (PRELNOR and DRC)
Total funding gap	15,000,000,000
Project Duration/Life span (Financial Years)	Start date: Q2 2020/2021 FY
	End date: Q4 2024/2025 FY
Officer Responsible	District Engineer
PROJECT INTRODUCTION	
Problem Statement	Problem to be addressed
	No access to services
	Causes of the problem Insufficient funding
Situation Analysis	682.9 km of CARs opened Past achievements to address the problem (include figures to support the achievements in terms of outputs and budget allocations)

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	Drilling and construction of 120 deep boreholes
DDP Program Description	Water, Climate Change and Environmental management
Department	Water
Implementing Agency	Kitgum district local government
Location	Village with poor access to safe water points
Estimated Project Cost	2,700,000,000
Current stage of project implementation at commencement of LGDP	Selection of contractor on going
Funding Secured	250,000,000 (Sector development Grant)

Total funding gap	2,450,000,000
Project Duration/Life span (Financial Years)	1 st July 2020
	30 th June 2025
Officer Responsible	District Water Officer
PROJECT INTRODUCTION	
Problem Statement	The District still has over 160 villages without safe water access. Generally, the district safe water coverage stands at 74%. The planned 120 borehole drilling project will push the coverage to over 95% within the five year period of the DDPIII.
	The low safe water coverage is due to inadequate financial resources to put in place all the required water facilities.
Situation Analysis	The district has total of 941 boreholes, out which only 577 are functional and 364 are non-functional that require decommissioning or rehabilitation. There are other water sources like pipe water facilities in some few urban areas to bridge the gap but many communities' still access water points outside the required minimum standard. The District there for plans to drill and construct 120 boreholes during the five year period of the DDPIII.

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	The district has total of 941 boreholes, though only 577 are functional and 364 are non-functional. There are other water sources like pipe water facilities in some few urban areas to bridge the gap but many communities' still access water points outside the required minimum standard. The District will be drilling additional 120 boreholes in the next five year to bridge the gaps in source water points in the community.
	Challenges: Inadequate funding to implement the plan
	Crosscutting aspects: Gender based violence and defilement of girls occurs as women take too long at water points to long distance and overwhelming number of people at the water points.
Relevance of the project idea	Provision of safe water to the community within short distance
Stakeholders	Communities with poor access to safe water facilities
	Neighboring community/ villages
Project objectives/outcomes/ outputs	land owner
	Provision of safe water
	Increased access to safe water
Project inputs/activities/ interventions	Increased safe water coverage
	Design, and construction
	construction
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Procurement of contractor
	Provision of pipe water
	Public Private partnership in drilling construction and managing of water point/ facility
STRATEGIC OPTIONS	

Coordination with government agencies	The District water department coordinates with Ministry of Water and Environment to and Agencies to lobby for resources for the establishment of pipe water schemes.
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STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
Project Title	Rehabilitation of deep borehole
DDP Program Description	Water, Climate Change and Environmental management
Department	water
Implementing Agency	Kitgum district local government
Location	Communities with non-functional boreholes
Estimated Project Cost	<i>1,500,000,000</i>
Current stage of project implementation at commencement of LGDP	Drafting of MOU between the district and Hand pump mechanic association
Funding Secured	250,000,000 (Sector development Grant)
Total funding gap	1,250,000,000
Project Duration/Life span (Financial Years)	1 st July 2020
	30 th June 2025
Officer Responsible	District water officer
PROJECT INTRODUCTION	
Problem Statement	The District still has 364 bore holes which are broken beyond repair by the community and that requires intervention from the district. This big number of the non-functional boreholes has affected the coverage of safe water access in the district.
	The low safe water coverage is due to inadequate financial resources to put in place all the required water facilities.
Situation Analysis	The district plans to rehabilitate 150 of the 364 nonfunctional boreholes within the five year period of the DDPIII

STRUCTURE OF THE DDPIII PIP	
PROJECT SUMMARY	
	The district has been rehabilitating boreholes on yearly basis but many more also keep on getting broken that require major rehabilitation.
	Challenges: Inadequate funding to implement the plan
	Crosscutting aspects: Gender based violence and defilement of girls occurs as women take too long at water points to long distance and overwhelming number of people at the water points.
Relevance of the project idea	Provision of safe water to the community
Stakeholders	Communities with poor access to safe water facilities
	Neighboring community/ villages

	land owner
Project objectives/outcomes/ outputs	Provision of safe water
	Increased access to safe water
	Increased safe water coverage
Project inputs/activities/ interventions	Provision of parts materials and labour
	rehabilitation
	Procurement of contractor

STRUCTURE OF THE DDPIII PIP

PROJECT SUMMARY

Project Title	Construction of latrine
DDP Program Description	Water, Climate Change and Environmental management
Department	water
Implementing Agency	Kitgum district local government
Location	Markets in urban growing centers without public latrines
Estimated Project Cost	375,000,000
Current stage of project implementation at commencement of LGDP	Procurement
Funding Secured	108,000,000 (Sector development Grant)
Total funding gap	267,000,000
Project Duration/Life span (Financial Years)	1 st July 2020
	30 th June 2025
Officer Responsible	District Water Officer

PROJECT INTRODUCTION

Problem Statement	Health hazards to market vendors due to unsafe disposal of human waste
	Lack of facility and poor hygiene
Situation Analysis	The plans to construct five VIP drainable latrines in the next five years during the DDPIII plan implementation

STRUCTURE OF THE DDPIII PIP

PROJECT SUMMARY

	The district constructed five public latrines in urban growing markets in the last five years and every year there will be one latrine constructed in a selected urban market facility.
	Challenges: Inadequate funds to address the Public latrine problems in many urban growing centers
	Crosscutting aspects: Due to the shortages of public latrines in urban growing markets and public places, males and females often share the few existing private facilities and this is many cases caused quarrels between the owners of these facilities and the public

Relevance of the project idea	Alignment to NDP, SDPs and Agency plans
Stakeholders	Market vender of the selected areas
	Neighboring community and customers
	Neighboring community and land owner
Project objectives/outcomes/outputs	Safe disposal of human waste (feces)
	Increased access to safe sanitation
	Increased access to safe sanitation
Project inputs/activities/interventions	Design, and construction
	Construction
	Procure contractor
STRATEGIC OPTIONS	
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Construction of Public latrine in rural centers
	Public Private partnership in construction and managing of sanitation facility
Coordination with government agencies	The District water department and Community based department often coordinates with other partners and communities for the need to construct and maintain public latrines in public places like markets. In most cases, these markets are near the sub county headquarters and where there is not latrine, the public use the ones for the sub county.