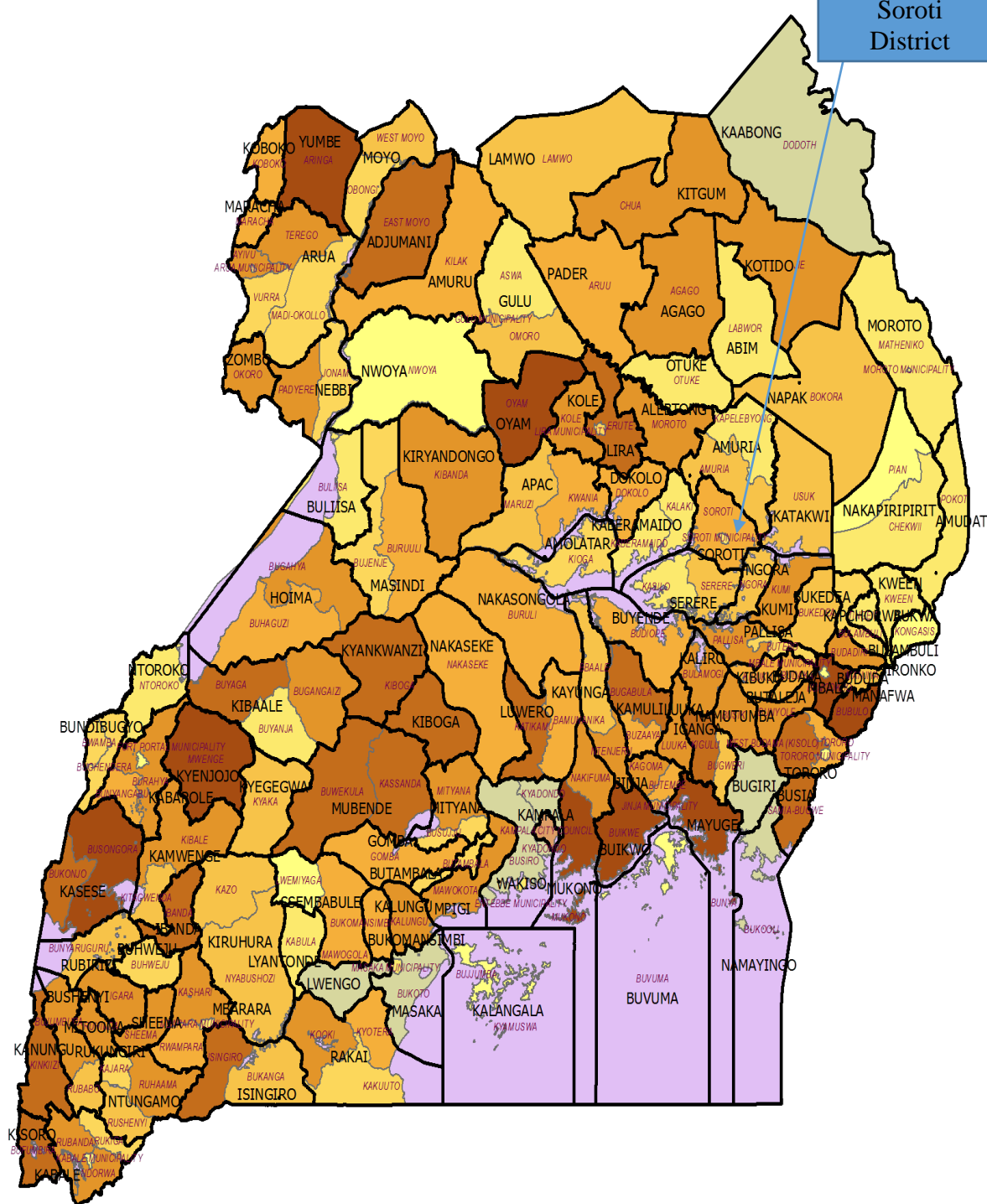


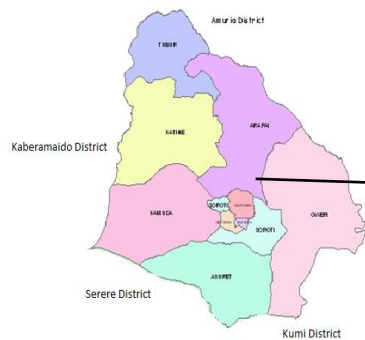
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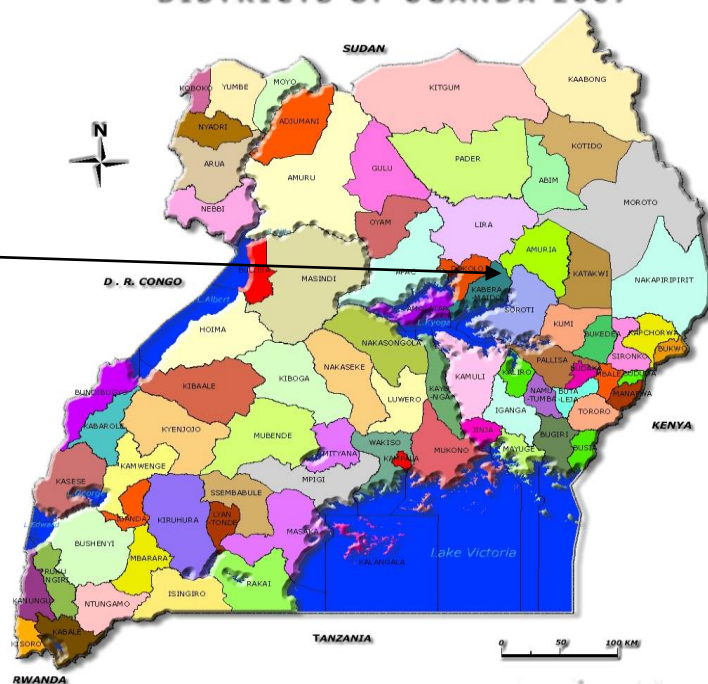
30th May, 2023

Approval Minute

Min. 38/COU/05/2023



DISTRICTS OF UGANDA 2007



SOROTI DISTRICT LOCAL GOVERNMENT HEADQUARTERS OFFICE ADMIN BLOCK



Development Plan Vision:

To achieve a healthy, educated, skilled and self-sustaining population by 2040.

Development Plan Mission:

To serve the Community through the coordinated delivery of services which focus on national and local priorities and contribute to the improvement in the quality of life of people in the district.

Theme:

Sustainable Industrialization for inclusive Growth, Employment and Wealth Creation

Development Plan Goal:

The goal of the development plan is to contribute to Poverty reduction among the population of Soroti District by improving service delivery to the population.

Core Values:

Participation, Accountability, Non-discrimination, Transparency, Human dignity, Empowerment and rule of law

Development Plan Objective

This plan seeks to ensure that Soroti district utilizes her natural, human and financial resources to positively change the social and economic lives of the population and hence contribute towards poverty eradication. This is hoped to be achieved through pursuing the various sector strategies and activities by mobilizing community participation, refocusing district resources to pro-poor interventions and enlisting the participation of all partners in development in implementation of the plan. This plan will largely pursue the following overall objectives that derive from the sectoral ones:

FOREWORD

Soroti district Local Government executes the planning function in line with the **National Vision of Transforming the Society from a Peasant to a Modern and Prosperous Country within the 30 Years** of the NDP Planning Framework. This is in observance of the programme approach guidelines which requires that the district programmes and sub programmes should be aligned to the NDP III programmes and sub programmes. It also recognizes the Planning Triangle where the district objectives and vision feed in to the National Vision. Before the NDP Framework the District's Development plan was enshrined in the Country's Poverty Eradication Plan (PEAP) with the objective to fight poverty and was a 3 –year rolling Framework. With the start of the implementation of the National Development Plan (NDP), the focus changed to designing strategies for unlocking binding constraints to enhance productive capacities, acceleration of economic growth and income and employment generation. The medium-term goal is to develop from a low income to middle –income country by 2040. It stipulates the districts' medium term strategic direction, development priorities and implementation strategies. In addition, it details Soroti districts' development status, challenges and opportunities. In line with the National Vision and Framework, the five (5) year NDP will be the Third Phase of the 5-Year for implementation. The Theme of the plan is **"Sustainable Industrialization for inclusive growth, employment and wealth creation"**. The District Political leadership continues to work hand in hand with the technical arm of the district and the development partners for the realization of both the district and the national vision. This 5-year District Development Plan (DDP II) 2020/21 – 2024/25 is as a result of the revision of the First Phase of the 5 – Year DDP I. In line with the Decentralised development planning Framework, this plan was evolved from extensive consultations with various stakeholders within the existing structures of local governments' i.e right from the grass roots communities led by Village Chairpersons to Parish and eventually to the district level in mindful of the bottom to up planning principle. This plan has prioritized safe water provision, Health Service Delivery, Education and Rural Roads, Energy including forgetting the supporting social service sector continues to be very instrumental in community mobilization, capacity building and mentoring of various stakeholders, for efficient better social service delivery as per local government standards, Environment and Wetland Management, Climate Change component, Sustainable population growth for quality population, Food Security and Nutrition, Technical and Social Accountability, Stakeholder participation, HIV/Aids, Gender perspective and response and cooperatives as key to the development process.

This 5-year District development plan continues to be constrained by the Medium-Term Budget Framework that considers the aggregate resource envelope from both local and external sources and thus the proposed projects are constrained by the available resources to achieve well-defined sectoral objectives. The objectives accorded priority allocation in this year's budget are those identified through a consultative bottom-up planning process and responding to the voices of the poor. This is indeed in line with the national policy under decentralisation. Cognizant of the diversity and interdependence of development issues, the district has continued to ensure that cross cutting social development concerns of Gender, HIV/AIDS, Environment, Security, disaster management, Food Security and Nutrition, Energy, Cooperative's revival, Climate Change, and Population growth are taken into account in designing development programmes and strategies. On gender a deliberate effort has been made to ensure equitable participation and benefit in all development initiatives in the district by the women, men, children, Youth, the elderly, and the Persons with Disability. The district has also made sure that all planned projects undergo Strategic Environment Impact Assessment (SEIA) so as to mitigate negative environmental impacts in order to achieve sustainable development. In all these, related efforts of development partners have been sought. My thanks go to all persons who contributed in various ways towards the formulation of this development plan. While it is not possible to acknowledge the contribution of all these players individually, I wish to commend the efforts of all technical staff in various departments that have made an input and facilitated the process of arriving at this DDP II. The Development Partners, the Political Leadership and the District Council as the Planning Authority in this regard is specifically recognised for their support and time in this planning function. It is my desire and hope that together we shall be able to cause sustainable growth, employment and prosperity for all development in Soroti.

My pledge to the people of Soroti district is to draw the input and commitment of the District Council in ensuring that the development interventions as packaged in the DDP II are influenced and realized.

For God and my Country.

Hon. Edoru Simon Peter

DISTRICT CHAIRPERSON

ACKNOWLEDGEMENT

Cognizant of the commitment that our leaders at National and district level have endorsed to implement the 18 Development programmes, the 5 -year District Development Plan 2020/21 – 2024/25 incorporates key elements of the revised DDP II and newly identified priorities emanating from the communities. This plan builds on the gains achieved in the previous one by taking on the identified intervention areas that could not be implemented during FY 2015/16 - 2019/20. This revision has been achieved through a bottom-up participatory consultative process in consonance with the decentralized planning framework of local governments. The district continues to articulate strategies for poverty reduction in all its sector plans, notably the YLP, UWEP and PRDP poverty alleviating projects that are meant to target the core poor categories of the population often missed out by conventional development efforts.

The DDP II has been very challenging due to a number of reforms and policy shifts that have in some cases militated against the positive achievements outlined in this plan. These included implementation of the Integrated Programme Budgeting System (IPBS) and introduction of the Treasury Single Account (TSA). It was also a learning period for most of the newly elected councillors and recruited technical staff. Despite these shortfalls the district has continued to realize a number of development activities.

The achievements have come about as a result of the concerted efforts of both the political leadership and the technical staff. I wish therefore to thank the District Chairperson, the District Executive and the entire District Council, the Sub County local governments and Councils for their commitment and support during the entire planning and budgeting process.

I wish to convey special thanks to the District Technical Planning Committee and the Budget Desk for their commitment and hard work during the formulation of this DDP III

I wish to extend my gratitude to all our development partners for all their contributions that they have made in various ways to district development. Their efforts have greatly augmented the district development programmes highlighted in previous Development plans and have provided synergy with strategy implementation

Muramira Aggrey Winston
CHIEF ADMINISTRATIVE OFFICER

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LIST OF ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank
AMREF	African Medical Research Foundation
BMU	Beach Management Unit
DDMC	District Disaster Management Committee
DDP	District Development Plan
DSC	District Service Commission
DCC	District Contract Committee
DTPC	District Technical Planning Committee
FAL	Functional Adult Literacy
IFMS	Integrated Financial Management System
LGDP	Local Government Development Programme
LoGICS	Local Government Information and Communication system
MDG	Millennium Development Goals
NAADS	National Agricultural Advisory Services
NEMA	National Environment Management Authority
NPA	National Planning Authority
NUSAF	Northern Uganda Social Action Fund
PAC	Public Accounts Committees
PDCs	Parish Development Committees
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernisation of Agriculture
PMTCT	Prevention of Mother to Child Transmission
PPAs	Priority Programme Areas
PRA	Participatory Rural Appraisal
ROM	Result Oriented Management
SHSSPP	Support to the Health Sector Strategic Plan
SOCADIDO	Soroti Catholic Diocese Development Organisation
SORUDA	Soroti Rural Development Association
SRHP	Sexual and Reproductive Health Programme
SWGs	Sector Working Groups
TA	Technical Assistance
ACAO	Assistant Chief Administrative Officer
ART	Anti-Retroviral Therapy
SACAO	Senior Assistant Administrative Officer
ACDP	Agriculture Cluster Development Programme
AIDS	Acquired Immune Deficiency Syndrome
ANCA	Antenatal Care
CAO	Chief Administrative Officer
CBOs	Community Based Organization's
CDD	Community Driven Development
CDOs	Community Development Officers
CSO	Civil Society Organization
DDEG	Discretionary Development Equalization Grant
DDP	District Development Plan
DEC	District Executive Committee
DPAC	District Public Accounts Committee
DTPC	District Technical Planning Committee
FY	Financial Year
GBV	Gender Based Violence
HC	Health Centre

HIV	Human Immune Virus
HLGs	Higher Local Governments
HMIS	Health Management Information System
LED	Local Economic Development
LGs	Local Governments
LGDP	Local Government Development Plan
LLGS	Lower Local Governments
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance Planning and Economic Development
MoLG	Ministry of Local Government
NDP	National Development Plan
NGO	Non-government Organization
NPA	National Planning Authority
NPHC	National Population and Housing Census
NUSAF	Northern Uganda Social Action Fund
OWC	Operation Wealth Creation
PLWA	Persons Living with AIDS
PPP	Public-Private Partnership
POCC	Potentials, Opportunities, Constraints and Challenges
PRDP	Peace and Recovery Development Programme
PRDP	Peace Recovery and Development Programme
PWDs	Persons with Disabilities
RDC	Resident District Commissioners
SACCOS	Savings and Credit Co -Operative Societies
SAS	Senior Assistant Secretary
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
TASO	The AIDS Support Organization
UBOS	Uganda Bureau of Statistics
UNICE	United Nations International Children Emergency Fund

EXECUTIVE SUMMARY

The district 5-year development plan is rolled over annually to accommodate the dynamic nature of development concerns occasioned by time and space. It is one of the instruments through which government systematically ensures focus in achievement of its development goals and objectives. This development plan is for period **2020/21 – 2024/25**

Preparation of this plan commenced with participatory bottom-up consultative processes using local government established administrative structures right from the village level. The information used in the document is drawn from district departments, development partners and national surveys among others.

The Plan prioritizes actions in sectors seen to contribute to Poverty Eradication among the population of Soroti District together with improved service delivery. This plan also intends to achieve what is enshrined in the 17 sector Goals – SDGs and NDP III 18 programmes

Under the production department the PMA is progressing well as it's targeted to improving output of the sector. Also, under OWC, more farmer groups have been formed and registered with the respective sub counties, however there has been delay in provision of Advisory and Technology services. In the health sector the district will strive to rehabilitate and equip health centres in all the seven sub counties. This is in pursuit of the commitment to provide a comprehensive health care package to the population, specifically improving maternal health, Poor health due to malaria and HIV/AIDS which has continued to be the leading problem affecting much of the population. The department will step up the fight against malaria, curative and communicable diseases. The other priorities include immunization, community mobilization for health, human resource management, the continued fight against HIV/AIDS and infrastructure development.

The health department is however faced with a problem of retaining medical workers especially medical officers and laboratory. Private-for-Profit and Private-Not-For-Profit partners are encouraged to supplement district efforts and indeed provide greater synergy in health services provision. Another priority is to advocate for adequate staffing of existing facilities using the PHC conditional grant to strengthen the HCs so as to improve access to health services. Tubur sub county due to creation of new admin units does not have HCII so the priority is to construct a new HC II for the affected communities using any available development grant in PRDP and health sector

In the education department the district's gets central allocation for the school facilities under SFG/sector development grant and UGFT. The funds will be used to provide infrastructure for this sector. Most of the funds are committed to this sector as it's the number one priority in the district. The sector however continues to suffer from under staffing as a major problem.

The Natural resources department will continue to strengthen environmental management in the district. This will be by causing attitude change and pro action in the day-to-day activities of various stakeholders in the district. Farmers will be trained on sustainable agro-forestry practices among other aspects. In the Lands sector topographic surveys will be undertaken, appraisal of district infrastructure designs and their location and advising district authorities and guiding them to ensure equitably distributed development in the district. The department will routinely spearhead the formulation of the District State of Environment Report (DSoER) and the Wetland Action Plans for all the sub counties. There are also a number of Wetlands activities planned for the year such as environmental inspections, developing Parish and Sub County Environmental Action Plans. However, little attention is given to climatic change mitigation

In the Community services sector Gender, the key priority will be more effectively coordinated in all sectors to mainstream gender responsive actions in all development programmes/projects so as to realize holistic and all-inclusive district development. The district recognises that poverty levels show

that women are over represented among the poorest of the poor and that women compared to men are more marginalised and vulnerable. Consequently, the poverty and livelihood analyses done by the district are now entry points in critically examining gender-mainstreaming aspects in all sector plans. To better target interventions in district development projects therefore, the sectors have identified gender issues and sought redress to the ones that require attention in their project profiles (appended in Volume II of the DDP).

The Management and Administration department will this year continue to ensure training and sensitization of elected leaders and newly recruited technical staff. Other activities will include Monitoring, Inspection and backstopping, Planning and development reviews, Human Resource activities, food security and nutrition advocacies, Information and Public relations by publicizing all development Programmes/ Activities through a multi-media coverage/documentary annually. This is through fostering collaboration with all other development partners e.g., NGOs, the Private sector and members of civil society.

Development Plan Vision:

To achieve a healthy, educated and self-sustaining population by 2025.

Development Plan Mission:

To serve the Community through the coordinated delivery of services which focus on national and local priorities and contribute to the improvement in the quality of life of people in the district.

Theme:

Sustainable industrialization for inclusive growth, employment and wealth creation

Development Plan Goal:

To increase household incomes and improve the quality of life of the people in the district.

Development Plan Objective

To ensure that the district utilizes its natural, human and financial resources to positively change the social and economic lives of the population and hence contribute towards poverty eradication. This is hoped to be achieved through pursuing the various sector strategies and activities by mobilizing community participation, refocusing district resources to pro-poor interventions and enlisting the participation of all partners in development in implementation of the plan. This plan will largely pursue the following overall objectives that derive from the sectoral ones:

Development Plan Priority Investment Areas

From the participatory planning exercises, it has come up that the key areas that require focus in terms of resource allocation in the medium term include:

- i. **Education-** Is the first priority in the district and commands a bigger budgetary allocation than most of the departments. Attention still needs to be paid to the improvement of performance of both pupils and teachers. This has to do with co-operant factors such as recruitment and retention of adequate teachers, provision of conducive school learning environment (classrooms) and provision of appropriate adequate scholastic materials,
- ii. **Health:** Is the second priority. The department of health accordingly has a key concern to improve access to not only health facilities but also functional access. Furthermore, appropriate and timely health educations together with concerted mobilization for health are targeted.
- iii. **Production and Environment** conscious management planning. In this area emphasis has continued to hinge on the sustainable use of both upland and wetland resources in economic activity. Structures (District Environment committee and Sub County Local Environment Committees) have been formed right from the grassroots to the district to ensure enforcement environmental laws, regulations, guidelines and standards. These structures also help in

environmental awareness campaigns. All these efforts are meant to deliberately instill the culture and commitment to the community towards sustainable use of natural resources and environment protection

- iv. **Rural Water** – The poverty and livelihood studies have revealed the need for safe water to be considered as priority investment.
- v. **Socio-economic Infrastructure.** In this area the major emphasis is to improve and sustain an efficient district road and communication network. Rural roads are crucial for better access to social services e.g markets, schools, and urban centres
- vi. **Capacity Building and Service Delivery.** Aware of the fact that decentralization has continued to transfer challenging tasks to local governments it is imperative that the capacity to undertake these tasks is built among all the District and Sub County level staff through mentoring.
- vii. Empowerment of disadvantaged groups (children, Disabled, Youth, women and Elderly).
- viii. Community Development.
- ix. Physical planning of up springing urban centres
- x. Support revival of Cooperative Unions
- xi. Develop and Lobby for financing of District Risk and Disaster Management Plans
- xii. Advocacy and Resource Mobilization for Climate Change mitigation
- xiii. Support the mainstreaming and integration of cross cutting issues in the Development Plan such as food security and nutrition, HIV/AIDS, energy, environment and gender that are critical to development
- xiv. Developing the District Population Action Plan (DPAP) for quality Population

Mentoring of Lower Local Governments

Aware that the full realisation of devolved decentralisation ideals is consequent upon functional vibrant Sub County Local Governments, the District is committed to continue mentoring of Sub counties on their mandated roles/functions. The key areas include Environment impact assessment; Gender mainstreaming in planning and budgeting, financial management, Reporting and accountability, planning, monitoring and evaluation, political responsibility and governance and disaster management. Another area that warrants mentoring is on operation and maintenance of investments in a sustainable manner based on the programme approach and programme-based system software. The mentoring priorities will however be based on areas of identified weaknesses that are crucial to functionality of the LLGs.

Key Outputs Expected

- Supported and Sustainable Integrated Development Planning and Budgeting process.
- Technical capacity of the Staff built
- Good Governance, Accountability and Transparency
- Improved productivity of Land.
- Improved motorable road network
- Improved access to safe and clean water
- Community and other marginalised groups involved in development planning and decision making
- Plans and budgets at different levels developed in a decentralised process.
- Increased Local Revenue Collected
- Increased Enrolment and Sanitation in Schools
- Improved Health Services delivery
- Controlled and quality population
- Activity implementation Monitored, Supervised and Reported
- Cross cutting issues such as food security and nutrition, HIV/AIDS, energy, environment and gender that are critical to development mainstreamed and Integrated in the Development Plan
- Improved Performance in examination at National level
- The National safe water coverage percentage met
- Pupil to Teacher ratio of 1:60 met

- Increased number of staff houses for Teachers and Medical Staff
- Increased number of classrooms and toilet facilities in schools
- Increased number of dams constructed to provide water for production
- Decrease in the school dropout rate
- 80% staffing level met
- 100% survey of government land and certification
- 100% application of PBS and other software by Technical Staff
- Reduced Poverty level

Key Challenges Expected

The district continues to face a number of challenges including:

- High population growth rate of 5.1 has negative economic consequences to service delivery
- High pension burden
- Low revenue base arising from creation of new districts from Soroti district
- High co funding obligation against a low resource base and high pension burden
- Staff turnover, low staffing and failure to retain staff. This is a case with Health department
- Transport for operation is a hindrance to expected district activities
- Slow and long procurement procedures for funds consumption
- Late releases of funds to the district and to LLGs
- Limited and no budget to climate mitigation measures
- Poor Primary education performance
- Inadequate Health Services due to low Doctor patient ratio of 1:19,000
- The HIV/AIDS epidemic scourge and its debilitating effects on production and productivity among the population.
- Low technical capacity among some LLGs till after restructuring
- IFMS downtimes delay transactions
- Local Government Output and Budgeting Tool (OBT) still not user friendly to a number of Technical Staff

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background information.

Soroti district is located in Eastern Uganda. Formerly, it was part of the mother Teso district covering Kumi, Soroti and Katakwi. Physically the district lies approximately on latitudes $1^{\circ} 33'$ and $2^{\circ} 23'$ North of the equator, $30^{\circ} 01'$ and $34^{\circ} 18'$ degrees East of the Prime Meridian and is over 2500 feet above with dotted rocks throughout most parts of it. Soroti borders Ngora in the South, The and Kalaki in the west, Amuria in the North and Katakwi in the Northeast. The district covers approximately a total land area of 2,662.5 km² of which 2,256.5 km² is land and 406 km² is water.

1.2 Key Achievements:

- a. Enrolment in primary increased by 40.6% from 75,256 pupils in 2015 to 105,786 in 2019.
- b. Completion rate improved by 39% from 48% in 2015 to 87% in 2019.
- c. Household latrine coverage increased from 86.1% in 2015 to 87.34% in 2019 and percentage of household using hand washing facilities also increased from 68.8% in 2015 to 74.5% in 2019.
- d. Number of people tested for HIV reduced from 66,046 in 2015 to 31,6648 in 2019.
- e. Pieces of land surveyed increased from 6 in 2015 to 17 in 2019
- f. Average safe water coverage increased from 68.9% in 2015 to 70.25% in 2019.
- g. Number of functional health facilities increased from 22 in 2015 to 25 in 2019 and OPD utilization reduced from 0.8 in 2015 to 0.5 in 2019.
- h. Functionality of safe water sources reduced 94.4% in 2015 to 86.39% in 2019.
- i. The community access road increased from 242 Kms in 2015 to 378.75 Kms in 2019.
- j. Urban roads increased from 59 kms in 2015 to 128.06kms in 2019.
- k. Percentage of motor able feeder roads remained the same at 100.2kms from 2015.
- l. Percentage of filled posts in health improved from 61% in 2015 to 65% in 2019.

1.3 Challenges encountered during implementation of the DDPII

The main constraining factors have been both managerial, sector wide and policy related. These include but not limited to the following;

1. Local revenue collections that should improve the efficiency and effectiveness of management to deliver results of the development plan. Local revenue collections have not improved significantly to adequately fund development priorities let alone management efforts. Failure to strengthen and enforce local revenue collections, and administrative inefficiencies led to failure to register progress in delivering result area three of increased district local revenue sustainability. It also failed to facilitate management to critically supervise and monitor sub county programmes and community projects for learning.
2. Limited funding to critical infrastructure sectors like health, Roads and Education dwindled over the first years of the plan implementation. Although the district budget increased significantly, there was low funding to construction of classrooms, health infrastructure and roads construction. This slowed down the achievement of reduced pupil classroom ratios, desk ratio and OPD attendance in the district and hence slowed the chance of boosting human capital development.
3. Poor ownership and commitment to the implementation of the development plan is constraining the progress to the attainment of all the broad development objectives. Political actors do not want to follow and respect what is detailed in the district strategic direction.
4. Staffing gaps due to wage bill ceilings. The availability and quality of human resources are important to any organizational success. The District is operating at less than 65% this leaves the gap of 35% still exist to be filled in the district spread through various departments.

5. Poor and inadequate physical infrastructure, Physical infrastructure plays a key role in the movement of final goods and services as well as factors of production from supply areas to demand (markets). The district is not connected to any of the major transport arteries in the country. These constraints hamper production and affected many sectors of the economy. Farmers could not easily access extension services, agricultural inputs and markets. Access to services like education and health for communities was equally limited by the poor roads. The frequent breakdown of road equipment slowed the speed of implementation of road works and reconstruction.
6. High population growth rate and environmental degradation. The average annual population growth rate between 2002 and 2014 of the districts was 4.0% compared to the national average annual population growth rate of 3.2%. Children below 18 years constituted 60% of the population and 21% of the district population is female of the reproductive age between 15-49 years. This also means that the district has a high chance of increasing the population higher than the national average. The environment, too, is equally degraded due to constant encroachment on the forest reserves for building materials or due to other livelihood activities such as farmlands as a result of the increasing population. This is also attributed to high poverty levels in the district which has forced many people to rely on natural resources for their livelihoods. The district is faced with the challenge of meeting the demands of this ever-increasing population, ensuring sustainable use, protection and management of natural resources amidst the high population growth rate.
7. Changing planning and budgeting software. The move from LOGICS to OBT, PBS and now programme-based plan approach demands more technical capacity and staffing and is very challenging to an effective and efficient functioning

1.4 Lessons Learnt.

There is need to integrate environment into all programmes since it's a cross cutting issue. The current emphasis put on the environment is still weak due to lack of capacity at the district in terms of funding and technical skills. Environment committees, Area Land Committees, Forest Support Groups need to be supported to perform their duties. There is an increasing interest in tree planting by individuals as a result of massive sensitizations by the district technical staff and politician, partners, forestry sector, private partners as indicated by the numerous tree plantations and an increasing demand for tree seedlings by the communities.

The productivity of other sectors like manufacturing, agriculture, fisheries and others cannot be detached from the environment sector as their sustainability heavily depends on the health of the environment and its continued supply of the necessary sustainable resources.

The tourism potentials is much more than just an economic program. It is a complex system wherein potential interactions with other economic programs can develop sustainably both upstream and downstream. For this reason, it is essential that projects and other innovations especially in Eco, Cultural and Agro-Tourism are developed. In order to exploit the tourism potential better, promotional activities will be prioritized through local, regional, national and international fairs, advertising in the media, and the promotion of cultural heritage

Ex ante, mid-term, terminal and ex post development plan evaluation is key to inform the next development plan strategy and for corrective action

1.5 LG profile

1.5.1 Historical background

The growth of Soroti dates as far back as 1904 when the then District Commissioner of Mbale sent Kakungulu to open up some administrative post in The, Gweri and Soroti areas. Part of Kakungulu's team camped near the rock at Soroti chosen for its strategic location on defence and availability of water from the nearby streams. Under the organised and able rule of Kakungulu's men, local inhabitants were forced to clear the forest and within a few years a large area had been cleared and considerable amount of settlement had taken place.

Thatched houses for administrative purposes of Soroti County were put up at the site, where the present Lukiiko Hall stands and dispensary also in temporary materials stood at the site of the present hospital. Later on with the coming of Asian traders four small shops in semi-permanent materials were put up in Soroti. These traders brought in clothes, salt, sugar, hoes, beads etc. Trading was transacted through bartering (between manufactured goods and cotton, bids, skins, beans, chicken and groundnuts).

Soroti attained the status of the permanent headquarters of Teso region in 1912, as a result of a recommendation by Sir Fredrick Jackson, after his appointment as the new Governor of Uganda. Later a District Commissioner was posted to Soroti and then permanent buildings started to be erected commencing with the District Office and this enhanced the growth of the township which became a municipality later. However, during the period of the First World War (1914-1918) development was somehow retarded, but in 1919 it again picked up. There continued to be considerable challenges to administer a large district with only skeletal staff on the ground till 1962 when more efforts were made to improve administration.

1.5.2 Administrative set up

Like all other districts, Soroti has been administered centrally till 1994. This administrative arrangement is expected to facilitate more effective and efficient service delivery to the population. Currently the district is administratively divided into three (2) rural counties of Dakabela and Gweri and one City, Soroti City formerly Soroti Municipality. It has 56 parishes and 376 villages. The district has established political and administrative structures up to village level based on the decentralized structure. The Local Councils make up the political structures and district chairperson is the political head and the Resident District Commissioner – RDC is head of monitoring secretariat for all government projects implemented in the district. RDC is a president representative.

Table 1 Structure of Local Councils in Soroti district

Administrative Unit	Level	Number of Units
Village	LCI	359
Parish	LCII	54
Sub-County	LCIII	12
County	LCIV	2
District	LC V	1

Source: Soroti District Electoral Commission Office, 2021

The Administrative structure in the district is set up right from the district to the Parish level. The Chief Administrative Officer (CAO) heads the civil servants at the district, coordinates the government departments and is therefore the Chief Executive of the Local administration. At the district there are now nine Departments according to the new structure of Local Governments namely; Administration, Production, Works and Technical services, Education, Health, Finance & Planning, Community Based services, Natural Resources, Council and Statutory Bodies. The district has also the Office of the Resident District Commissioner (RDC) who represents H.E the President and the Central Government in the District.

The Senior Assistant Chief Administrative Officers - SACAOS head the sub counties and coordinate government business at sub county level and are supported by extension officers of some of the technical departments' e.g. Agriculture, Community Development Assistants, Veterinary, Fisheries, Trade, Health and Water and Sanitation.

1.5.4 Climate

The climate of the district is modified by the large swamp area surrounding it. The rainy season is March to November, with a marked minimum in June, and marked peaks in April to May and August to

October. December and January are the driest months. Of recent rainfall has been unreliable and unpredictable hence affecting the activities of people e.g. agriculture, livestock rearing etc.

1.5.4.1 Rainfall

Rainfall normally ranges from 1000mm to 1500mm coming in two seasons; March–July and September – November. There is normally a short dry spell between the two rain seasons during mid-June – mid July. The long dry season sets in during late November through to early March. The distribution is such that areas bordering Northeast experience earlier dry seasons. This is also a common occurrence at the lakeshore areas, which sometimes experience very sharp spells of drought.

1.5.4.2 Temperature, Humidity, Wind and Evapo-transpiration

Soroti district generally records a mean annual maximum temperature of around 31.3° C and a mean minimum of around 18°C. Its extreme highest temperatures are in the month of February when it records approximately 35°C. The highest ever recorded was in February 1949 where temperatures reached 40°C.

Relative humidity ranges from 66% to 83% at 0600GMT in the morning. However, it reduces much in the afternoon (35%-57% at 1200GMT) thereby reducing chances of rainfall.

During the N.E monsoon the area is swept by a wind that has traversed Somalia, passed between Abyssinian massif and Kenya highlands and the hills of Karamoja. The water vapour content of this wind is consequently low.

The southwards passage of the inter-tropical convergence zone in October would appear to bring no more rain than is sufficient to produce a gradual falling off from the July peak.

There are relatively high rates of evaporation in Soroti District as it lies near the equator. Evaporations are particularly high in the dry seasons.

1.5.5 Topography and Vegetation

1.5.5.1 Geology and Soils

Most of the areas in Soroti district are underlain by rocks of the basement complex Precambrian age that include granites, migmatites, gneiss, schists and quartzites.

The soils fall mainly under four major units; The and Amuria catena; Metu complex and Usuk type series. These are mainly of the ferralitic type (sandy sediments and sandy loams). They are well drained and friable. Bottomlands contain widespread deposits of alluvium.

1.5.5.2 Vegetation

Soroti has vegetation, which can best be described as wooded savannah, grass savannah, forests and riparian vegetation. The wooded savanna mainly comprises moist *Acacia* savanna associated with *hyparrhenia spp* and *combretum* savanna associated with *hyparrhenia spp*. These are mainly found in southwestern part of the district i.e Kasilo county.

The riparian category comprises certain scattered tree grasslands associated with *Setaria incrassate* *Hyparrheria rufa*, *Accacia sayel* *Accacia fistula*, *Balanities aegyptica* and *Terminalia spp*.

1.5.6 Demographic Information

1.5.6.1 Migration

Long ago Soroti District experienced big emigration to neighboring districts due to insurgency experienced from 1987 – 1991. However, seasonal immigrations also continue to occur when the

Karamojong nomads cross into the relatively wetter parts of the district in search of water and pasture. This normally occurs from the November to March season. At a moment it's not a common trend

1.5.6.2 Ethnicity and Language

Soroti district mainly comprises of Iteso, Kumam and Bakenyi who speak Ateso, Kuman and Lukenyi respectively and are Nile-Hamites by race. Traditionally and in the past, other tribes co-existed with the Iteso, these were; Bantu speakers – Baganda and Bakenyi as well as the Bahima /Tutsi cattle keepers but the civil strife to a greater extent affected this pattern. The return of peace will hopefully facilitate the reinstatement of the original settlement pattern and distribution.

1.5.6.3 Religious affiliation

The dominant religious affiliations in Soroti are Catholic, Protestant, Islam and the Pentecostals

1.5.7 Local means to income and livelihood

Most of the population in Soroti district is engaged in subsistence farming, self-employment and are normally unpaid family workers (particularly women and children). A few people are employed in formal jobs as civil servants and NGO employees. Very few women work in the formal sector. A considerable section of the population also relies on social safety networks i.e. dependency for livelihood on relatives, friends and well-wishers. This culture is however slowly wanning away with the onset of the global trends of market orientation, commercial tendencies of trade rather than dependency as well as adaptation of the idea of smaller families.

The other sources of income derive from non-farm activities such as petty trade in semi processed agro products, raw foodstuffs, a varied range of businesses, services etc. There is an increasing trend towards non-farm activities due to uncertainty and seasonality of agricultural income occasioned by erratic weather that renders the predominant rain fed agriculture precarious and undependable. Furthermore, the increased demands on households need for cash e.g., paying for tertiary education and health services calls for additional income sources apart from subsistence agriculture.

Generally, access to and control over key production assets and resources is still male dominated. Most rural women are without independent sources of income and so have less access to productive resources.

1.5.7.1 Housing and Communication

1.5.7.2 Housing

In rural areas housing is of grass-thatched roofs, mud walls and the floor remain earth. The urban areas are mostly constructed with burnt bricks and iron sheets. Alternative building materials such as cement blocks, fibre cement roofs tiles etc are very rare.

The main pressures behind these include:

- Lack of housing awareness programmes in the district.
- Lack of financial ability to construct the required standards of housing and lack of building materials.
- The need for constructing permanent houses particularly in the urban areas.
- Non application of engineering standards versus traditional housing technology
- Lack of schemes for rural settlement

The over dependence of traditional housing on natural environment for building materials can be dangerous to the environment, and poor housing is not good for human health. Therefore, there is need to develop a housing programme in the district to control the housing standard. Afforestation programmes may reduce the pressure on forests for building materials. Proper physical planning should be encouraged

particularly in the urban centres to improve housing conditions. It may be necessary to encourage research on alternative locally available materials for construction.

1.5.8 Communication

The national highway provides the main access to Soroti from Kampala to Tororo through Mbale and Pallisa in the South to Lira in the north. The Soroti-Moroto road is the second highway linking Soroti to Karamoja. The Soroti-Lalle and Soroti-old Mbale roads are highways linking Soroti to the south eastern part of Eastern Uganda. The rail line that runs from Kenya to Kampala through Tororo to Lira and Gulu to Pakwach passes through Soroti is still not in full use. The railway station in the eastern part of the City in Aloet has been in the past a transit point for Teso region and the neighboring districts such as Napak, Moroto and Kotido. The station used to see a lot of cattle being transported from Teso to Mbale, Tororo and Kampala from 1960's till mid-1980. There however is renewed hope to revamp the railway line in the near future.

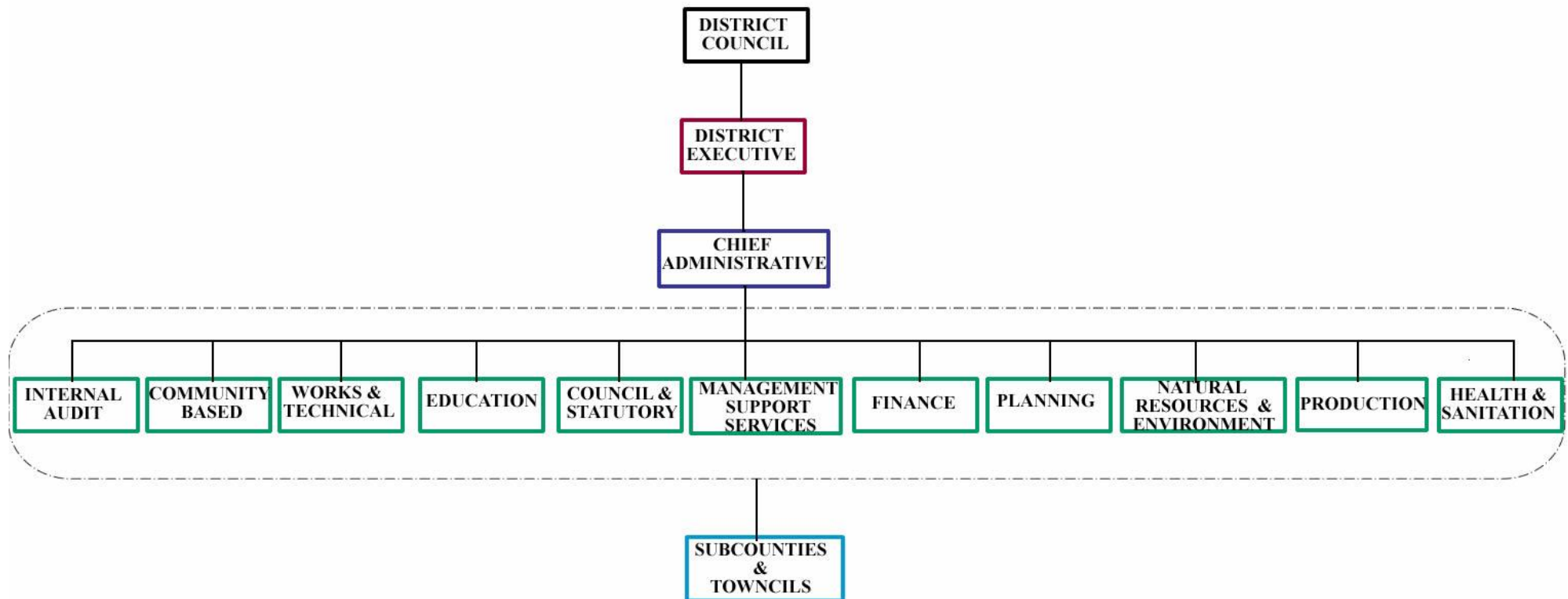
Soroti City has a fairly developed aero plane runway, Soroti Flying School, and this links Soroti to Entebbe international airport. The airfield belongs to the East African Flying Academy that came into being during the East African Co-operation. The Airfield has a very modern runway and navigation aids that if improved upon, could attract it to be turned into a second international airport.

1.5.8.1 Entertainment

There are some amusement centres in the district where dances are held popularly among the youth. There are also three local FM radio stations namely voice of Teso, Kyoga Veritas and Calvary radio. Other recreational activities include games such as soccer, volleyball, tennis, darts, snooker etc.

STRUCTURE OF SOROTI DISTRICT LOCAL GOVERNMENT:

Table 1: Local Government Structure



CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 Introduction

This chapter presents an analysis of Potentials, Opportunities, Constraints and Challenges based on broad development issues, performance of key development indicators, an analysis of the development situation i.e. economic, social, cultural and environmental, an analysis of cross cutting issues, urban development, local government management service delivery and a summary of development issues that inform the Development plan formulation

Table 2: General POCC District Analysis

Potentials	Opportunities
<p>Good policies, security, local market, good weather, soil PH</p> <p>Presence of wetlands act as tourist potential hence bringing in foreign income and employment opportunities Availability of socio-economic infrastructure like water, roads, schools and health facilities that support economic growth and sustainable development, northern corridor highway and other highways under construction like soroti – moroto road, rural electrification, government development programmes, positive communities, media centres, established institutions, youth population, minerals, variety of food crops</p> <p>Limited but knowledgeable and skilled Human resource</p> <p>Availability of 65% arable land for commercial farming, industrial park and also human settlement</p> <p>Presence of craft materials along lake Kyoga that act as impetus for industrial growth, art and craft and employment</p>	<p>The Development partners, high number of traders from other districts offers internal market for commodities and as well availability of labour for agricultural production</p> <p>Central programmes like Development Response to Displacement, Operation Wealth Creation, Northern Uganda Social Action Fund III, Youth Livelihood Programme, Uganda Women Entrepreneurship Programme and other equalization programmes, water bodies</p> <p>Oil, gas and mineral potential in the area is an opportunity for industrialization, trade and job creations</p> <p>Availability of the lake promotes fish gauging, small scale irrigation and fish processing for export both within and abroad</p>
Constraints	Challenges
<p>Land tenure system and pattern is prohibitive for large scale commercial agricultural production</p> <p>Limited equipment, tools and facilities for effective and efficient service delivery</p> <p>Population explosion caused by high birth rates and reduced death rates that put pressure on existing infrastructures, environment and services</p> <p>High pupil classroom ratio of 1:180 as of 2019</p> <p>Mindset of the population affects Production, Learning and Health care</p> <p>Low purchasing power of the population affects investors in the area hence lowering economic development</p> <p>Limited funding to implement the development plan to achieve the desired change of the people of The District</p>	<p>Unreliable, unpredictable weather patterns leading to reduced agricultural production and productivity</p> <p>Un expected emerging situations such as pandemics.</p> <p>Lack of access to geothermal electricity by households, intuitions and entrepreneurs hindering rural transformation and sustainable economic development</p> <p>Poor road and bridge network and distance to Uganda's commercial city affects economic development</p> <p>Natural calamities caused by climatic change effects like long dry spell and flooding</p> <p>Pest and diseases that affect production and productivity</p>

Table 3: Key Standard Development Indicators and Status

Category	Indicators	District	National
Goal: Increase Average Household Incomes and Improve the Quality of Life of the people in the district			
	Life expectancy at birth	58	63.3
	Population growth rate	3.2	3
	Proportion of population below poverty line	60	21.4
Objectives			
Increase productivity, inclusiveness and wellbeing of the population	Proportion of Households dependent on subsistence agriculture as main source of livelihood	90	55
	Proportion of labour force transiting to gainful employment	11	55
	Wetland cover	8	12
	Forest cover	7	18
	Proportion of people having access to electricity to national grid	0	30
	Average year of school	3	11
	Infant mortality Rate/1000	100	44
	Maternal mortality ratio/100,000	340	320
	Under 5 mortality rate/1000	80	59
	Total fertility rate	6	4.5
	Rural water coverage	20	79
	Urban water coverage	100	100
	Household sanitation coverage	83	40
	Hand washing	35	50
	Social assistance to vulnerable groups (OVC, poor) (%)	0	50
	Social Assistance to elderly (SAGE) (136 over 1280)	11	
	Stunted children under 5 (%)	30	25
2. Consolidate and increase stock and quality of productive infrastructure	Number of secondary schools with access to internet broad band	0	
	Number of primary schools with access to internet broad band	0	
	Number of Sub Counties & Town Council with access to internet broad band	0	
	Percentage of population that have access to internet	4	
	Number of health centers with access to internet broad band	1	
	Paved roads as a percentage of total roads	0	
3. Enhance value addition in key growth opportunities	Increase in number of value addition facilities	0	
	Increase in volume of value addition products (tons)	0	
4. Strengthen private sector capacity to drive growth and create jobs	Reduced youth unemployment	80	
	Number of new enterprises developed and functional	0	
	Number SACCOs registered and functional	2	
	Total Savings in the SACCOs as a percentage in the district Budget	3	
5. Strengthen the role of the district Local Government in development	Number of LED initiatives established by LG and functional	0	
	Percentage of local revenue to the district budget	1.5	

2.2 Economic Development

2.2.1 Agriculture

The production department is responsible for supporting, managing, monitoring and coordinating the agricultural production, fisheries production, and entomology and livestock services under the leadership of the production officer. Over 85% of the district population is employed in agriculture, which is dependent on the climatic and soil conditions, which is uncertain due to climate change and unpredictable weather conditions. Climate change has had adverse impacts on agricultural production and food security. The prolonged dry spells have their toll especially on the peasant farmers whose livelihoods over rely on agriculture. This has a significant effect on employment levels particularly in Agriculture sector, where over 70 % of Uganda's population is engaged. They entirely depend on rain for their agriculture which of late delays to come. The earliest rains normally start in the months of March – May and by June another dry spell starts affecting first season crops. The high intense prolonged droughts accompanied by erratic rains and floods inevitably increased the incidence of pests, vectors and diseases in plants; parasites livestock and poultry. Loss of soil fertility is negatively impacting agricultural production and productivity.

The communities are largely dependent on agriculture, which employs over 85% with 77% being women and 63% being youth. Over 90% of the adults aged 18-59 years depend on subsistence farming as their main economic activity with existing potential for commercial farming; less than 1% of the population is formally employed while others are engaged in other forms of income generation such as petty trade.

Table 4: Agriculture Production Potentials, Opportunities, Constraints and Challenges

Potentials	Opportunities	Constraints	Challenges
Potential for large scale commercial farming.	Available arable land for production	Inadequate utilization of the existing land majorly for subsistence farming	Poverty among the community members
Potential for survival of improved breeds	Presence of the Lake Kyoga for fish farming and irrigation	Poor production technique majorly using hand hoes and poor post-harvest handling including limited value addition	Poor weather
Potential for fish farming and irrigation	Readily available market for agricultural products	Limited skills and knowledge	Poor quality inputs
Potential for green livelihoods through apiary and agro forestry.	Development partners with funding for livelihoods	Frequent disease outbreaks	Shortage of bulk storage facilities
Availability of pastures and water sources		Existence of parasites such as ticks and tsetse flies	Lack of value addition facilities
Potential for food			Limited extension services
Potentials	Opportunities	Constraints	Challenges
Potential for business and trade (refugee population, local markets and cross border trade)	Ready market for products among refugee population and cross border trade with South Sudan	Entrepreneurship know how	Limited water for production
Availability of both skilled and unskilled labor for production		General high levels of monetary poverty	

2.2.1.2 Agricultural production and productivity Statistics

Table 5: Table: Crop Production, Volume (Tons)

Crop	F2015/16	F2016/17	F2017/18	F2018/19	F2019/20
Beans	1.6	1.9	2.03	2.5	3.2
Sorghum	856	1,056	1, 567	1, 712	1,926.2
Cassava	210,211	254,675	280,678	325,890	390,610
Maize	10,098	13,890	16,090	15,050	17,092.2
Green gram	321	346	431.7	410,800	565.8
G/Nuts	3,608	3,906	4,786	5,659	6,218.8
Soya beans	107.5	167.9	200.8	234.8	269.3
Citrus	26,546	32,080	35,095	43,098	49,500

Source: Production Department Report 2019

Factors causing soil erosion include: poor farming practices, lack of fallow due to population pressure and lack of enough agricultural land, overgrazing exposing the soils to erosion forces. Grazing in the district is largely communal and this has exacerbated the problem of soil erosion. Numerous trees are being destroyed to clear land for agriculture and for energy needs.

The food security and nutritional status of the people in the district is not stable and very poor. The mean caloric intake per person per day is estimated to be about 2,190Kcal. This average intake is still less than the WHO recommended daily intake of 2,300Kcal per adult per day. Most of the households in the district are food insecure and are calorie deficient. Even in households where food appears to be plenty, there are children who are malnourished and do not grow well due to other factors such as poor child care practices, quantity and quality of the child's diet, access to health care, access to safe water and sanitation, sub- optimal breastfeeding practices and inadequate health care during sickness. Therefore, cases of malnutrition among the vulnerable group especially children is common.

Persistent gender imbalances in ownership and access to productive assets exist in the district. Women do not own nor control land but only have access with decisions on what to produce and in what quantities remains the domain of men. Furthermore, although it is estimated that about 70% of the work force in agriculture are women, they do not control proceeds of whatever is produced and what to sell in the market. This limits their ability to move beyond subsistence agriculture.

Table 6: livestock production and animal products

Livestock	F2015/16	F2016/17	F2017/18	F2018/19	F2019/20
Cattle (Number)	126,089	143,098	150,400	170,560	198,707
Goats (Number)	76,090	88,000	91,780	100,300	128,832
Sheep (Number)	10,350	17,900	24,550	30,480	36,191
Poultry	200,050	230,300	245,500	278,000	381,890
Milk (liters)	43,000	54,560	62,770	71,890	84,000

Source: Production Department Report 2019

The farmers also complain of lack of pasture and water for their cattle, tick borne diseases and trypanosomiasis. This has often affected milk production and household income especially for the newly introduced exotic and cross bred animals in the district. The high intense prolonged dry spell accompanied by erratic rains and floods inevitably increased the incidence of vectors and diseases in livestock and poultry. Livestock rearing is on small scale limited to a few indigenous goats, pigs and cows because of shortage of grazing land.

2.2.2 Tourism

Though tourism related establishments and attractions are not that immediately conspicuous in Soroti, one can realistically see an existing potential to develop this sector. Once developed tourism has the potential to generate revenue for the district and the community. The flat terrain of much of the district by itself presents an appealing geomorphology that visitors from other parts of the world would fancy to view and appreciate nature's gift. Visitors can also play squash and Golf in this flat terrain. To a good extent rock climbing on Soroti and Oculoi rocks presents an exciting experience for both locals and foreign visitors. This could easily be complemented by assuring a comfortable accommodation in well kempt hotels, inns, bars, restaurants and lodges that are now fast coming up around town.

The Iteso have a very rich culture manifesting in the cultural dances, dressing and rites, foods and songs. All these combined with the numerous handicrafts, pottery and knitting/weaving are taken for granted and remain unexploited.

2.2.3 Minerals

The common minerals are clay, gravel, sand and rocks. There are no records of high value mining and or exploration in the district. The district so far has no mineral potential as yet. However, there is need to conduct geological surveys to ascertain the district's level of mineral endowment. Stone quarrying is mainly done in Arapai, Geri, katine and Asuret Sub-counties. Sand mining is dominant in Gweri. The extraction of these minerals is done using rudimentary methods and in a very small scale almost at subsistence level. Whereas the mining activity has a big potential of becoming commercially viable, the low volumes explored, poor access roads to the sites, low value addition to the minerals has limited the viability. There is a very big challenge of environmental degradation and during the mining activities women and girls get vulnerable arising from sexual harassment, exposing them to HIV/Aids as there are no formal structures to enforce standards in the area. The pits left behind by the sand mining groups have collected water and have become areas for mosquito breeding affecting the health of the communities living near these areas. The cutting of trees for baking bricks has immensely affected the environment leaving behind bare surfaces and therefore contributing to climate change in the long run.

2.2.4: Trade and Commerce Situation Analysis

In the district the major economic activity is crop farming and livestock rearing. The major crops commonly grown include; Millet, sorghum, sweet potatoes, simsim, Cassava, Ground nuts, cow peas and Maize Grain. In the livestock sector, it includes: heads of cattle, goats and local poultry. Initially agricultural production in the district was mainly for subsistence however the trend has changed whereby a reasonable number of people are engaged in trade. The district is among the districts with least biomass cover in Uganda this result from indiscriminate tree felling to obtain charcoal, timber, fuel wood and brick baking in order to provide households incomes and needs. The indiscriminate tree felling has had a direct effect on the weather conditions and food security. However, agriculture remains the dominant economic activity at 76.1 %, Trade 4.4 %, manufacturing 0.1 %, Services 2.4 %, Value Addition 0.8%. This department responsible for promotion of tourism, trade and local economic development in the district. It's a newly created department which was formally under production department. The District Commercial Office has been able to effectively deliver commercial and business services though with a low resource base

The Trade, Industry and Local Economic Development (TILED) department is responsible for formulating and reviewing where necessary appropriate policies, legislation, regulations and standards; Initiate, coordinate, support, oversee strategies and Programmes aimed at enhancing development and promotion of Trade; Inspect, Monitor and evaluate the performance, progress, standards, state and efficiency of various sectors; Conduct studies and evaluate the impact of sectoral, fiscal and other policies in advancement of poverty eradication Programmes; promote and coordinate research activities geared towards stakeholder improvements; Assess the need, mobilize resources to support balanced industrial, cooperative and entrepreneurial development and also collect, process, analyse, store,

disseminate national and international information on the sectors and provide an input for rational decision making.

The activities of TILED are sub-divided in five core inter-linked strategic objectives areas and these include;

- Trade; This aims at improving the way of doing business, nature private sector, increase market Access, improve the stock and quality of trade infrastructure, promote trade development, provide equal opportunity to women and disadvantaged groups and promote use of standards and quality infrastructure improvement.
- Industry; Here the department is involved in overseeing development of Micro, small and medium scale enterprises, development of value addition, increase competitiveness of local products and increased research and advisory information using technology.
- Cooperatives; The department is involved in promoting governance of cooperative movement, increase capacity to competitive regional and national markets and encouraging diversification of the type and range of enterprises undertaken by cooperatives.
- Tourism; TILED is developing several strategies to ease tourism business in the district.
- Local Economic Development. Different enabling market approaches have been designed to help the community increase in their competitiveness, diversify business opportunities and more from primary dealing to commercial with view to increased wallet and poverty eradication

2.2.5 Financial Services

The district sources of funds are local revenue, central grants and donor support. Local revenue is from different sources like local service tax, gates collection etc. central funds include many line grants like NUSSAF3, DDEG, wage, pension, road fund, etc. All funds are managed through one treasury single account through the integrated finance management system (IFMs) and the Chief Executive is the Accounting Officer

The Finance Department comprises of the sections of Administration, Revenue, Budgeting, Expenditure and Accounting and is headed by the Chief Finance Officer. All the other sections of the Department at the District Headquarters are adequately staffed in line with the current Organizational structure.

The main Finance Department block has been re-organized and partitioned to create a Server room for the IFMS programme and another room for the IFMS accountant. This has reduced space for staff office accommodation.

There has always been a plan to renovate the Finance Department annex block to create more office space and storage of vital documents. The bottleneck has been lack of local revenue for the purpose. **An appeal for financial aid under the re-tooling component of LGMSD is being made.**

2.2.5.1 Equipment and Machines.

The Department's stock of seven (7) computers has been boosted further by a consignment of five (5) supplied by the Ministry of Finance for the IFMS programme. Availability of these machines has definitely facilitated record keeping and financial reporting. However, a number of the local acquired computers need major service/repairs.

Other equipment supplied for the IFMS programme include; a stand-by generator, a giant printer, cheque printers, air conditioners, fire extinguishers and a server unit.

The generator that is located near the Finance Department is quite handy in times of electricity cuts. It serves both the Finance and Administration blocks.

The locking system of the strong room in the Cash office is faulty and needs repair or total over haul. This should be given attention under the re-tooling component of the Local Development Grant, so that important assets and documents are kept securely.

Finance Department does a lot of photocopying especially when it comes to time of budgeting, monthly accounts and final accounts. There is therefore dire need for a giant photocopier. Although there have been plans year after year to acquire one, lack of funds has been the bottle neck. A request is to be put forward to procure one under LGDP re-tooling component.

2.2.5.2 General analysis of District Revenue Position

Local Revenue

After the suspension of Graduated Tax that has been the major source of local revenue, the district now relies on the following sources;

Taxes:

Taxes on property (Land fees)

Tax on Goods and Services (Application fees, Business licenses, Liquor licenses)

Other Non-Tax Revenue:

- Property Income (Rent & Rates, Sale of Government properties/assets)
- Sale of Goods & Services (park fees, inspection fees, market fees/gate charges).
- Miscellaneous revenue (revenue from sources other than those listed above).

This classification is in line with the Fiscal Decentralization Strategy (FDS) and the new chart of accounts. It therefore renders direct comparison of local revenue performance over the years prior to the introduction of FDS and new chart of accounts difficult.

The constraints on local revenue collections are clearly brought out in the chapter on local revenue enhancement. However, the following are the major constraints.

- Negative Attitude towards payment of taxes
- Political pronouncements that adversely affect revenue collection
- General poverty among majority of taxpayers
- Inadequate facilitation to the department of Finance in terms of funds and transport.
- Migration of fishermen among various landing sites in order to evade payment of fees.
- Out-dated rates charged for licences, permits, market fees, etc.

There is a decline in the amount of conditional as well as unconditional grants from the centre due to reduction in the IPF of Unconditional grant and some conditional grants.

2.2.5.3 Way Forward

In line with the department's mandate to:

- i. Prepare annual work plans and budgets that conform to the three-year development plan (Local Gov 't Act sec 78)
- ii. Collect Local revenue through levying taxes, fees (Local Gov 't Act sec 81)
- iii. Prepare accounts and present for Audit annually (Local Gov 't Act sec 87 & 88)

The department plays a very important role in revenue collection; financial management, promoting accountability and ensuring resources are equitably allocated to priority programmes.

To achieve its mandate, the department has the following objectives;

- To improve efficiency and effectiveness in revenue collection
- To expand the revenue base
- To strengthen financial management by way of book/record keeping and financial reporting.
- To build Financial Management capacity by training of the Accounts staff.

2.2.5.4 Strategies

- Educate tax-payers/communities on the benefits derived from taxes paid.
- Liaise with sub county councils to identify and recommend to council potential sources of revenue
- Intensify revenue collection supervision and inspection
- Computerize accounting systems. In this area, the Integrated Financial Management Systems (IFMS) is being implemented in Soroti District Local Government. There is however need to connect all Departments to the system.
- Train the Accounts staff of the Department further in financial management/professional courses.

2.2.5.5 Strategies for Local Revenue Enhancement

The local revenue in the District of Soroti has been a very small amount as a percentage of the annual budget. This has been the trend with no sign of improvement year after year yet the district is supposed to mature to be financially independent and reduce reliance on government grants and donor funds. In order to optimize the use of the existing and potential resources and increase the local revenue collections, short term, medium term and long-term strategies for the improvement of the local revenue has to be formulated and implemented. The mission of this approach is to ensure that there will be sustainable growth in local revenue in future. This will involve the formulation of policies based on the long-term economic growth, which would increase household incomes, which in turn will lead to the capability of the population to pay more taxes. Therefore, programmes should be introduced which would enhance economic growth in the district.

The purpose of this section is to explore the strategies, which could improve local revenue management in order to realize better financial performance of the district with the ultimate goal of raising sufficient local revenue to supplement what comes from the Central Government and Donors. Specifically, the following issues need to be examined;

- To evaluate and review the current sources of revenue with a view of introducing the best practices which can optimize the financial resources.
- To formulate policies and strategies this would improve and enhance local revenue.
- To develop regulations (bye-laws) and a management system which would ensure accountability in local revenue collection?
- To make a comprehensive inventory of economic entities and privately owned income.
- To institute vigorous sensitization programmes for all leaders and tax payers.
- Enhancement of investment in production with particular emphasis on the commercial sector.
- Mapping and surveying of more trading centres.

2.2.5.6 Overview of the current position

The local revenue collection in the district has been deteriorating rather than improving in the immediate past years. This has been proved by the available data, which has shown that there is a downward trend in local revenue collection.

This has been negatively affecting the performance of district programmes and activities, which are supposed to be financed from the local revenue source as per the annual budget estimates. The consequence is poor delivery of mandatory services to the community.

Though efforts to improve the local revenue collection have hitherto been put in place e.g., the revenue task force, other complimentary efforts need to be devised. Furthermore, there have been many political pronouncements that have always jeopardized the collection of local revenue.

The planning process has been addressing investments within existing sector guidelines. These investments are social in nature and do not offer big economic returns that would assist in the local economic development and which would in turn improve the local revenue collections.

2.2.5.7 Strategies to improve local revenue

The existing and the potential sources of local revenue have not been exploited to the optimum. This is because no deliberate effort has been made to create strategies, which would eventually be put into a plan of action.

Local revenue as a source of budget support in the district should be looked at in terms of the immediate and the long-term period. Therefore, both short and long-term strategies should be formulated in order to make this a reality. At the moment, the current strategies are not good enough for application in the efficient and effective management of the local revenue collection. In some cases, revenue collection is done in a haphazard manner. An example is the case of the revenue from quarries where there are no laid down procedures on how it should be collected.

In order to improve local revenue collection, a strategic approach is required. This is because the local revenue as a source of finance to the district needs to be looked at critically on its long-term impact to the development and sustainability of the district. The strategies have to be developed with a perspective of looking at the short-term, medium-term and the long term. This will give a strategic direction in the management of local revenue at the three different time frames.

The following are some of the suggested **short, medium and long-term** strategies:

On **short-term** basis a review of the current sources will be carried out in order to improve its management and enhance the collection. These are such sources of revenue as property tax, various types of licenses, market user fees etc. A measure to improve the current methods of collection and create other alternative methods that will improve on or supplement the current ones requires to be worked out.

The medium term will mainly involve the programmes, which will improve the economic growth and therefore increase the household incomes in the next 5 years. With the increase of the household income there will be a multiplier effect in the earnings of the community, which would eventually lead to the increase of local revenue collection as a result of the increase of the paying capacity by the community. These programmes will be possible if a better approach to planning and budgeting is developed. This will also be possible if we put a emphasis on investments, which would assist in enhancing economic development. This again will be possible if production is given attention by coming up with projects, which would empower the community economically and hence spur the economic activity, which would enhance commercial activities, increase agricultural production and develop small industrial concerns. The programmes should focus on the development of economic

activities that will make use of the local resources. These will be small agro based industries like meat processing, crops marketing groups, small handcraft industries etc.

With the increase of earnings to the community, there will be a corresponding increase in incomes to the community hence greater ability to pay taxes.

On the long-term basis the district requires to identify agricultural activities and industries which can do well and promote them as a main source of income both to the community and as source of local revenue.

On agriculture, cash crops and the best breed of livestock which are economically viable and that can do well in the area could be identified through research and promoted to be a source of income to the Community. This can be successful if there is vertical integration in the overall management so that there are linkages between the farmer, the processing industries and the market.

2.2.5.8 Property Income/tax.

With the everyday growth of the Local Government, there has been mushrooming of urban centres. There has therefore been development of properties in these centres, which is being developed as part of the service provision to the community. This has made property tax to be another important source of revenue. However, this is one of the less exploited sources of revenue. There are however unique problems associated with the exploitation of this source of revenue some of which are beyond the control of the Local Government.

The following are some of the problems associated with the collection of property tax:

- Lack of valuers in the Local governments who can be used to value the property and determine the rates at which the tax should be levied. There is also a problem of inaccurate and in-exhaustive registers showing the properties to be valued.
- Poor land policy since land has not been demarcated and is therefore owned by the clan.
- Most of the people do not even have title deeds.
- Lack of financial capacity to finance the valuation process by the local authorities.

The following are the possible solutions to the problems:

The employment of valuers or alternatively the engagement of private valuers should be done so that the property may be valued and the rates at which they are to be charged given. This can be done with the guidance and recommendation of the Central Government, office of the Chief Government Valuer in particular.

A system needs to be put in place whereby all the Sub-Counties in which property is being developed regularly provide data to the district headquarters on all the properties that are being developed. The office of the Physical Planner should coordinate and supervise this.

Land ownership should be legalized by being surveyed so that title deeds may be issued to the respective owners. With funds permitting, the district needs to engage surveyors to carry out that work. That can be done through the employment of full-time employees or by contracting a private surveyor to do the work.

Due to lack of financial resources, the Local Government should come out with a deliberate programme of the survey and ownership of the property by appealing to the development partners for assistance. Proposals have to be written giving out different scenarios. This will help as a startup point since once the property is valued and the Local Government starts receiving money, this will strengthen the financial base and the money paid will be used for carrying out subsequent valuations.

Property tax if well-handled would be a very big source of revenue to the Local Government.

2.2.5.9 Registration and licensing fees

The businesses being carried out in the Local Government requires licenses in order to carry out their activities. These are such businesses as retail shops, liquor selling, charcoal burning, quarrying and livestock trading.

This financial source gives out an opportunity for the improvement of the local revenue base in the Local Government. For that to be exploited, a good business environment has to be created. This can be done by identifying and solving the current problems, which may have been acting as a hindrance to the exploitation of revenue from this source.

The following are the problems, which are experienced in the exploitation of this source:

- There is no exhaustive database, which can be used as the basis of the collection of the tax.
- Fraud among the members of staff in the collection of the license fees.
- Failure to look for alternative ways of managing the source like outsourcing the service to be managed by contractors.
- Evasion and use of dubious ways by the taxpayers in order to avoid the payment of the fees.

The following are the possible solutions to the problems:

- The compilation of registers of all the businesses in the urban centres in the district.
- The creation of data-bank of all the economic activities, which are supposed to be licensed such as quarries, shops, charcoal burning spots and livestock selling areas.
- Organisation, mobilisation and sensitization forums with the objective of changing the attitudes of the community towards the payment of the tax.
- Strengthening of the human resources by training them in skills in tax collection and mitigation of fraudulent manipulation by the tax payers.
- Development of a communication system which would integrate and link up the other sectors with the objective of getting information on the activities requiring to be licensed since these is under the management of different sectors.

The registration and licensing of the businesses is one of the sources of finance which when exploited can help in the improvement of the local revenue collection and enhance the finance base of the Local Government.

Markets/ Taxi Parks

In the local Governments there has been tremendous improvement in the agricultural sector, which has led to the growth of markets in the urban centres. This has grown hand in hand with the transport sector with taxi and bus parks being developed in a number of trading centres.

In spite of this growth, there has been no corresponding increase in the local revenue earnings in the Local Government as could have been expected. This is one of the areas where revenue if well managed can assist in the development of the district.

The following however are some of the problems associated with collection of revenue from this source;

- There has been difficulty in determining the Reserve price, and in most cases the markets are undervalued.
- The revenue potential of markets is seasonal in nature and this at times necessitates revision of reserve prices.
- The contractors/tenderers do not always abide by the terms of the tenancy agreement that requires them to pay rent in advance, and in most cases this leads to defaulting of payment.
- Incapacity by the district headquarters to regularly carry out monitoring and supervision in the markets. The major problem is lack of finances and transport.

Suggested solutions;

- A task force comprising of both district headquarter and sub-county staff should carry out market survey/valuation to come up with realistic reserve prices.
- Revision of tender prices should be done as and when necessary.
- Sub-county Local Governments should ensure that the contractor operates a market or park only after advance payment has been made. Any failure to abide by the terms in the tenancy agreement should lead to withdrawal of the award.
- The Revenue section and the Internal Audit Department should be given more facilitation to carry out their duties in terms of monitoring, supervision, and inspections.

Other Revenue Sources;

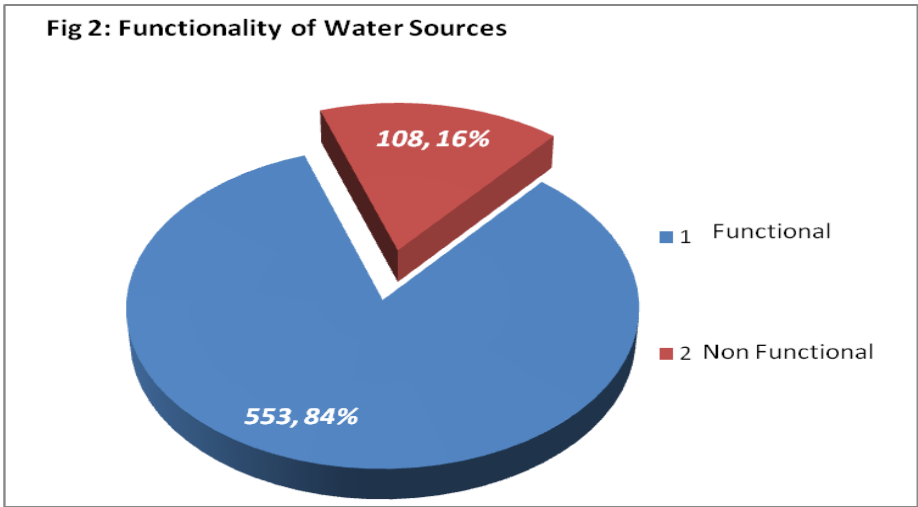
There are several other sources of revenue to the Local Government, whose collection however needs to be improved upon. In the new chart of Accounts, these are listed under other non-tax revenue and Miscellaneous sources. Examples are; Advertisements/Bill Boards, Registration of Births, Deaths and Marriages, Inspection fees, and Court fees. Though their contribution at the moment is meagre, attempts to improve on their potentiality should be made.

2.3 Economic Productive Infrastructure

2.3.1 Water for Production (WFP)

In a bid to contribute to improvement of the quality of life by reducing water and sanitation related diseases and to alleviate the heavy workload especially among women and children, the water subsector has the goal of increasing accessibility to clean and safe water and hygienic sanitation facilities based on management, coordination of service delivery and hygienic use of facilities that are provided; responsibility and ownership by the users. But the overall Objective is to ensure provision of sustainable safe water supply and sanitation facilities while encouraging ownership by the users. The existing numbers of water sources in the district currently is 763 of which 81% are functional and 19% are none functional as shown in the figure 2 below; the 16% none functional facilities indicates that some of the water sources are either temporarily down or abandoned. The causes of abandonment are varied thus; low yield, impaired water quality, or facility broken beyond scope of users to repair.

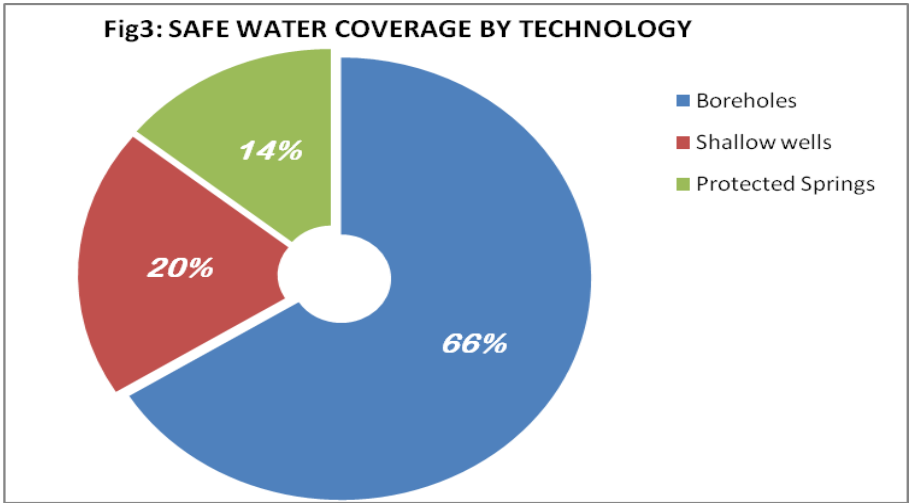
Figure 1: Functionality of water sources



Safe Water Coverage by Technology

Of the existing 671 water sources, 68% are boreholes, 16% are Shallow wells and 14% are protected springs as shown in figure 3 below. These results show Borehole water as the dominant water sources though the district is now adapting piped water supply and sanitation systems for the emerging Rural Growth Centres (RGCs).

Figure 2: Safe water coverage by technology



There is a Works Committee responsible for policy and general guidance on water and sanitation issues. This committee consists of the Chairman Works Committee as Chairperson and Chief Administrative officer as Secretary. Other members include LCV Secretary for women and Heads of Sub sectors in the works department. The department has 4 sections. There is also a District Water and Sanitation Co-ordination Committee responsible for co-ordination, planning and implementation of Water and Sanitation activities in accordance with the programme objectives. The DWSCC meets

quarterly to monitor flow and use of inputs to ensure achievements of targets. The Chief Administrative officer is the Chairperson and other members are DHI, DWO, DCDO, and representatives of NGO's collaborating with WES in development. In all the sub-counties there exist water and environmental sanitation committees consisting of the Chairperson, secretary, treasurer, five other members, pump mechanics and extension staff made responsible for co-ordination of planning and implementation of WES. The representation on these committees requires that there should be a minimum of 50% women on it. Water source Committees formed in the district facilitate Operation and Maintenance of the Water sources in a sustainable manner. The water source committees report to the Hand Pump Mechanics at sub-county level in case a facility breaks down

2.3.2 Roads Transport

This is under integrated infrastructure development with the mandate to plan, develop and maintain an economic, efficient and effective road transport infrastructure. It targets to improve the functionality and capacity of the existing infrastructure through strengthening of pavements and improving road geometry, promote climate change resilient roads (Low-cost sealing), Increase the connectivity to the neighboring districts, increase accessibility to basic social services, Maintain the existing 108.8km of district roads, Maintain the existing 311.6km of CARs' Carry out low-cost sealing of **50**km of roads and Rehabilitate 50 km of roads. It has a goal to plan, develop and maintain an economic, efficient and effective road transport infrastructure which supports the development and accessibility to markets, social service delivery and social integration in the district. The development objective is to improve the quality of strategic infrastructure to facilitate and accelerate development and district competitiveness, maintain the existing infrastructure, increase the length/stock of district and CARs. The interventions include; maintaining the district and Community Access Road network, undertaking periodic/annual inspection of road and structures condition, low-cost sealing of major district roads to improve on their resilience to water, rehabilitate/open roads that interconnect to neighboring districts and major facilities and promote community participation in district and Community Access Road maintenance

The key activities of the department are;

- Construction and maintenance of District roads, buildings and other infrastructure in the district either as force account or using contracts.
- Ensuring effective preparation of cost estimates, budgets and appraisals for the infrastructure in the district.
- Ensuring appropriateness of contracts between the districts and private firms for private consultancy and construction works.
- Carrying out the management and supervision of contracts between the District and Contractors.
- Ensuring standards and approval of designs both for government and private structures.
- Inspecting and supervising construction sites to ascertain quality, safety and standards of construction.
- Implementing the District housing policy programmes and projects.
- Planning and implementation of water development and supply systems.
- Providing technical support to the lower local governments

The road Network comprises of the National trunk Roads whose management is by Central government. It is predominantly gravel with about 47 km of tarmac. The District /Feeder Road Network is mainly gravel and a few earth sections is currently 99.8 km. The Community Access Roads consists of spot gravel but mainly earth surface. These roads are managed by the Sub counties and the communities.

Table 7: District Feeder roads and their location

Type of Road	Sub County	Code	Name of Road	Road Length	Class	Condition Good, bad etc	Accessibility motorable/ non motorable
Feeder Road	Katine/Tubur	4418	Atirir-Orungo Border	14.7	I	Good	Motorable/all weather
Feeder Road	Kamuda	4423	Kamuda -Olobai	13.3	II	Good	Motorable
Feeder Road	Asuret	4427	Asuret-Omagoro	15.7	C	Fair	Motorable
Feeder Road	Kamuda/Lalle	4435	Kamuda – Lalle - Ocockan	10.2	II	Fair	Motorable
Feeder Road	Kamuda	4436	Lira Rd Kamuda – Aboket	17.4	I	Good	Motorable/all weather
Feeder Road	Gweri	4455	Gweri- AWOja	5.1	II	Fair	Motorable
Feeder Road	Tubur	4457	Tiri-Tubur	6.6	II	Good	Motorable
	TOTAL			83			

Table 8: Community Access Roads

Type of Road	Location Sub county	Code	Name of Road	Road Length (km)	Class	Condition Good, bad etc	Accessibility motorable/ non motorable
Comm. Acces Road	Arapai/Katine/Tubur	SOR01	Arapai-Katine-Tubur	22.3	CAR	Fair	Motorable
“	Katine	SOR02	Katine-Olwelai-Kangai	14.0	CAR	Good	Motorable
“	Gweri	SOR03	Gweri-Awaliwal	12.4	CAR	Fair	Motorable
“	Katine/Arapai	SOR04	Ajonyi-Obitio	11.5	CAR	Good	Motorable
“	Asuret	SOR05	Gwetom-Ababgo	12.2	CAR	Good	Motorable
“	Gweri	SOR06	Amukaru-Awaliwal	10.2	CAR	Fair	Motorable
“	Tubur/Arapai	SOR07	Tubur-Agirigiroi-Akelai	17.0	CAR	Fair	Motorable
“	Soroti/Gweri	SOR09	Soroti-Dokolo-Obule	11.1	CAR	Fair	Motorable
“	Gweri	SOR10	Gweri-Aukot-Agule	12.3	CAR	Fair	Motorable
“	Tubur	SOR12	Tubur-Acuna	6.0	CAR	Good	Motorable
“	Gweri	SOR13	Opiro-Aukot	15.0	CAR	Fair	Bottleneck
“	Gweri	SOR14	Omugenya odelo-Obule	7.4	CAR	Fair	Motorable

“	Asuret/Aukot	SOR15	Asuret-Opar	9.6	CAR	Fair	Motorable
“	Asuret	SOR16	Asuret-Atiira	8.0	CAR	Fair	Motorable
“	Gweri	SOR17	Amukaru-Obule	10.5	CAR	Fair	Motorable
“	Tubur	SOR18	Tubur-Eukasi-Amuria border	6.0	CAR	Fair	Bottleneck
“	Katine/Tubur	SOR19	Katine-Okweta-Tubur	8.0	CAR	Fair	Motorable
“	Katine	SOR20	Katine-Agora-Merok Landing site	15.0	CAR	Bad	Not Motorable
“	Katine	SOR21	Apalamio-Ojago-Acam landing site	6.0	CAR	Bad	Not Motorable
“	Katine	SOR22	Apalamio-Adamasiko	10.0	CAR	Bad	Not Motorable
“	Asuret	SOR23	Opiyai-Omulala-Okunguro	11.8	CAR	Bad	Not Motorable
“	Arapai	SOR27	Odudui-Akaikai-Amukaru	7.8	CAR	Good	Motorable
“	Arapai/Katine	SOR28	Odokomit-Awoyawoya-Ajonyi	8.6	CAR	Fair	Motorable
	TOTAL			252.7			

2.3.3 Energy

Fuel wood is the most commonly used source of energy: 99%¹ of the district population depends on it either directly or indirectly. This is used in the form of firewood in rural areas and charcoal that is mostly used in the urban areas. There is also considerable use of agricultural crop residue. Other energy sources such as electricity; petroleum, solar and biogas are of negligible use or not in use at all in some parts of the district. Concerted efforts to influence the population to sustainably use fuel are urgently called for. The gender department of the district has conducted district wide demonstrations on energy saving technologies using locally available and accessible materialism a bid to ensure sustainable use of existing woodlots. Side by side this is the community afforestation effort that is advocated for by the district forest office. The other sources of energy namely hydropower and solar are exclusively used by the middle to high-income groups, given the exorbitant cost of these.

2.3.4 ICT and Service Delivery

ICT equipment and software is key in the development process. Access to ICT is balanced, however the actual utilization varies from one user to another. 22% of staff are effectively utilizing ICT. Despite the fair distribution of ICT across the Local Government, Ownership is at 80% government and 20% personal being used to accomplish daily tasks at work. The criteria for selection on who gets equipment is transparent and is granted basing on the necessity and how much tasks are accomplished using ICT. Service delivery is channelled through ICT mainly; Service Delivery Channels mainly include; Field Visits, Walk-ins, Traditional media like the Radio, social media, Local Government Website, Email and SMS. Attention is drawn particularly to delivery channels in line with digitization and this comprises of the website, social media and email. Some ICT user challenges do exist and notably;

- a. High cost of internet and internet equipment
- b. High cost of end user devices and services also limits accessibility of digital transformation services to all citizens. This is further made worse by the high poverty levels.
- c. Inadequate ICT knowledge and skills further poses a challenge in using digital transformation to address gender and equity issues.
- d. Limited network coverage and poor-quality services discourages digital transformation and hinders attainment of equity
- e. Limited innovation capacity hinders ICT consumption
- f. The adoption of various ICT products and tools will require user training to enable efficient use.
- g. The main hindrance to digital service delivery is budgetary constraints and limited training on ICT Programs.

2.4 Human and Social Development

2.4.1 Health

The prevalence of stunting in children under five years is at 40.6% ; the prevalence of wasting in children under five years is at 3.4%; prevalence of overweight in children under five years is above 0.2%; the prevalence of low birth weight (infants born <2500 g) is at 10.3%; the prevalence of anaemia in children under five years is at 45% ; prevalence of anaemia in women of reproductive age from 29.4 % ; the proportion of overweight in adult women over 18 years is at 19.5%; the proportion of obesity in adult women over 18 years is at 6. 7%; the proportion of overweight in adult men over 18 years is at 6.4 %; the proportion of obesity in adult men over 18 years is at 0.7 %; the proportion of overweight in adolescents is above 10%; the proportion of obesity in adolescents is above 3%; the age-standardized prevalence of raised blood glucose/diabetes persons over 18 years is at 3.3% and the age-standardized prevalence of raised blood pressure in persons over 18 years is at 23.2% in Soroti District.

The mandate of the health sector is the attainment of good standards of health by all people in the district in order to promote a healthy and productive life. In addition to the curative services offered at the health facilities (static points), the health department undertakes regular outreach services from all health units with a focus on delivering the Uganda National Minimum Health Care Package (UNMHCP) to the population, especially immunization, health education for health promotion and disease prevention. In order to take advantage of the existing NGO services, support to them has continued to be accorded. The health department strives to accelerate movement towards Universal Health Coverage (UHC) with essential health and related services needed for promotion of a healthy and productive life”.

The equipment available for office use include 15 Desk top computers (11 in DHO’s office, 3 in Tiriri HC IV and one in Asuret HC III) and 3 Lap top computers (one faulty and two new) in the DHO’s office; one Typewriter; one binding machine; one fridge; 5 office fans; and 3 Radio calls 3 photocopiers, 3 LCD projectors and two vehicles.

Health facilities are categorized into Hospitals, Health Centre IV, III and II. At the parish level, there are Health Centre IIs, sub-county level Health Centre IIIs and Health Centre IV at the County level. Health units’ ownership is grouped in Government, Private Not for Profit (PNFP)and Private for Profit (PFP).

Table 9: Health Units by Level and Location:

No	Category of Health Unit	Ownership		Total
		Government	NGO	
1	Regional Referral Hospital	1	0	1
2	HC IV	2	0	2
3	HC III	10	1	11
4	HC II	11	4	15
	Total	24	5	29

Table 10: List of Health Facilities

No.	Health Unit Level	Location
1	Regional Referral Hospital (RRH):	Soroti RRH, located in Soroti Municipal HSD
2	Government Health Centre (HC) IV's	Tiriri HC IV, located in Dakabela County (HSD), Princess Diana HC IV, in Soroti Municipal
3	Government Health Centre III's:	Dakabela, Tubur S/C HCIIIs in Dakabela County (HSD), Kamuda, Gweri, Asuret, & Soroti S/C HCIIIs in Soroti County HSD, -Western Division, Eastern Division, Kichinjaji, Soroti Prisons, & Police Clinic HC III's, in Soroti Municipal HSD
4	PNFP NGO Health Centre III:	SoSoroti Islamic HC III, in Soroti Municipal HSD
5	Government Health Centre II's	Arapai, Arabaka, Agirigiroi, Ojom in Dakabela County (HSD), Awaliwal, Aukot, Opuyo, Ocokican, Lalle in Soroti County HSD
6	Government Health Centre II	MMoruapesur HC II, in Soroti Municipal HSD
7	PNFP NGO Health Centre II's	Madera Catholic & St. Peter's COU NGO HC II's in Soroti Municipal HSD, Katine Catholic & Obule Community Based NGO HC II's in Dakabela & Soroti County HSDs respectively

Table 11: Health Department Partners

Funding Partners			
Name	Geographical area of activity	Type of Activity	Total population served
RTI-ENVISION/NTD (Research Triangle International/NTD)	The whole district	Control of Neglected Tropical Diseases (NTD) Program	348,800
TASO – Uganda	The whole District Supports	Comprehensive HIV/AIDS control program (Provider-initiated testing and counselling, TB/HIV, OVC, care and ART for Adults and children, SMC); Capacity building of health workers; Mentorship and support supervision; Logistics and supplies (buffer stocks); Continuous Quality Improvement (QI).	348,800

Global Fund to control TB/HIV and Malaria (GFTAM)	The whole district	Support HIV/AIDS, TB & Malaria Control Programs	348,800
Operating Partners			
Marie Stopes (U)	The entire district	Family Planning; (SMC), implants, BTLs, Condoms, vasectomy, Capacity building, Supplies of equipment	151,552
AIDS Information Centre (AIC)	The entire district	Voluntary counselling and testing, ART, & TB care services	256,826
SOCADIDO	Katine parish and Madera ward	Providing Curative and preventive health services	9,357
Partner's For Children Worldwide	Parishes of Merok, Katine, and Madera Ward	Undertake malaria control, water and Sanitation activities	14,073
Church of Uganda – TEDDO	Northern Division	Curative and preventive activities	19,089
Uganda Cares	Whole district	Comprehensive HIV/AIDS care	348,800
RHITES - E	Whole District	Maternal and Child health, Nutrition, Family planning, WASH	
PPD-ARO partners in population and development	Whole District	Family planning and reproductive health	348,800

The health staffing level is at 65% and the target is to achieve above 90% by 2040

Table 12: Health POCC Analysis

Issue/Intervention	Potential	Opportunity	Constraints	Challenges
<p>High incidence of teenage pregnancies and school dropouts. <u>Limited attention to family planning (Intervention)</u></p> <p>According to the Uganda Demographic and Health Survey (UDHS 2016), the unmet need for Teso sub-region in which Soroti district is located was about 25.9%. The <u>unmet need</u> reduced by 12.4% over the five-year period from 38.3% in the Uganda Demographic and Health Survey (UDHS 2011) compared to the national level where it reduced by 6% over the same time period from 34% in 2011. The unmet need for spacing in the Teso sub-region decreased from 22.4% in 2011 to 15.9% in 2016, while the unmet need for limiting reduced from 18.9% in 2011 to 7% in 2016ⁱ. A high unmet need contributes to high</p>	<ul style="list-style-type: none"> • Implementing partners that support district FP programs (providing periodic outreaches/LARCs) • District allocation for FP (from local revenue) • Community has basic knowledge on where to access FP • Availability of VHTs to offer mobile FP services/information (some trained in administering of Sayana press/injectables) • Integrated FP service provision • Supportive district health team. • Supply system for FP commodities from NMS and JMS • Availability of technically qualified health workers • Potential for district leadership to support FP 	<ul style="list-style-type: none"> • Availability of other sectors to collaborate with in FP. • Health structure and coordination is in place • Good road network. • Availability of communication system (Mtrac) 	<ul style="list-style-type: none"> • No programming in other sector workplans and budgets (Community Development, Education, Environment, etc). • Skills gaps in use of HMIS/documentation/reporting. • Poor knowledge in stock-keeping, stock-taking. • Inadequate focus on FP during integrated support supervision • Inadequate budget for FP specific interventions in health sector work-plan (capacity building, supply chain monitoring) • YFS are at limited number of facilities • No FP awareness creation through religious, political and cultural leaders. 	<ul style="list-style-type: none"> • Irregular delivery of FP commodities and supplies from NMS. • Myths and misconceptions about FP still exist among the population • Cultural and religious beliefs, as well as social practices (having many children for security) which are against FP hinder its uptake. • Poverty hinders access to FP services (buying commodities and accessing Health Facilities). • Negative impact of side effects including the cost of managing them. <p>Inadequate funding for the health sector from Central Government.</p>

<p>number of unplanned and teenage pregnancies which in turn leads to increased abortions, as well as maternal morbidity and mortality.</p> <p><u>Contraceptive Prevalence Rate</u> (mCPR) for married women and women in union increased by 7.2 percentage points from 23.2% in 2011 to 30.4% in 2016, which was less than the 9% change at the national level from 26% to about 35% over the same period. The intervention will imply ensure one district strategy for FP is followed, key activities and an implementation road map, determines impact, defines a district budget, resource mobilisation and monitoring tool</p>	<ul style="list-style-type: none"> • Availability of Youth Friendly Services • Availability of drug shops, pharmacies and private clinics to supplement FP 			
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2.4.2 Education

Soroti Education, Science, Technology and Sports Department is dedicated to produce well educated citizens of Soroti district that can enhance socio-economic development through sustainable exploitation of natural resources and promote industrialization. This is done through the following objectives:

To ensure standards in schools for the provision of quality education, science, technology and sports to learners.

To facilitate informed policy formulation and decision making by the district and lower local councils on matters of education and sports.

To promote provision of facilities that create conducive environment for learning in schools.

Most part of the budget goes un implemented due to strained flow of funds from unconditional grant and local funds.

There is normally a long time taken to replace the teaching force that leaves the service through absconding, death, and retirement.

The department lacks a vehicle to help in monitoring, supervision and inspection.

There is serious lack of staff in the department, especially, inspector of schools, education officer, Office messenger and driver.

Table 13: 2015 Enrolment:

Enrolment P 1-P7 is 14,000 x 67,550	IPF for P1-P7 Enrolment of 57,019	Amount received for FY 2020/2021	GAP Amount not received
945,700,000	523,141,000	497,940,000	25,201,000

Ministry of Education indicates that the formula for computing UPE funds allocation to districts is Ugx 14,000 per UPE child per year, but the IPF given has nothing to do with the formula. It is not easy to know the formula they use. However, the funds remitted to schools is meagre to cover all academic needs of schools and still a threat looms of further cuts.

Table 14: Staffing and Efficiency Ratio

Total enrolment	Ideal number of teachers	District ceiling of teachers	Gap in teachers	Number of children enrolled without teachers	National ratio PTR	Existing Ratio
67,550	1,194	917	277	18,032	1:54	1: 74

A teacher gap of 277 indicates that 18,032 pupils are enrolled in our schools without teachers. Right now only 917 teachers are available due to exits like retirement, death and abscondment and their replacement may take time. Teacher quality issues have greatly affected pupil attendance and caused pupil drop out. Teacher quality issues are: Teacher inadequacy, teacher incompetence, teacher welfare in terms of accommodation, teacher motivation in terms of pay in time before the sweat dries, and pay all salaries. This has seen the district recording poor PLE performance over years and affecting pupil attendance. Much as they enrol in large numbers in the beginning of the year, they keep dropping out because a child who has not seen his/her colleagues passing over the years, will not also expect to pass and will drop out. Many problems in our schools like early marriages have their background cause in this indicator.

Table 15: Classrooms and Efficiency Ratio

Enrolment	Available classrooms	National Pupil: classroom ratio	Ideal number of classroom	Gap in classrooms	Existing Ratio
67,550	709	1:54	1,251	542	1: 95

A classroom gap of 360 means 19,440 pupils without classrooms in our schools. The rate at which classrooms are been constructed is too low eg. Fy 2020/2021 only 14 classrooms were constructed in Obule, Obule-Angorom, Olong, Tubur, Opar, Arabaka and Tukum P/s. They either study under trees or are made to share the few classrooms available thereby injuring the class-teacher system and escalating teacher absenteeism due to the temptation to teach in turns.

Table 16: Latrine Stances and Efficiency Ratio

Enrolment	Available Stances	National Latrine stance ratio	Ideal number of latrine stances	Gap	Existing Latrine-stance ratio
67,550	845	1:40	1,689	844	1:80

A latrine stance gap of 844 is too large for all pupils to answer the call of nature within the time given for break. Schools are only looking at government grants for their sanitation. FY 2019/2020 only 20 new stances were constructed and FY 2020/2021 only 15 will be constructed

Table 17: Teacher Houses and Efficiency Ratio

Teacher ceiling	Available permanent teacher houses	Teacher: House ratio	Ideal number of teacher houses	Gap in teacher houses	existing teacher- house ratio
1,194	219	1:1	1,194	975	1: 5

A teacher house gap of 975 is too large, and it not only spoils the teacher – pupil contact hours but wears the teacher by commuting long distances and missing mid day meals daily. This puts teacher performance at stake. The rate at which teacher houses are been constructed is also too slow FY 2019/2020 only 8 houses were constructed and FY 2020/2021 only 1 were constructed in Achuna P/S.

Table 18: Desks and Efficiency Ratio

Enrolment	Available number of desks	Desk: Pupil ratio	Ideal number of desks	Gap in desks	Existing Desk to Pupil ratio
67,550	12,528	1:3	22,517	9,989	1: 5

A desk gap of 9,989 means 29,967 pupils seated on the floor which is a scenario common in our P1 to P3. The district relies on the central government grants to procure desks. In the last financial year only 220 desks were supplied to primary school due to meagre funding. At this rate we are very far from achieving an ideal situation.

Table 19: PLE Analysis from 2007 To 2019

YEARS	DIV 1			DIV 2			DIV 3			DIV 4			DIV U			X			TOTAL		
	B	G	TOTAL	B	G	TOTAL	B	G	TOTAL	B	G	TOTAL	B	G	TOTAL	B	G	TOTAL	B	G	TOTAL
2007	34	16	50	1032	503	1,535	793	695	1,488	439	405	844	370	524	894	175	176	351	2,843	2,319	5,162
2008	23	04	27	620	303	923	1179	963	2,142	565	517	1082	106	135	241	599	861	1460	3,151	2,892	6,002
2009	46	19	65	1131	553	1,684	1107	1095	2,202	652	550	1202	610	755	1365	102	158	260	3,672	3,204	6,876
2010	45	17	62	758	424	1,182	548	532	1,080	349	340	689	212	258	470	53	69	122	1,969	1,659	3,628
2011	68	34	102	562	354	916	529	460	989	305	365	670	261	339	600	44	67	111	1,763	1,619	3,337
2012	61	27	88	690	428	1,118	570	493	1,063	312	413	725	248	336	584	44	59	103	1,925	1,756	3,681
2013	94	43	137	758	458	1,216	736	697	1,433	411	397	808	383	507	890	46	73	119	2,428	2,175	4,603
2014	121	35	156	770	536	1,306	725	671	1,396	320	411	731	187	309	496	30	29	59	2,153	1,991	4,144
2015	64	19	83	648	418	1,066	718	670	1,388	440	517	957	343	449	192	40	44	84	2,253	2,117	4,370
2016	103	41	144	801	619	1,420	618	687	1,305	406	502	908	220	307	527	24	30	54	2,172	2,186	4,358
2017	66	36	103	1022	788	1,810	631	723	1,354	422	446	868	100	183	283	22	28	50	2,263	2,205	4,468
2018	104	87	191	846	452	1,298	640	690	1,330	557	578	1,135	186	186	420	8	12	22	2,341	2,055	4,396
2019	89	47	136	1056	881	1,937	538	994	1,532	320	379	699	85	189	274	9	20	29	2,097	2,507	4,604

Table 20: Summary statistics of UPE and UPE schools

DISTRICT UPDATE OF UPE AND USE SCHOOLS 2021

79 UPE SCHOOLS IN SOROTI DISTRICT BY SUB COUNTY 2021						
TUBUR	SOROTI	ASURET	KAMUDA	KATINE	GWERI	ARAPAI
1. Tubur 2. Abeko 3. Palaet 4. Achuna 5. Cheele Tubur 6. Kelim Tubur 7. Aparisa Tubur 8. Abule Tubur	1. Acetgwen 2. Oderai 3. Opuyo 4. Owalei	1.Asuret 2.Otatai 3.Orimai 4.Okunguro 5.Mukura 6.Akolodong 7.Adacar Asuret 8.Abaango 9.Ocokican 10.Obule 11.Obule-Angorom 12.Omodoi 13.Omulala	1 .Agora 2. Lalle 3. Lillim 4. Olong 5. Kamuda 6. Obuja 7. Aboket 8. Olwelai-Kamuda 9. Oilo-kamuda 10. Oyomai 11.Aminit 12.Amotot 13.Agama 14.Olobai-Kamuda	1Adamasiko 2.Obyarai 3.Katine Tiriri 4,Katine 5.Oimai 6.Ojama-Katine 7.Ojago 8.Merok 9.Ajonyi 10.Ochuloi 11.Ojom 12.Amorikot 13.Olwelai-Katine 14.Ogwolo	1.Gweri 2.Omugunya Odela 3.Omugunya 4.Awoja 5.Awoja Bridge 6.Opar 7.Abelet 8.Amusia 9.Takaramiam 10. Awaliwal 11.Telamot 12.Dokolo-Gweri 13. Angopet 14.Opucet 15.Amoroto	1. Onyakai 2. Arapai 3 Akaikai 4. Arabaka 5.Tukum 6. Omadira 7.Odudui 8. Dakabela 9. Olegei 10.Agirigiroi 11.Angai

5 USE SECONDARY SCHOOLS IN SOROTI DISTRICT BY SUB COUNTY 2021						
TUBUR	SOROTI	ASURET	KAMUDA	KATINE	GWERI	ARAPAI
Tubur SS (Gov)	Nil	Asuret Seed S.S(Gov)	Kamuda SS (Gov)	Katine SS (Gov)	Gweri SS (Gov)	Teso College (Gov)

Table 21: Achievements of projects implemented from FY 2018/2019 to 2020/2021 PRDP/SFG

Financial Year	New classrooms constructed	Classrooms Rehabilitated	Latrine stances constructed	Teachers houses constructed	Desks supplied
2018/2019	2	8	40	4	36
2019/2020	2	0	20	4	216
2020/2021	0	0	15	1	360

Table 22: Cross Cutting Issues

S/No	Cross cutting issue	Implemented intervention	Potential	Opportunities	Constraints	Challenges
1	Environment protection	Tree planting to demarcate school land and beatify school compound by demarcating school staff quarters from playground, and from classrooms	Availability of school land	Pupils provide planting materials from locally available seedlings of mango trees, and ‘eligoi’ and as well provide the labour. Police is ready to enforce law of trespass and malicious damage to school property.	Limited implements in schools and land conflicts in some schools	Communities turned school compounds grazing ground. Unfavourable weathers and rain regimes
2	HIV/AIDS mainstreaming	Operationalisation of HIV/AIDS Work place policy	Availability of HIV/AIDS workplace policy	Many teachers have opened up and formed their association. Teacher anti-AIDS group (TAAG)	Many teachers who never admired teaching service and joined it as a last resort take advantage of the policy considerations to dodge teaching	Class teacher policy sees pupils of these teachers missing a lot whenever they break down or report for medicines.
3	Gender mainstreaming	Mainstreaming gender issues	Availability of Gender policy	Provision of maternity leave for pregnant teachers	Schools implement class teacher policy leaving none to take over a class of a teacher	Whenever teachers go on maternity leave their respective classes

					on maternity leave	miss a lot of lessons
4	Food security and Nutrition	School Feeding Program	School communities have food	Parents contribute food and schools provide utensils	Parents still echo government policy of non-payment yet service providers need financial payment	Parents food reserves are low

2.5 Environment and Natural Resources

The district is composed of 23% open water, 14% wetland cover and 63% land cover. Majority of the population depends entirely on the environment and natural resources for their livelihood. This means that the state of the environment has a huge implication for poverty reduction. 85% of the population in the district lives in rural areas. Most households in the district depend on wood fuel for cooking. It therefore, follows that the degradation of the environment and natural resources leads to low productivity and consequently low household income that contributes to poverty and low standards of living. Poverty and environmental degradation are linked in a vicious cycle in which people cannot afford to take proper care of the environment. Poverty has remained a major cause and consequence of environmental degradation and natural resource depletion. The impact of environmental degradation on the poor is twofold, namely poor health and low productivity. Poverty in turn affects the environment negatively with respect to constrained time horizons and risk strategies. The poor who struggle at the edge of subsistence levels of consumption and preoccupied with the day-to-day survival have limited scope to practice conservation. Secondly, the usage of natural resources by the poor is greatly affected by limited livelihood options. Wetlands contribute to the construction industry by providing building materials such as clay, sand, papyrus, timber, etc. They support agriculture through their use for paddy rice farming and providing water for livestock and irrigation. Wetlands hold an enormous amount of fresh water and provide buffering capacity against pollution and siltation. They also provide essential life support through stabilization of the hydrological cycle and microclimates, protection of river banks and lake shores, nutrient and toxin retention and sewage neutralization. In addition, they have high biodiversity values and provide ecological services such as habitat for wildlife (including migratory birds), and fish breeding grounds. Therefore, the sustainable management and use of wetlands is paramount for the sustainable development of the district.

Despite the importance of wetlands, they continue to be degraded for livelihood support at alarming rates, mainly attributed to their direct consumptive use value. The effort of the Environment and Wetlands Management Sector to improve the environmental conditions contributes to improved productivity and poverty reduction. This district development plan should therefore integrate environmental awareness, poverty reduction, improvement on sustainable farming methods, population control through reproductive health enhancement which would lead to reduced dependence on the environment resources for livelihood support through sustainable harvesting and utilization of natural resources.

The department of Natural Resources is constituted by the Administrative Office, and three sectors of Forestry, Environment/Wetlands and Land Management. The department is mandated to plan, oversee, and supervise the sustainable utilization and management of the natural resources which the district is endowed with. The district is endowed with a variety of natural resources, including land which is a basis for agricultural production, forests and trees, wetlands, biodiversity, rocks, water and good climatic conditions. These natural resources play an indispensable role in the day-to-day sustenance of the livelihoods, particularly of the rural communities. They are the basis of and are core drivers in the advancement of the economic development of the district, particularly in respect to poverty eradication. The department is also mandated to facilitate land registration process through its Board and Committees, carry out Physical planning and ensuring systematic and Organized developments in the district.

The equipment available for office use include 3 Desk top computers (2 in Lands office, 1 in natural resource office) ,4 Lap top computers and 3 old motorcycles, and one modern Survey Equipment /Real Time Kinetics' (RTK).

Table 23: Natural Resources Department Partners

Name	Geographical area of activity	Type of Activity
Community Integrated Development Initiative (CIDI)	District wide	Environmental restoration
SORUDA	District wide	Environmental restoration, energy conservation
SOCADIDO	District wide	Environmental restoration, energy conservation, honey
GIZ	Asuret, Katine and Tubur Sub Counties	Securing land rights (Land Registration) Energy conservation
Food Rights Alliance	Gweri, Asuret and Katine	Strengthening land rights of communities
TAC (Teso Anti-corruption Coalition)	Asuret and Katine	Community awareness on land use, rights and legal clinics
Teso Religious Leaders for Peace and Reconciliation (TERELEPAR)	Tubur Sub County	Community dialogue, building capacity of community
Iteso Cultural Union (ICU)		Cultural support on customary land tenure

Staffing Level

The staffing level is at 65% and the hope is to achieve above 95% by 2040

Table 24: Potential, Opportunities, Constraints and Challenges (POCC) Analysis

Issues	Potential	Opportunities	Constraints	Challenges
Deforestation	<ul style="list-style-type: none"> • Skilled human resource • Available land for example Local Forest Reserves, Institutional and private land • Skills and equipments to secure forest land 	<ul style="list-style-type: none"> • Government programmes like NUSAF 3, Operation Wealth Creation and the community tree planting programme by NFA • Existing laws, Policies, ordinances and bye laws • Supporting Civil Society Organisation and Development partners 	Inadequate funds, Limited access alternative energy sources for example Liquid Petroleum Gas and Biogas Limited enforcement manpower, Land disputes Understaffing of the forestry sector and unclear boundaries	High poverty levels, high population, high costs of alternative energy sources, Limited land, Political interference

Limited knowledge and skills on trees	Skilled human resource to create awareness and sensitization	Willingness of the communities to embrace tree planting initiatives	Community attitudes towards natural resources for example trees and forests, ignorance	Weak laws and policies
Unplanned developments and inadequate physical planning committee meetings	Skilled manpower	Existing laws and policies	<ul style="list-style-type: none"> Land tenure systems Inadequate funding 	Privately owned and high cost of physical planning
Lack of physical development plan	Existing laws and policies Available survey equipment and skilled manpower	Civil Society Organisations <ul style="list-style-type: none"> Existing laws and policies Existing support structures and institutions on land registration like the MZO	Inadequate funding, Land disputes and unclear boundaries and inadequate funding	high cost of developing a physical plan, Encroachments and high cost Lengthy land registration process
Land disputes	Available dispute resolution institutions for example, Courts of laws, Civil society Organisations, traditional leaders/clans	Existing development partners for example GIZ-RELAPU, Uganda Law Society, Teso Anti-Corruption Coalition	Limited information on land dispute resolution institutions and cost implications	High population growth
Limited knowledge of stakeholders on land rights and laws	skilled human resource to create awareness, train and build capacity	Existing development partners for example GIZ-RELAPU, Uganda Law Society, Teso Anti-Corruption Coalition Existing capacity building grant	Inadequate funding, poor community attitudes towards trainings, traditions, customs and norms of communities Low Education levels of committee members	Ignorance on land rights and laws Weak laws and policies
Wetland degradation and encroachment	skilled human resource, availability of wetland resources	supportive Civil Society Organisations and development partners, existing laws and policies for example the wetland policy	Inadequate funding, understaffing, poor community attitudes towards trainings, un demarcated boundaries	High population growth, political interference, weak law enforcement, high poverty levels
Low environment	Skilled manpower,	existing laws and policies, supportive	Inadequate funding, understaffing, poor	High illiteracy levels

education and awareness		Civil Society Organisations and development partners	community attitudes towards trainings	
Poor environment management practices	Skilled technical staff, existing environment committees and local councils existing enforcement structures like environmental committees skilled manpower	existing laws and policies, environmental standards law enforcement agencies like the environmental police	Poor attitude towards compliance Inadequate funding, staffing gaps, inadequate capacity	High costs of compliance Corruption, weak law enforcement, un cooperative public, political interference
Climate change disasters and energy dilemma	Skilled man power	existing laws and policies, supportive Civil Society Organisations and development partners	Inadequate funding, staffing gaps, inadequate capacity, community cultures and beliefs	Inadequate laws and policies, limited research, natural disasters
Limited environment statistics	Government structures for example environmental committees and Local Councils, skilled technical staff	Existing policies, supportive Civil Society Organisations and development partners	Inadequate resources, environmental conflicts,	High costs of data collection limited research, inadequate policies and laws

2.6.1 Urbanisation

Urbanization has not been matched with a corresponding increase in provision of social services and infrastructural facilities like roads, housing, education, health, water and sewerage including waste management facilities. Over 95% of the rural growth centers are characterized by informal settlements. There are inadequate urban services and few amenities in most of the rural growth centers. For instance, only about 58.6% of the population have water in their households, about 32.4% buy from venders and fetch water from boreholes and natural springs. 91% of the households depend on wood fuel for cooking and 13% use charcoal for cooking. Only about 7% of the households have access to power energy from national grid of which 3% use it for cooking. Traditional pit latrines are dominant excreta management systems in most of the rural growth centers.

Table 25: POCC analysis on Urbanization

Dev't issue	Potential	Opportunity	Constraint	Challenges
Inadequate funding	Broadened taxable economic activities i.e. land fees, property rates, hotel tax, trading licenses, fines and penalties; availability of tourism potentials, mineral resources, etc	Enabling laws and regulations; Availability of government structures and programs Available transport system	Low cooperation from tax payers, political interference, uncoordinated supervision, inflation, climate change	Untimely release of government transfers, poor road conditions
Poor road network	Favorable terrain, available district road equipment, available road materials like gravel, available labour	Availability of Road Funds	Climate change effects, high cost of road Construction, inflation	Climate change, inadequate releases, delay in release of funds, rigid land tenure systems
Limited access to financial services	Availability of financial institutions, and availability of micro-financial institutions (SACCOs)	Existing relative peace and security, access to credit facilities	High interest rates, Low business levels, Climate change	High poverty levels, insecurity due to burglary
Low product ion and productivity and limited access to markets for agricultural products	Availability of land for agriculture as more people move to urban centers, available market for agricultural products, existence of a vibrant informal sector (peanut processors, honey extraction, etc)	Existence of government programs like OWC, availability of high population & demand for food in urban centers	High cost of production, land fragmentation, limited agricultural mechanization	Delay in supply and distribution o f agricultural inputs, climate change, limited appropriate storage facilities
Poor access to quality social services & recreational activities	Availability of basic social infrastructure like schools, health centers, piped water systems etc Disco halls and video halls, leisure parks	Existence of approved physical development plans, existence of private clinics, schools etc,	Inadequate social infrastructure, poor institutional coordination	Inadequate funds, delay in release of funds, weak enforcement, rigid land tenure systems
Limited access to the national power grid	Availability of road network, availability of raw materials (timber, fish, argic produce) existence of development partners	Proximity to the national grid, availability of alternative energy sources	Unwillingness of the communities to connect power to their homes	High electrici ty tariffs, delay in extension, erratic power supply
Lack of physical development plans	Available technical experts, availability of entrepreneurs	Enabling laws, policies and guidelines, existing developments as a precursor for planning, institutional framework	Rigid land tenure systems	Limited centr al government transfers for physical planning

2.6.2 Housing

2.6.3 Physical Planning

The entire country has been declared a planning area by the Physical Planning Act 2010. The District Local Government as mandated by law has prioritized physical planning of its urban councils, upcoming trading centers; allocation of financial resources to plan them and implement the said plans for its new urban councils and trading centres. More of the trading centers will be prioritized for physical planning and surveying. The district is in the process of developing physical development plans for its up springing and existing urban centres. The urban and local physical planning committees are existent, functional and inducted from time to time, hence, guaranteed coordination of land development. This third development plan should therefore consider recruitment of land managers (Assistant Physical Planners, Land Supervisors) across urban centres that lack the said staff as a means to systematic land development through provision of sustainable land use plans in urban areas.

2.6.3.1 Major Issues Affecting Physical Planning

Limited knowledge among communities on physical planning and its importance. Limited funding to undertake physical planning activities i.e., no funds for facilitation of physical planning committees, physical planning compliance inspections and others. Under staffing of physical planning sectors in urban councils, Lack of required equipment for physical planning activities, Lack of transport means for land management staff, Rigid land tenure systems which place the land in the hands of the citizens like customary and freehold tenure thus limiting successful implementation of plans, Existing uncoordinated illicit allocation of unplanned land which affects application of physical planning standards and guidelines.

2.7 Analysis of Cross cutting issues:

These are issues contribute to accelerating or derailing the progress of development. It is therefore prudent that they are prioritized in planning and budgeting process. They are Gender, Environment, Human rights, Disability, Nutrition, Governance, Population and Development, Science and Innovation, Child health, Social Protection, Climate Change, HIV/AIDS and Culture and Mind set and energy/green economy. However, the district was able to analyse and analyse environmental issues, HIV/AIDS, gender, poverty and nutrition per department in relation to its service delivery to the population. The analysis is analysed as below;

2.7.1. Nutrition

The nutrition of the district in 2012 indicated 3.9% wasting compared to 3.7% during 2014, underweight it was 7.4% in 2012 while in 2014 it was 7.7%, stunting showed 44% in 2012 and 36.5% in 2014. This shows that there was a minimal improvement in the nutrition status of population in the district.

Table 26: Nutrition Situation Analysis

Department	Issue	Cause	Effect	Affected population	• Strategies
Administration	Too much consumption of alcohol	<ul style="list-style-type: none"> Working far from home. Peer groups. Low qualification levels. 	<ul style="list-style-type: none"> Under performance of staff. Work based conflicts with supervisors Absenteeism from duty 	<ul style="list-style-type: none"> Field staff. Teachers 	<ul style="list-style-type: none"> Counseling of the affected staff and their families.
	Unbalanced diet	<ul style="list-style-type: none"> Working far from home hence one meal or no meal in a day. 	<ul style="list-style-type: none"> Poor performance Poor PLE, UCE and UACE results. Absenteeism from duty 	<ul style="list-style-type: none"> Teachers Field staff 	<ul style="list-style-type: none"> Deployment of staff near their homes. Nutrition education and advocacy
Council and statutory bodies	Some staff appear under Disciplinary cases	<ul style="list-style-type: none"> Drunkardness among staff. 	<ul style="list-style-type: none"> Poor performance Absenteeism Lack Confidence in self expression. 	<ul style="list-style-type: none"> Field staff 	<ul style="list-style-type: none"> Sensitize the staff to reduce consumption of alcohol. Affected staff to stay with their families. Stick to rules &

					regulations in place
Education and Sports	Most Schools do not prepare lunch for the teachers	<ul style="list-style-type: none"> Limited funding. Lack of parental support 	<ul style="list-style-type: none"> Escapism Low concentration to duty Late coming for afternoon lessons 	<ul style="list-style-type: none"> All rural schools 	<ul style="list-style-type: none"> Sensitization of parents on their roles
	Most Pupils miss mid-day meals	<ul style="list-style-type: none"> Poverty Ignorance Limited support from parents 	<ul style="list-style-type: none"> Lowers pupils concentration Drop out Child labour Defilement cases and early marriages Poor performance 	<ul style="list-style-type: none"> Girl child Rural schools Disabled children 	<ul style="list-style-type: none"> Sensitization of parents about their roles Sensitization of pupils
	Most students do not get balanced diet.	<ul style="list-style-type: none"> Poverty Limited funding Ignorance 	<ul style="list-style-type: none"> Ill health Low concentration Poor performance 	<ul style="list-style-type: none"> Most Boarding schools 	<ul style="list-style-type: none"> Health and nutrition education Sensitization Boosting incomes through IGAs
Natural Resources	Loss of some plant species.	<ul style="list-style-type: none"> High population pressure on resources for cultivation Limited land for human activities. 	<ul style="list-style-type: none"> Poor soil and water conservation management practices. Disappearance of some high yielding and nutritious crops 	<ul style="list-style-type: none"> Men Women Elderly 	<ul style="list-style-type: none"> Practice water and soil management technologies. Adoption of new technologies t farmers.
Works & Technical services	<ul style="list-style-type: none"> Limited access to food supplies Limited access to safe water and sanitation facilities 	<ul style="list-style-type: none"> Lack of road networks. Climatic condition Landscape of areas Water silting Dying of water sources 	<ul style="list-style-type: none"> Stunted growth Poor feeding Productive labour reduces i.e. more time is spent on non productive activities like fetching water on a long distance. 	<ul style="list-style-type: none"> All population 	<ul style="list-style-type: none"> Link roads to productive areas Provision of safe water for drinking Provision of latrines for disposal of byproducts after feeding very well.
Production & Marketing	High levels of stunting	<ul style="list-style-type: none"> Poor feeding habits 	<ul style="list-style-type: none"> Micronutrient Malnutrition 	<ul style="list-style-type: none"> Children 	<ul style="list-style-type: none"> Nutrition education and behaviour change

		<ul style="list-style-type: none"> • Poor Mindset • Men feeding on meat products outside their homes • Selling of valuable foods to fetch income than consuming the food • Consumption of alcohol 	<ul style="list-style-type: none"> • Stunting • Wasting • Poor performance by school children • Reduced labour 	<ul style="list-style-type: none"> • Women • Men 	<ul style="list-style-type: none"> • Demonstrations on kitchen gardens • Enforce byelaws on drinking
Community Based Services	<ul style="list-style-type: none"> • Malnutrition among the population 	<ul style="list-style-type: none"> • Poor feeding habits that is, feeding children on one type of food, feeding children on cold food, • Feeding children on junk foods such as chips, soda • High poverty at house hold levels • Women shouldering the burden of providing for their entire households single handedly • gardens 	<ul style="list-style-type: none"> • Poor feeding stunted growth of children. • Malnutrition cases. • Poor performance in class. 	<ul style="list-style-type: none"> • Children and pregnant and lactating mothers. 	<ul style="list-style-type: none"> • Continued awareness rising on nutrition: balanced diet, infant feeding, etc • Improve soil fertility. • training on food and nutrition • Enhance commercialised farming • Enforcement on food security • Mobilize for diversification of income sources • Mobilize for the adoption of modern farming and land management methods
Public health	Malnutrition (Undernourishment)	<ul style="list-style-type: none"> ▪ Feeding on unbalanced diet ▪ Greed for money leading to selling 	<ul style="list-style-type: none"> ▪ Retarded brain development ▪ Poor performance at school and job 	<ul style="list-style-type: none"> ▪ Expecting, lactating and single, child mothers 	<ul style="list-style-type: none"> ▪ Community sensitization & mobilization ▪ Put in place Bye-Laws

		food before harvest ▪ Ignorance on proper feeding ▪ Gender disparity in feeding	▪ Stunting ▪ Wasting ▪ Blindness	▪ Elderly ▪ Widows & widowers ▪ Orphans ▪ Substance Abusers	prohibiting selling from the garden ▪ Support community with improved planting materials ▪ Food fortification ▪ Training in food preparation and consumption
	Malnutrition (Over nourishment)	▪ Ignorance on proper feeding ▪ Sedentary life/lack of exercise ▪ Poor health care seeking behaviour ▪ Peers pressure	▪ Non-communicable diseases on the rise (HT, DM, CV) ▪ Very costly to treat ▪ Affect most productive people in society	▪ Politicians ▪ Business community ▪ Professionals ▪ Religious leaders	▪ Form Health Clubs and do regular exercise; ▪ Ensure regular medical check up ▪ Sensitization of the high risk group ▪ Professional guidance on nutrition
	Poverty prevents people from accessing/buying healthy food.	▪ Unemployment ▪ Big families ▪ Land shortage ▪ Few people engaged in food production	▪ Eating cheap, high calorie & unhealthy food ▪ High rates of obesity & diabetes	▪ Poor families ▪ Inadequate Knowledge on balanced diet	▪ Health education ▪ Income generating activities ▪ Modernisation of agriculture ▪ Family Planning

2.7.2. Poverty

Poverty levels in the District have significantly increased especially in the rural areas of the district despite population involvement in income generating activities positively embracing government programs geared towards poverty reduction such as NAADs, OWC, YLP, DDEG, UWEP, PDM etc due to COVID 19 PANDEMIC, increasing and vulnerable population. Vulnerability according to the categories of the population stem from the limited access to productive assets and their different backgrounds the vulnerable groups were identified as the youth, orphans, widows, elderly and people with disabilities. The poverty factors include;

- Failure to learn from past mistakes
- Laziness and lack of a saving culture.
- Insecurity.
- Prolonged dry spells that affect negatively the level of agricultural productivity
- Lamenting with no action.
- Desperation and alcoholism.
- Heavy taxation of disposable income.
- Large family size draining the available resources.
- Failure to service a loan leading to the confiscation of one's income.
- Lack of cooperation between household members
- Poor health that limits the level of productivity and or death of supportive.
- High unemployment especially of the youth

The community indicators of poverty at individual level were found out to be inadequate incomes, poor paying jobs/income-generating activities, casual laboring for food and poor shelter. At household level, the indicators of poverty were: lack of land, lack of livestock, lack of household utilities, poor shelter, lack of co-operation between household members and poor social infrastructure and lack of household utilities, poor shelter, lack of cooperation between household members and inadequate food.

At community level, the indicators are poor social infrastructure and lack of cooperation among members. The perceived causes of poverty included; Lack of access to productive resources, lack of adequate education, poor health, and confiscation of property after failure to pay loan, overdrinking, over-taxation, limited incomes generating activities, stringent cultural practices, and lack of cooperation among members.

Poverty is also due to frustration of cooperatives in the entire Teso which could be the assured reliable and available market for the produce. During periods of bumper harvest, the excess could be absorbed by never revived cooperatives which also could be used to compensate Farmers when the harvest or yields are very poor. Inability to store to sell at the future date means having the harvest lost and nothing to market to salvage the basic demands. This shows the linkage between production, storage, processing and marketing as the value chain

Table 27: Sectoral Causes and Effects of Poverty in the district

Department	Issue	Cause	Effect	Affected population	Strategies
Council and statutory bodies	<ul style="list-style-type: none"> Participation in active and elective positions. 	<ul style="list-style-type: none"> Low incomes Lack of confidence for public expression. Monetization of politics. 	<ul style="list-style-type: none"> Loss of developmental ideas. 	<ul style="list-style-type: none"> Youth, Women, PWDS & PLHAs 	<ul style="list-style-type: none"> Sensitize the public to participate in income generating activities. Conduct leadership skills to the public
Education and Sports	<ul style="list-style-type: none"> Inadequate delivery of education services. 	<ul style="list-style-type: none"> Low capitation grant to USE and UPE Low involvement of parents, community and foundation bodies. Attitude of head teachers due to policy issues. 	<ul style="list-style-type: none"> Poor academic performance in schools Incapacity to operate effectively. Inadequate school infrastructures. Lack of scholastic materials 	<ul style="list-style-type: none"> Teachers Pupils/students Education staff. Political leaders. 	<ul style="list-style-type: none"> Sensitization of parents to engage in IGAs
	<ul style="list-style-type: none"> Domestic violence 	<ul style="list-style-type: none"> Multiple sexual partners at each station. Low household income levels. 	<ul style="list-style-type: none"> Absenteeism on duty. Lack of scholastic materials. Low concentration in class. 	<ul style="list-style-type: none"> Pupils Teachers Communities. 	<ul style="list-style-type: none"> Sensitization on parents' responsibilities and children rights.
Works and technical services.	<ul style="list-style-type: none"> Rotting of perishable agricultural produce in gardens. Lack of water for production activities(irrigation, aquaculture, small scale industries) 	<ul style="list-style-type: none"> Inaccessible road network for transporting agricultural produce to markets. Terrain Limited technology. 	<ul style="list-style-type: none"> Domestic violence school drop outs, Hunger, Diseases outbreak Low crop yields Dependence on rain only 	<ul style="list-style-type: none"> Rural poor Urban poor. 	<ul style="list-style-type: none"> Improving the incomes of the people through provision of road infrastructure where there is access to markets for Agricultural products hence reduction of

					poverty.
Production and Marketing	Low productivity	<ul style="list-style-type: none"> • Land scarcity. • High population pressure. • Soil exhaustion. • Poor methods of farming. • Unequal distribution of resources. • Low levels of education. 	<ul style="list-style-type: none"> • Land fragmentation. • Land disputes. • Food shortage. • Migration. • Domestic violence • Child labour • Early marriages 	Women Men Youth Children	<ul style="list-style-type: none"> • Intensive farming • Family planning • Introduction of high yielding/improved plant and animal breeds • Use of Agro inputs
Public health	Poor access to essential health services & treatment	<ul style="list-style-type: none"> • Lack of transport • Lack of personal basic life requirements 	<ul style="list-style-type: none"> ▪ Life threatening complications ▪ Use of alternative health services like traditional ▪ Broken families, domestic violence, family neglect ▪ Stigma 	<ul style="list-style-type: none"> ▪ Expecting, lactating and single, child mothers ▪ Child headed households ▪ Elderly ▪ Widows & widowers ▪ Orphans ▪ Households headed by alcoholic heads ▪ Substance Abusers 	<ul style="list-style-type: none"> ▪ Behaviour change communication ▪ Linkage to income generating programmes (Govt & NGOs) ▪ Community involvement ▪ Male involvement in family health issues
	Poor utilization of health services	<ul style="list-style-type: none"> • Lack of transport • Lack of personal basic life requirements 	<ul style="list-style-type: none"> ▪ Life threatening complications ▪ Use of alternative health services like traditional ▪ Broken families, domestic violence, 	<ul style="list-style-type: none"> ▪ Expecting, lactating and single, child mothers ▪ Child headed households ▪ Elderly ▪ Widows & 	<ul style="list-style-type: none"> ▪ Behaviour change communication ▪ Linkage to income generating programmes (Govt & NGOs) ▪ Community

			<ul style="list-style-type: none"> family neglect ▪ Stigma and discrimination 	<ul style="list-style-type: none"> widowers ▪ Orphans ▪ Households headed by alcoholic heads ▪ Substance Abusers 	<ul style="list-style-type: none"> involvement (VHTs) ▪ Male involvement in family health issues
	High health related costs	<ul style="list-style-type: none"> • Lack of adequate income 	<ul style="list-style-type: none"> ▪ Families sell their property ▪ Families take their children out of school ▪ Families start begging 	<ul style="list-style-type: none"> ▪ Women and girls ▪ Children 	<ul style="list-style-type: none"> ▪ Support affected families with IGAs
	Unemployment	<ul style="list-style-type: none"> • Limited skills. • Low education. • No jobs available. • Lack of creativity 	<ul style="list-style-type: none"> ▪ Redundancy, disorderly and hence unproductive. ▪ Increased crime ▪ Substance abuse 	<ul style="list-style-type: none"> ▪ Youth ▪ PWDS ▪ Elderly ▪ Women. 	<ul style="list-style-type: none"> ▪ UPE and USE ▪ Vocational and life planning skills. ▪ IGAs

2.7.3 Gender

Strategic development planning demands a central focus on gender to warrant equal consideration for the involvement of both men and women in the development process. During the planning process at community level, participants analyzed gender in respect of access, control and ownership of resources among men, women, boys and girls. This analysis gives a picture of what is taking place at household and community and this affects the performance of individuals in resource Mobilization and participation in the development process / activities. Factors that contribute to the spread of HIV/AIDS in a gender dimension include; sexual and gender violence, breakdown in social and community structures, lack of physical and legal protection, inadequate of health infrastructures, limited education and skills training, poverty and forced sex

Table 28: Sectoral Gender Analysis in the District

Department	Issues	Underlying Causes	Effects	Most affected Areas/Population Section	Strategies to Reduce the issue
Council and statutory bodies	Few women applicants to top positions.	<ul style="list-style-type: none"> • Education background • Contentment with current positions. • Family commitments • Gender roles at family level 	<ul style="list-style-type: none"> • Limited promotions to higher positions. • Limited participation in decision making at higher level. 	Works and Technical Services, Internal Audit, Natural Resources, Council and Statutory Bodies.	<ul style="list-style-type: none"> • Women empowerment • Awareness campaigns for gender equality.
Education and Sports	Some schools lack female teachers	<ul style="list-style-type: none"> • Gender imbalance in applicants • Females' inability to change location • Gender roles at family level. 	<ul style="list-style-type: none"> • Girl child dropout. • Indiscipline cases among the male teachers. • Hard to discipline female pupils. 	Girl child Hard to reach schools.	<ul style="list-style-type: none"> • Recruitment and posting of more female teachers. • Construction of staff houses
	Child dropout rate	<ul style="list-style-type: none"> • Child labour • Early marriage • Limited parental support • Sanitation facilities at school 	<ul style="list-style-type: none"> • Low enrollment • Defilement • Absenteeism • Low complete rate. 	Girl child	<ul style="list-style-type: none"> • Community sensitization • Recruitment and posting of female teachers.
Administration	Limited number of females in	<ul style="list-style-type: none"> • Lack of a clear policy on mainstreaming gender 	<ul style="list-style-type: none"> • Poor service delivery in some sectors. 	Field staff	<ul style="list-style-type: none"> • Main streaming gender through

	key administrative positions	<ul style="list-style-type: none"> • Lack of self-confidence and competence among the females • Cultural beliefs • Historical factors • Low levels of education • Inability to change location 	<ul style="list-style-type: none"> • Poverty in families and house level. • Limited promotions within structures. 		deliberate policies such as preference being given to females on all jobs advertised and limiting the age to 30 years & below
Natural Resource Management	Soil and water conservation	<ul style="list-style-type: none"> • Conflict for natural resources ownership & management 	<ul style="list-style-type: none"> • Domestic violence • Utilising immature resources. • Competition for natural resources. 	<ul style="list-style-type: none"> • Women • Children 	<ul style="list-style-type: none"> • Advocacy of education of girl child • Women empowerment.
	<ul style="list-style-type: none"> • Natural resources mostly managed by men. 	<ul style="list-style-type: none"> • Women don't own & management natural resources. 	<ul style="list-style-type: none"> • Poor management of natural resources. • Poor link between economic and structural planning. 	<ul style="list-style-type: none"> • Women • Youth • Men • institutions 	<ul style="list-style-type: none"> • Advocacy for women empowerment. • Sensitisation about land act.
Works & technical services	<ul style="list-style-type: none"> • Low involvement of women in roads works. • Low engagement of women on water user committees. 	<ul style="list-style-type: none"> • Women fear to drive tractors and heavy road plants • Social/traditional norms • Low level of representation on water and sanitation committees • Women shy away from responsibility 	<ul style="list-style-type: none"> • Loss of ideas in machine operation. • Non representation of the Women on Water & Sanitation committees 	<ul style="list-style-type: none"> • <i>Women</i> 	<ul style="list-style-type: none"> • Emphasizing representation of women on the committees (atleast 1/3 of the members to be women) • Encourage Women participation in routine maintenance.
Production & marketing	Ownership of productive resources	<ul style="list-style-type: none"> • Cultural beliefs. • Men focus on high valued enterprises. 	<ul style="list-style-type: none"> • Decline in resource utilisation. • Domestic violence. 	<ul style="list-style-type: none"> • Women • Children • Youth 	<ul style="list-style-type: none"> • Sensitisation on gender roles. • Women

		<ul style="list-style-type: none"> • Land and animal owned by men. • Men control money. 	<ul style="list-style-type: none"> • Poor management of household resources. • Productive resource proceeds are taken by men 		<p>empowerment.</p> <ul style="list-style-type: none"> • Gender emancipation
Public health	Higher mortality & morbidity of girls & women Vs boys and men	<ul style="list-style-type: none"> • Socioeconomic inequality • Limited opportunities e.g. Education 	<ul style="list-style-type: none"> ▪ School dropouts ▪ Child mothers 	<ul style="list-style-type: none"> ▪ Young girls 	<ul style="list-style-type: none"> ▪ Enact more generous family policies
	Absent or Insufficient Antenatal Care	<ul style="list-style-type: none"> • Reduced access to health care • Socio-demographic factors (e.g., age, ethnicity, marital status, and education) • Barriers in the Health System e.g. patient care • Barriers based on lack of knowledge, attitudes and life-styles. • Low partner support • Poverty 	<ul style="list-style-type: none"> ▪ Increased infant mortality & morbidity ▪ Low birth weight babies ▪ Congenital malformations ▪ High prevalence of maternal serious complications like HT/Eclampsia, DM, & Depression ▪ More infant risk for complications 	<ul style="list-style-type: none"> ▪ Uneducated women ▪ Unemployed ▪ Teenagers ▪ Poor families 	<ul style="list-style-type: none"> ▪ Scale up MCH services to HC IIs ▪ Strengthening community mobilisation and sensitization by VHTs, Political leaders and Civic leaders ▪ Address poor attitudes issues of health workers
	Domestic violence	<ul style="list-style-type: none"> • Wrangles on access, control, ownership and access of productive resources. 	<ul style="list-style-type: none"> ▪ Domestic violence. ▪ Child abuse ▪ Child neglect ▪ Limited integrated planning for the community and household. 	<ul style="list-style-type: none"> ▪ Rural areas. ▪ imbalances in education levels between household heads (man & woman) 	<ul style="list-style-type: none"> ▪ Community sensitisation and empowerment to participate in development activities. ▪ Gender mainstreaming in all development

					activities. ▪ Enact bye laws to govern domestic violence.
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2.7.54 Climate change

Climate change the green economy. It's an economy which is less carbon, resource efficient and socially inclusive. The destruction of the vegetative cover leads to loss of biodiversity and the bigger percentage of the torrential species. Existing physical infrastructure and harvest can get damaged by floods or extreme drought conditions. This is retardation to economic progress and emergence of macroeconomic distortions and vicious circle of poverty. Analysis of the climate change portrays the following in the district;

Table 29: Climate and Environmental Analysis in the district

<i>Department</i>	<i>Issue</i>	<i>Cause</i>	<i>Effect</i>	<i>Affected population</i>	<i>Strategies</i>
Education and Sports	Natural hazards	<ul style="list-style-type: none"> • Changing climatic conditions • Human economic activities • Limited compliance to standards towards disaster preparedness. 	<ul style="list-style-type: none"> • Washing away of school structures by land slides • Low enrolment • Poor sanitation and Hygiene • Increase in operational costs • Disease outbreak 	<ul style="list-style-type: none"> • Community • Pupils • Schools • Teachers 	<ul style="list-style-type: none"> • Government support • Support from development partners • Community involvement in mitigation measures. • Disaster preparedness budget. • Enforcement of by-laws on human economic activities and compliance to standards.
Natural \Resources	Wetland degradation and environmental and pollution.	<ul style="list-style-type: none"> • Poor agricultural management practices. • Population pressure on natural resources. 	<ul style="list-style-type: none"> • Silting of wetlands and flooding of valleys. • Soil exhaustion • Poor crop and animal yields. • Spread of water borne diseases. 	<ul style="list-style-type: none"> • Women • Men • Elderly 	<ul style="list-style-type: none"> • Soil and water conservation management practices. • Sensitization of communities in appropriate technology • Development wetland conservation management plans.

	Loss of vegetation cover.	<ul style="list-style-type: none"> • Deforestation, • Land degradation. 	<ul style="list-style-type: none"> • Loss of fuel wood. • Changing weather patterns. 	<ul style="list-style-type: none"> • Women • Men • Elderly 	<ul style="list-style-type: none"> • Aggressive tree planting. • Introduction quick maturing varieties.
Works & Technical Services	Water and roads Infrastructure construction and maintenance.	<ul style="list-style-type: none"> • Contamination of water sources. • Water catchment degradation. • Poor disposal of wastes. • Opening of culverts and channels. 	<ul style="list-style-type: none"> • Poor crop yields. • Outbreak of diseases • Drying of water sources. • Floods and landslides. 	<ul style="list-style-type: none"> • All population 	<ul style="list-style-type: none"> • In Road works, planting of trees has to be emphasized in the Bills of quantities • Restoration of Borrow pits and quarry sites be costed within the bills of quantities for road projects • Rain water harvesting by guttering the buildings reduces soil erosion, landslides and floods • Watering activities during road works
Production & Marketing	Climate Change & Unpredictable weather patterns Land degradation	<ul style="list-style-type: none"> • Deforestation • Depletion of the Ozone layer • Poor agricultural practices • Pollution 	<ul style="list-style-type: none"> • Land slides • Floods • Erosion • Poor yields • Food shortage • Low investment 	<ul style="list-style-type: none"> • Men • Women • Youth • Children 	<ul style="list-style-type: none"> • Good agricultural practices • Reforestation • Climate smart agriculture • Irrigation • Conserving the environment, restoration of wetlands and river banks.
Public health	Poor water and soil conservation practices	<ul style="list-style-type: none"> • Loss of human lives and property. • Declining soil productivity. 	<ul style="list-style-type: none"> ▪ Food shortages. ▪ Death of people. ▪ Floods/drought. ▪ Begging for relief from governments and donors. 	<ul style="list-style-type: none"> ▪ Highland and degraded areas. ▪ Women headed households. 	<ul style="list-style-type: none"> ▪ Enhance soil and water conservation practices like Fanya Chini. ▪ Gender mainstreaming practices in all activities.

CHAPTER THREE

3.1 LGDP STRATEGIC DIRECTION AND PLAN

3.2 ALIGNMENT TO THE NATIONAL PRIORITIES IN NDP III

This Development Plan therefore is aligned with the National Development Plan III 2020/21 – 2024/25 focusing on the following;

Theme: Industrialization for inclusive growth, employment and sustainable wealth creation.

Goal: To increase household incomes and improve quality of life.

Objectives;

- i. Enhance value addition in Key Growth Opportunities
- ii. Strengthen the Private sector to drive growth and create jobs
- iii. Consolidate and increase the Stock and Quality of Productive Infrastructure
- iv. Increase productivity and wellbeing of the population
- v. Strengthen the role of State in development

Under NDP III, it is embraced that government will pursue strategies to increase production, expand exports and reduce imports by promoting resource-led industrialization. From previous experience, priority will be on increased agricultural production/productivity and agro-processing, mineral beneficiation, oil refining, tourism expansion, and labour-intensive light manufacturing (including cottage industries).

A well sequenced infrastructure investments in energy, roads, rail, industrial parks, and mechanized irrigation schemes to support increased production/productivity for export expansion and import substitution will be pursued. Increased production of more skilled, motivated and healthy workforce for the industrial sector as well as a modernized agricultural sector is a priority as well.

Finally, the expansion of manufacturing industry will be critical in the pursuit of accelerated rates of economic growth hence the focus on industrialization as the engine for take-off. Adding value to raw materials that are produced locally is critical. The forward and backward linkages created within the economy will result into increased demand for agricultural, mineral, oil and gas related commodities through providing opportunities for producers and suppliers of inputs, job creation for a relatively larger number of gainfully employed unskilled or semi-skilled workers especially those not integrated in the formal economy, which increases household incomes and overall domestic demand, and finally higher labour productivity due to changes in the methods of production. With industrialization, the ensuing movement of labour from agriculture to industry will lead to increased productivity and higher incomes.

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

exports and reduce imports by promoting resource-led industrialization. Nationally, priority will be to increase agricultural production/productivity and agro-processing, mineral beneficiation, oil refining, tourism expansion, and labour-intensive light manufacturing (including cottage industries).

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

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

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

Table 30: Linkage between Sustainable Development Goals (SDGs), National Development Plan (NDP) III and District Development Plan (DDP) III.

Sustainable Development Goal	National Development Plan III	District Development Plan III
Goal 1: No poverty: "End poverty in all its forms everywhere"	The overall goal is "Increased household incomes and improved quality of life". Reduced Poverty rates; from 21.4 percent to 14.2 percent;	Improve household Income and provide basic necessities of life
Goal 2: Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture."	Increasing productivity, inclusiveness and wellbeing of the population. Rate of growth of the agricultural sector from 3.8 percent to 5.1 percent. Reduction in the percentage of h/holds dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent;	Improve agricultural productivity and value addition to agricultural products sustainable food production systems
Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages."	Improve access and quality of social services	Achieve universal health coverage for all through reduced morbidity and mortality of the local population.
Goal 4: Quality education: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."	Improve access and quality of social services. Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory and quality assurance system of ECD standards	Continue and expand implementation UPE, USE and vocational training for both boys and girls in all sub counties for both refugees and nationals. Implement IECD services in all public and private schools

Goal 5: Gender equality: "Achieve gender equality and empower all women and girls."	Improve access and quality of social services. Reduce vulnerability and gender inequality along the lifecycle.	Promote empowerment and access to socio-economic services for all women and girls to social services and livelihood programmes like UWEP, DRDIP and other partner support including refugees. promotes
Goal 6: Clean water and sanitation: "Ensure availability and sustainable management of water and sanitation for all."	Improve access and quality of social services	To improve access to quality social services through the provision of safe water and sanitation services.
Goal 7: Affordable and clean energy: "Ensure access to affordable, reliable, sustainable and modern energy for all."	Energy development Programme: aims to increase access and consumption of clean energy. Increased electricity consumption per capita from 100kwh to 578kwh; Reduction in the cost of electricity to USD 5 cents for all processing and manufacturing enterprises. Increased population with access to electricity;	Improve access to renewable energy technologies at institutional and community level through construction of energy saving stoves, heat saving baskets, installation of HEP, use of solar systems and use of biogas

Sustainable Development Goal	National Development Plan III	District Development Plan III
	from 21 percent to 60 percent and increase in transmission capacity; and enhanced grid reliability. Then, reduction in the share of biomass energy used for cooking.	Technology.
Goal 8: Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."	Human Capital Development Programme: aims to increase productivity of the population for increased competitiveness and better quality of life for all. Increase in the stock of jobs by an annual average of 520,000 Tourism Development Programme: aims to increase Uganda's attractiveness as a preferred tourist destination.	This will be done through higher productivity through diversification and upgraded technology along with innovation, entrepreneurship, and the growth of small- and medium-sized enterprises (SMEs).

Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."	<p>Agro-industrialization programme: aims to increase commercialization and competitiveness of agricultural production and agro processing.</p> <p>Mineral Development Programme: aims to increase mineral exploitation and value addition in selected resources for quality and gainful jobs in industrialization.</p> <p>Innovation, technology development and transfer Programme: aims to increase development, adoption, transfer and commercialization of Technologies & Innovations through the development of a well-coordinated STI eco-system.</p> <p>Increased coverage of the national broadband infrastructure to 45% of total number households and 70% of the total number of schools.</p> <p>Digital Transformation Programme: aims to increase ICT penetration and use of ICT services for social and economic development.</p>	Promote value addition to local products through creation of several factories to boost incomes. Use if ICT has been emphasized and expansion of broadband infrastructure with support from NITA-U
Goal 10: Reducing inequalities: "Reduce income inequality within and among countries."	Reduced Income Inequality (Gini coefficient); from 0.41 to 0.38.	Encourage commercial banks to set up branches in the district for inclusive financial management especially business men and women and refugees.
Goal 11: Sustainable cities and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable."	Sustainable Urbanisation and Housing Programme: aims to attain inclusive, productive and livable urban areas for socioeconomic transformation.	Improve physical development of town boards and town councils. Prepare the District Physical Development Plan.
Goal 12: Responsible consumption and production: "Ensure sustainable consumption and production patterns."	Manufacturing Programme: aims to increase the product range and scale for import replacement and improved terms of trade.	Target to improve on the quality of what we produce and increase its consumption locally like dairy products
Goal 13: Climate action: "Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy."	Climate Change, Natural Resources, Environment, and Water Management: aims to stop and reverse the degradation of Water Resources, Environment, Natural Resources as well as the effects of Climate Change on economic growth and livelihood security.	Promote afforestation and use of renewable energy technologies by nationals and refugees. Climate change intervention is one of the district priorities.
Sustainable Development Goal	National Development Plan III	District Development Plan III

Goal 14: Life below water: Further information: "Conserve and sustainably use the oceans, seas and marine resources for sustainable development."	Stop and reverse the degradation of Water Resources. Improve coordination, planning, regulation and monitoring of water resources at catchment level.	Promote fish farming and sustainable exploitation of mud fish in the district.
Goal 15: Life on land: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss."	Increased forest cover; from 9.5percent to 18percent. Sustainable Development of Petroleum resources: aims to attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner. Expected	District will prioritize preserving biodiversity of forest and wetland eco-systems as a percentage of total land mass. Achieving a "land degradation-neutral district" can be reached by restoring degraded forests and land lost to poor agricultural practices
Goal 16: Peace, justice and strong institutions: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."	Governance and Security Programme: aims to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.	The district will prioritize reducing violence against women and children with stronger local council judicial systems that will enforce laws and work toward a more peaceful and just society.
Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development."	Re-engineer the Public service to promote investment; and, Enhance partnerships with non-state actors for effective service delivery. Private Sector Development Programme: aims to increase competitiveness of the private sector to drive sustainable inclusive growth.	The district will work with all MDAS, OPM, UN Agencies in particular UNHCR and UNICEF, development partners and CSOs to deliver services to the refugees and local community

3.4 LG Key Development Results and targets

The success of the district development Plan will be measured against the results below

Table 31: Human Capital Development for health

a) Health

Key result/Outcome	Description of results	Indicator	Baseline data 2019	Plan target Year 5
To improve productivity, Inclusiveness and wellbeing of the population	Reduced morbidity rate	Mortality Attributed to cardiovascular disease, cancer, diabetes or chronic respiratory diseases		
		Malaria incidence per 1,000 population		
		Number of new HIV infections per 1,000 susceptible population (by age, sex and key populations)		
		Tuberculosis incidence per 100,000 population		

Table 32: Human Capital Development for Education

b) Education

Key results	Description of results	Indicator	Baseline data 2019	Plan target Year 5
1.Improved learning Achievement	1.Learners (Boys, Girls, and Children with Special needs) enrolling to primary and Secondary Schools	-Gross enrolment Ratio pre-primary -Net Enrolment ratio Pre-Primary -Gross Enrolment ratio Primary -Net Enrolment ratio Primary -Pupil classroom ratio. -Gross enrolment ratio Secondary -Net Enrolment ratio Secondary -Transition rate to S.1 -Transition rate to S.5 -Student classroom ratio SNE -% of SNE pupils enrolled in School	7.5% 6.4% 125% 123% 1:87 17% 15% 3750 375 6:1 1.5	15% 13.2% 155% 180% 1:120 25% 20% 4353 1241 10:1 5
2.Improved Competence of Learners	1. Improve competence levels 2. Continuous assessment of the learners at all levels. 3.Attendance of teachers and learners	-literacy rate at P3 -Literacy rate at P.6 -Numeracy rate at P.3 -Numeracy rate at P.6 - Teacher pupil ratio -Teacher student ratio	58% 64.2% 68.4% 72.7% 01:87 1:23	89% 95% 75.6% 86.2% 1:124 1:42

	4. Deployment of adequate teachers in accordance with the policy	-Desk pupil ratio - Latrine stance - pupil ratio	1:6 1:122	1:7 1:150
3. Efficient and quality Service delivery.	1.Mobilization, sensitization and awareness creation 2.Continuous assessment and examination 3.Guidance and Counseling 4.School Inspection and Monitoring 5.Effective Scho ol Administration and Management 6.promotion of sports and talent identification	-P7 Completion rate -PLE Pass rate -Repetition rate -PLE Completion -Transition to S.1 -S.4 Completion rate -UCE Pass rate -% of primary Schools Inspected -% of secondary Schools Inspected	48% 82% 0.2% 77% 62% 45% 35% 100% 100%	68% 87% 0.05% 87% 75% 60% 55% 100% 100%

Table 33: Human Capital Development in Water and Sanitation

c) **Water and Sanitation**

Results / Outcome	Indicator	Baseline	Target (Year 5) that will have been constructed	
Increased safe water access from 70.25% to 79% to improve the health of the people	Increased Safe water coverage	70.25	73.6	79.0
Increased access and use Latrines from 79% to 89 % for improved health of the people	Increased Sanitation coverage	79%	88.9	91.2
Increased functionality of the water facilities from 86.5% to 96 % to improve on access to clean and safe water for improved health of the people	Increased functionality of the existing water sources & reduce the walking distance to clean water source	86.5	90.3	96 .3
Increased functionality and usage of Hand Washing Facilities from 74.5% to 95.3% for improved livelihood of the people	Increased access to Hand Washing coverage	74.5	82.2	95.3
% increase in cumulative storage capacity of water for production from 0.1- 1%	Increased coverage water for production facilities (dams & irrigation schemes	0.1	0.5	1
Increased water for production facilities from 0- 1%	Increased functionality of the water for production facilities (dams & irrigation schemes	0	0.5	1
Increased water quality surveillance from 94.4 to 98.8% for healthy wellbeing of the people	Increased water quality surveillance	94.4	96.1	98.8
Increased gender sensitive community management of water and sanitation facility	Increased community participation in gender	95	96.2	98.1

from 95 % to 98.1%	sensitive management (98.1% of water sources have WSC)			
Increased % of water and sanitation committees with at least one woman holds a key position from 93% to 96.5%	Increased gender involvement and participation in water and sanitation activities	93	95	96.5

Table 34: Adopted NDP III Programmes and LGDP Programme Objectives

No	LG contributes to NDP III Programmes	Adapted Objectives
1	Agro-industrialization	Increase agricultural production and productivity; Improve post-harvest handling and storage; Improve agro-processing and value addition; Increase market access and competitiveness of agricultural products in domestic and international markets;
2	Tourism Development program	Promote domestic and inbound tourism; Increase the stock and quality of tourism infrastructure;
3	Environment, Climate Change and Natural Resources Management	Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands; Strengthen land use and management; Maintain and/or restore a clean, healthy, and productive environment;
4	Private Sector Development	Sustainably lower the costs of doing business; Promote local content in public programmes
5	Integrated Infrastructure	Optimize transport infrastructure and services investment across all modes; Reduce the cost of transport infrastructure and services;
6	Sustainable Energy and ICT Development	Increase adoption and use of clean energy Promote utilization of energy efficient practices and technologies
7	Sustainable Housing and urban Development	Enable balanced, efficient and productive national urban systems;
8	Community Mobilization and Mindset Change	Enhance effective mobilization of families, communities and citizens for development Strengthen institutional capacity of local government and non-state actors for effective mobilization of communities

9	Human capital development	To improve the foundations for human capital development; To improve population health, safety and management; To reduce vulnerability and gender inequality along the lifecycle; To promote sports, recreation, and physical education.
10	Governance and Security Strengthening	Strengthen transparency, accountability and anti-corruption systems; Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security
11	Development Plan Implementation	Strengthen capacity for development planning; Strengthen budgeting and resource mobilization; Strengthen capacity for implementation to ensure a focus on results; Strengthen coordination, monitoring and reporting frameworks and systems; Strengthen the capacity of the national statistics system to generate data for national development
12	Mineral Development	Increase adoption and use of appropriate and affordable technology along the value chain Increase investment in mining and value addition

3.6 LGDP PROGRAMMES, OBJECTIVES/OUTCOMES, INTERVENTIONS/OUTPUTS

The district has adapted the NDPIII Programmes in line with sector priorities and strategic objectives. The sectors include; health, education, production and marketing, trade, industry and local economic development, natural resources, works and engineering, water and environment and planning and finance. This is well aligned to the NDP III priorities. More so, the DDP III has been informed by the National Disaster Management Plan as developed by Office of the Prime Minister and COVID-19

3.6.1 NDPIII Objective/LGDP Strategic Objective:

Enhanced Value Addition In Key Growth Opportunities

Table 35: Agro- Industrialization

Adopted programme: Agro- Industrialization			
Development Challenges/Issue: Low agricultural productivity and value addition, poor storage infrastructure, poor market access and low competitiveness for products in domestic and external, limited access to agricultural financial services and weak coordination and institutional planning, limited volumes of standardized quality products for domestic and international markets, Limited access to Agricultural financing, absence of knowledge of financial literacy, poor linkage to Agricultural financing, limited gender participation and involvement in Agricultural financing, low levels of mobilization and poor-quality standards and regulations on Agricultural financing			
Program outcomes and results:	Key Outcome Indicators	Status 2019/20	Target 2024/25
Increased productivity of small-scale farmers in the district			5
Increase Market access and competitiveness of Agricultural products in Domestic and international market	Increased tonnage of maize	80 metric tons	120 metric tons
Develop and sustain Equitable access and strengthening and coordination for improved service delivery	Increased tonnage of citrus	500 metric tons	650 metric tons
Increase the mobilization and equitable access and utilization of agricultural finance.	Increased milk production	84,000 liters	95,760 liters
	Increased numbers of improved breeds of cattle	1,057 heads of cattle	5,000 heads of cattle
	Increased numbers of poultry	381,890 birds	500,000 birds
	Increased number of stocked ponds	28 ponds	60
	Increased fish harvest from pond	15 tons	70 tons
	Increased fish catch	342,192 KGS	530,000 KGS
	Number of households with Improved household incomes	70 metric tons	125 metric tons
	Number of Small-scale farmers with productivity increased	450 metric tons	650 metric tons
	Number of Products added value, enhanced and with quality marketable volumes increased	84,000 litres	95,760 liters
	Proportion increases in the level of farmer participation in acquisition of financing	None developed	20%
	Percentage change in production volumes in priority Agricultural commodities	3.0	4.1
	% of farmer groups engaged in commercial agriculture	3.0	4.1
	Percentage change in yield of priority commodities	3.0	4.1
	Number of jobs created in	58%	72%

		the agro-industrial value chain		
Adapted Program Objectives		Adapted Interventions and Outputs		
Improve post-harvest handling and storage of agricultural products Increase agro processing of selected products Improve Agro processing and value addition		Provision of water for production Promote establishment of post harvesting handling, storage and processing infrastructure Improve the transportation and logistics infrastructure for priority commodities Promote utilization of modern agro processing technologies Promote an exchange programme for farmers engaged in agro processing industries and value chain Construct and regularly maintain community access and feeder roads for market access Strengthening extension services Increased access to and use of agriculture mechanization Improved land tenure systems that promote agriculture investments Strengthen farmer organizations and cooperatives Promote sustainable land and environmental management practices Strengthen regulation and enforcement Opening of community motorable access roads Construction of improved market infrastructure Establishment of Marketing associations and institutions Training of farmers on safe use and handling of agro chemicals Establish spot checks on compliance use of standard agricultural inputs (to curb use of fake inputs) Form and strengthen marketing societies to improve products in the market Establishment of linkages and information with domestic and internal markets Promote Contract farming and marketing		
Programme Objective: Improve post-harvest handling and storage of agricultural products Increase agro processing of selected products				
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)	
Provision of water for production	Households supported with small scale irrigation schemes	100 households will be supported with small scale irrigation scheme	Support small scale farmers with irrigation kits Build the capacity of farmers to use and maintain irrigation kits	
Strengthening extension services	Extension services Provided to farmers	Provide extension services to 3,000 Farmers	Conduct extension trainings to farmers Conduct exchange visits Establish demonstrations sites	

			within the district Conduct routine disease and pest surveillance Support model farmers through routine visits
Promote an exchange programme for farmers engaged in agro processing industries and value chain	Exchange visits for farmers involved in agro processing within Uganda and outside Uganda	Organize 8 Exchange within Uganda and outside Uganda	Organize Exchange farmer visits for progressive and model farmers
Strengthen farmer organizations and cooperatives	Registration of Produce cooperatives in selected commodities	Support registration of 4 Produce cooperatives in selected commodities	Build the capacity of selected farmer groups and cooperatives Routinely fast tract the development of the selected cooperatives
Promote establishment of post harvesting handling, storage and processing infrastructure	Storage facilities constructed	5 Storage facilities constructed	Strengthen the Rural farmer organizations to form farmer cooperatives Mobilize farmers to form farmer groups Construct storage facilities
Promote sustainable land and environmental management practices	Small scale farmers trained on climate smart agriculture	60 small scale farmers trained on climate smart agriculture	Train farmers in climate smart agriculture Establish demonstration climate smart agriculture sites
	Improve crop and livestock breeds for farmers	Improve crop and livestock breeds for 500 farmers	Provision of improved breeds of livestock and crop varieties Conduct Artificial inseminations Placement of improved breeds of bulls in the district Improve on disease and pest control facilities in District
	Support fish pond construction and fish gauge for farmers	Support fish pond construction and fish gauge for 80 farmers	Support farmers in the construction of ponds. Placement of fingerlings. Establishment of fish hatcheries in the

			district. Help farmers in establishing a feed supply chain within the district.
Number of households with Improved household incomes	70 metric tons	125 metric tons	Number of households with Improved household incomes
Number of Small-scale farmers with productivity increased	450 metric tons	650 metric tons	Number of Small-scale farmers with productivity increased
Number of Products added value, enhanced and with quality marketable volumes increased	84,000 litres	95,760 liters	Number of Products added value, enhanced and with quality marketable volumes increased
Number of households with Improved household incomes	70 metric tons	125 metric tons	Number of households with Improved household incomes
Number of Small-scale farmers with productivity increased	450 metric tons	650 metric tons	Number of Small-scale farmers with productivity increased
Number of Products added value, enhanced and with quality marketable volumes increased	84,000 litres	95,760 liters	Number of Products added value, enhanced and with quality marketable volumes increased
Number of households with Improved household incomes	70 metric tons	125 metric tons	Number of households with Improved household incomes
Number of Small-scale farmers with productivity increased	450 metric tons	650 metric tons	Number of Small-scale farmers with productivity increased
Number of Products added value, enhanced and with quality marketable volumes increased	84,000 litres	95,760 liters	Number of Products added value, enhanced and with quality marketable volumes increased
Number of households with Improved household incomes	70 metric tons	125 metric tons	Number of households with Improved household incomes
Risks Low agricultural production and productivity due to climate change. Land tenure and ownership. Pests, parasites and diseases.			

High interest rates from commercial banks. Political influence. Mitigation Measures Provide fast maturing varieties. Provide reliable weather forecasts to farmers. Establish disease control facilities within the district. Conduct routine animal vaccinations. Engage financial institutions to provide friendly lending terms. Promote agro-forestry in the district Fast track the development and performance of established cooperatives and farmer organizations

Programme Objective : Improve Agro processing and value addition			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Promote rehabilitation of value addition infrastructure in the district	Bee center rehabilitated	1 existing bee center mapped for rehabilitation	Profile existing dilapidated infrastructure and develop a rehabilitation plan
Promote acquisition and installation of value addition processing equipment sets.	Value addition technology equipment sets installed	A set of 3 cassava and sweet potatoes solar driers established	Develop a value addition procurement plan to source for funding and identify a service provider
Promote training of farmers on agro processing and value addition	Farmer agro processing and value addition capacities enhanced	Training of 5,000 farmers on Agro processing achieved	Develop local training manual together with department of trade
Risks Inadequate funding for the programme, vandalism, theft and fire outbreaks, low raw material supply for the established facility, low quality of products due to poor handling standards and fluctuating unreliable power supply Mitigation Measures Lobbying, promote community ownership of government projects, Insurance, Firefighting equipment instalment, Fire warning system installed, Instalment of more modern bee hives, Promotion of planting bee forage, Training bee farmers on good apiculture practices, Control of pests, Training farmers on post-harvest handling, use of appropriate technologies in post-harvest and storage handling, Install alternative sources of power			

Programme Objective: Increase Market Access and Competitiveness of Agricultural produce in Domestic and International Market			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Opening of community motorable access roads	Community access roads opened	Open 60 Km of market community access rods	Conduct a survey and develop a plan for road network
Construction of improved market infrastructure	Market infrastructure constructed	2 market infrastructures constructed and functional	Develop an architectural plan for the structure, develop a procurement plan and procure the service
Promote training of farmers on safe use and handling of agro chemicals	Farmer safety in chemical handling enhanced	Training of 660 farmers on safety and use of Agro chemicals	Develop joint training with agrochemical input manufacturers and suppliers

Establish spot checks on compliance use of standard agricultural inputs (to curb use of fake inputs)	Use of standard Agricultural inputs enhanced	120 spot checks conducted randomly	Develop a compliance monitoring programme targeting agrochemical inputs and weekly and daily markets
Form and strengthen marketing societies to improve Quality of products in the market	Standardization of product quality achieved	6 marketing societies formed and strengthened	Mobilize and strengthen the capacities of the value chain actors
Establishment of linkages and information with domestic and internal markets	Information on market linkages established	6 Domestic and International market linkages formed	Improve on communication and information flow Locally, regionally and internationally
Promote Contract farming and marketing	Operationalize the farming and marketing systems	10 marketing Associations and cooperative societies made functional	Strengthen the operations of the farming system linkages with cooperative societies

Risks

Low ability to produce to meet international quality and quantities
Low comparative advantage in products in domestic and international market
Inability to standardize products to be competitive in international markets
High costs of standardization of products

Mitigation Measures

Policy restrictions, standardization of products, specialize on products with comparative advantage, form cooperative societies to enable cost sharing

Programme Objective: Increase the mobilization and equitable access and utilization of Agricultural finance and strengthen the Institutional coordination for improved service delivery			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Mobilization of farmer groups both male and female to participate in agriculture financing	Gender sensitive participation achieved in Agricultural financing	100 farmer groups both male and female engaged in Agricultural financing	Mobilization and training on Agricultural financing
Training of farmer groups on financial illiteracy	Farmer training on financial literacy achieved	100 farmer groups trained on financial literacy	Support and build capacity of farmers to manage financial transactions
Forming and strengthening commodity co-operatives in collaboration with line department	capacities of commodity cooperatives enhanced	6 commodity cooperatives formed and strengthened with the line department	Mobilize farmer groups, train to enhance their capacities. Conduct coordination for updates with line Department
Training of farmer groups to create capital fund for farming as a business	Farming as a business enhanced	100 farmers trained and skilled in farming as a business	Create farmer groups, skill and train and building capacity in farming as a business
Linking farmer groups to financial institutions.	Farmer linkage to financial Institutions	Train 5,000 farmers on farmers linkage	Mobilise farmer groups, sensitize and conduct training

	enhanced	to financial Institutions	on farmer linkages
Establishing and strengthening regulations and quality assurance systems	Strengthen regulation and quality assurance systems achieved	100 groups achieve quality assurance capacity building	Mobilise, create awareness and train in regulation and quality assurance
Improving market information networks flow and infrastructure	Strengthen networking and infrastructure development	4 networking systems developed for information dissemination	Mobilise and train farmers on information access use and dissemination

Risks

High interest rates from financial institutions, failure to pay borrowed funds, loss of household assets, low or non-uptake of Agricultural financing and loss of Agricultural assets

Mitigation Measures

Provision of flexible terms to borrowers, flexible terms offered to borrowers, constant supervision of borrowers, flexible terms, sensitizing the borrowers on loan terms, repayment and amounts they can borrow, borrowing in groups as compared to individuals, improve on mobilization to increase uptake of agricultural financing, Insurance of agricultural loans

Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Opening of community motorable access roads	Community access roads opened	Open 60 Km of market community access rods	Conduct a survey and develop a plan for road network
Construction of improved market infrastructure	Market infrastructure constructed	2 market infrastructures constructed and functional	Develop an architectural plan for the structure, develop a procurement plan and procure the service
Promote training of farmers on safe use and handling of agro chemicals	Farmer safety in chemical handling enhanced	Training of 660 farmers on safety and use of Agro chemicals	Develop joint training with agrochemical input manufacturers and suppliers
Establish spot checks on compliance use of standard agricultural inputs (to curb use of fake inputs)	Use of standard Agricultural inputs enhanced	120 spot checks conducted randomly	Develop a compliance monitoring programme targeting agrochemical inputs and weekly and daily markets
Form and strengthen marketing societies to improve Quality of products in the market	Standardization of product quality achieved	6 marketing societies formed and strengthened	Mobilize and strengthen the capacities of the value chain actors
Establishment of linkages and information with domestic and internal markets	Information on market linkages established	6 Domestic and International market linkages formed	Improve on communication and information flow Locally, regionally and internationally
Promote Contract farming and marketing	Operationalize the farming and marketing systems	10 marketing Associations and cooperative societies made functional	Strengthen the operations of the farming system linkages with cooperative societies

Risks

Low ability to produce to meet international quality and quantities
 Low comparative advantage in products in domestic and international market
 Inability to standardize products to be competitive in international markets
 High costs of standardization of products

Mitigation Measures

Policy restrictions, standardization of products, specialize on products with comparative advantage, form cooperative societies to enable cost sharing

Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Payment of staff salaries	salaries paid	60 months salaries paid	Approval of salaries
Payment of utility bills	utility bills paid	60 months utility bills paid	Planning and budgeting Initiation of requisitions Payment of bills
Staff meetings	staff meetings held	10 staff meetings held	Planning and budgeting Conducting meeting
Computer repair and maintenance	computer consumables procured	60 months computer repairs and maintenance	Planning and budgeting Initiation of requisitions Payment of bills
Covid Expenses	COVID costs paid	12 months COVID costs paid	Planning and budgeting Initiation of requisitions Payment of bills
Health/ death costs	Health/death costs paid	60 months death / health costs paid	Planning and budgeting Initiation of requisitions Payment of bills
Motorcycle Repair	Repair of Motorcycle costs incurred	20 quarters repair of motorcycle costs incurred	Initiation of requisitions Payment of bills
Welfare costs	Office operation and welfare costs incurred	60 months office operation costs incurred	Planning and budgeting Initiation of requisitions Procurement of items
Reports to MTIC	Quarterly reports to MTIC	20 quarterly reports delivered to MTIC	Preparation of reports Delivery of reports
Strengthening of farmer institutions through capacity building	Training of leaders on farmer institutional development and strengthening conducted	250 leaders trained on farmer institutional development	Mobilize groups for training Identification of venue Organize trainers Conduct the trainings Prepare activity report
Establish learning visits to trade fairs for practitioners in agro-industry	farmer groups taken to attend trade fairs	10 farmer groups taken to attend trade fairs	Community mobilization Community sensitization Trainers identified Venue identified Training reports prepared
Strengthening of farmer institutions through capacity building	farmer groups trained annually on agro processing technologies, marketing and PHH	15 farmer groups trained annually on agro processing technologies, marketing and PHH	Mobilize groups for training Identification of venue Organize trainers Conduct the trainings

			Prepare activity report
Cooperative promotion	A cooperative established for each parish	100 newly registered cooperatives	Mobilize groups for training Identification of venue Organize trainers Conduct the trainings Prepare activity report
Market data collection	Market information disseminated on market prices	20 data sets collected	Collection of data Preparation of reports Dissemination of reports
Market linkages	market linkages promoted for agricultural produce	20 Cooperatives linked to manufacturing companies	Dialogue meetings with processors Contract signing between the cooperative and the manufacturer
Construction of stores	Bulking centers built in existing producer cooperatives	4 bulking stores constructed for producer cooperatives	Procurement plan prepared BOQ's developed Procurement requisition initiated. Preparation of procurement specifications.
Trade shows	5 Tradeshows for provision of Agricultural Insurance and financing option information to farmers/farmer organization conducted	5 Tradeshows for provision of Agricultural Insurance and financing option information to farmers/farmer organization conducted	Community mobilization Community sensitization Dialogue meetings Preparation of reports
Enforcement of standards	Enforcement exercises conducted to ensure standards.	10 enforcement exercise conducted with UNBS to ensure standard output	Field visits Report preparation

Risks

Low agricultural production and productivity due to climate change.

Land tenure and ownership.

Pests, parasites and diseases.

High interest rates from commercial banks.

Political influence.

Founder member syndrome

Theft/ embezzlement of cooperative funds

Mitigation Measures

Regular Audit of cooperatives

Regular AGMs to reduce on founder member syndrome

Provide fast maturing varieties.

Provide reliable weather forecasts to farmers.

Establish disease control facilities within the district.

Conduct routine animal vaccinations.
Engage financial institutions to provide friendly lending terms.
Promote agro-forestry in the District
Fast track the development and performance of established cooperatives and farmer organizations

Table 36: Showing 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	Agri-business		Production Officer	Nil	1
			Principal Veterinary Officer	Nil	1
			Principal Agricultural officer	Nil	1
			Principal Fisheries Officer specialist	Nil	1
			Principal Entomology Officer	Nil	1
			Senior Veterinary Officer	1	0
			Senior Agricultural Engineer	Nil	1
			Senior Entomology Officer	Nil	1
			Senior Fisheries Officer	1	0
			Entomology Officer	1	0
			Fisheries Officer	2	2
			Assistant Fisheries Officer	1	3
			Agronomy and Crop science specialists	10	0
			Animal Husbandry specialists	6	3
			Farm and Ranch Management	Nil	0
			Laboratory Technician	Nil	1

Table 37: Tourism Development

Adopted programme: Tourism Development			
Development Challenges/Issue: Undeveloped Tourism Sector, Limited diversification , Poor infrastructure (roads, electricity water and ICT), Lack of innovation and creativity.			
Program outcomes and results:	Key Outcome Indicators	Status 2019/20	Target 2024/255
Develop and sustain tourism industry in the district	Level of development/ review of the District Tourism Marketing Strategy	0	100%
	No of Ugandan	0	100

	Hotel Staff trained in support tourism marketing and handling		
	Number of Digital platforms developed	0	4
	No of domestic promotional campaigns carried out	0	10
	Number of promotional material content data sets on inbound tourism products	0	10
	No of data sets Of tourism sites	4	14
	No of Private Sector Umbrella Associations supported to undertake self-regulation of the private sector.	1	10
Adapted Program Objectives	Adapted Interventions and Outputs		
Promote Domestic and inbound tourism in the district Increase the stock and quality of tourism infrastructure within the district	Develop and implement a tourism marketing strategy Develop and implement a tourism marketing strategy Collect data and disseminated Identify and document tourism potential in the district. Source Trainers Source potential investors to lease tourist attraction sites to. Creation of the website Enforce quality for the tourism industry and its sub segments through regulation inspection of hotels, tourism sites Develop skills of personnel along the tourism value chain Lobbying and advocacy		
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Promote local tourism in the district	District Tourism Development plan prepared. Tourism sites Identified and documented e.g. sites for eco-tourism, cultural sites, and sites of historical importance. Trainings of Hotel owners conducted on Hospitality Tourism groups formed in target communities	01 District Tourism Development plan prepared. 10 tourism sites Identified and documented e.g. sites for eco-tourism, cultural sites, and sites of historical importance. 05 Trainings of Hotel Owners conducted on Hospitality 5 tourism groups formed in target communities	Profile all district Tourism sites and put on wage portal. Develop a Local Tourism plan Develop local Tourist products and community-based tourism. Mobilize different tourism stakeholders to form associations
Increase the stock and quality of tourism infrastructure within the district	Inspections of tourism facilities conducted. Annual trainings of	20 inspections of tourism facilities conducted.	Visit tourism sites and collect data. Prepare reports Identify stakeholders in

	personnel along tourism value chain conducted Potential investors interested in developing tourism infrastructure identified	05 Annual trainings of personnel along tourism value chain conducted. 05 potential investors interested in developing tourism infrastructure	tourism industry. Identify trainers Prepare training reports Identify stakeholders in the tourism industry Write funding proposals.
Risks Pandemics like COVID Low up take of tourism services. Weak private sector capacity. Low community awareness on tourism industry. Poor tourism infrastructure like roads, hotels, electricity, internet and water. Mitigation Measures Following MOH guidelines Gazette and promote all tourism activities. Engage community leaders to create awareness. Intensify community awareness of importance of tourism industry. Enhance capacity of the private sector to invest in tourism industry and improve tourism infrastructure. Run radio talk shows to popularize tourism activities.			

Table 38: Showing Human Resource Requirements to fully implement the Tourism Development Programme.

Programme.	Focus.	Qualifications and Skills required.	Status (Existing Qualifications and skills).	Estimated Gaps.
Tourism Development	Promotion industry	Tourism Officer	None	1
		Wildlife and Antiquities officer	None	1
		Conservator officer	None	1

Table 39: Natural Resources, Environment, Climate Change, Land and Water Management

Adopted programme: Natural Resources, Environment, Climate Change, Land and Water Management			
Development Challenges/Issue: Increased population coupled with limited knowledge on the value of natural resources, Limited enforcement capacity and limited financing, Land tenure systems in place and community attitude towards land use and ownership. Rampant degradation of the environment and natural resources caused by limited environmental education and awareness. Low productivity of environmental resources. This is because, there is uncontrolled and inappropriate use of natural resources leading to environmental degradation and decline in productivity			
Program outcomes and results: Forest, tree and wetland coverage increased and restored,	Key Outcome Indicators		Target
	Increased Forest cover	12%	18%

Improved land use and security Sound environment management practices adopted Develop and sustain Land management strategies and technologies	Increased wetland coverage	10%	15%
	Increased number of government land surveyed and titled	31 pieces	200 pieces
	Increased Number of development projects screened	40 projects	200 projects
	Proportion increases in the level of farmer participation in climate smart Agriculture and Sustainable Land Management	None	20%
	Create web portal	None	50%

Adapted Program Objectives	Adapted Interventions and Outputs
<p>Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands</p> <p>Strengthen land use and management;</p> <p>Maintain and/or restore a clean, healthy, and productive environment;</p>	<p>Demarcate wetland boundaries with concrete pillars and restore</p> <p>Hold Wetland sensitization meetings</p> <p>conduct trainings on tree planting and management</p> <p>monitor and inspect LFRs</p> <p>Develop management plans for selected wetlands</p> <p>Develop district and sub county wetland action plans</p> <p>Train stakeholders on wetland use, laws and policies</p> <p>Develop Forest Management plans</p> <p>Collect data of the district wetland resources</p> <p>Conduct forestry inspection and policy enforcement</p> <p>Surveying and titling of government pieces of land</p> <p>Conducting sensitization, meetings and trainings</p> <p>Update the district land inventory</p> <p>Hold radio talk shows on sustainable land use and management</p> <p>Assess & monitor development projects.</p> <p>Conduct environmental inspections.</p> <p>Form environment management committees and clubs.</p> <p>Develop a district environment action plan.</p> <p>conduct environmental stakeholder trainings.</p> <p>Develop district state of environment report.</p> <p>Organize world environment day, water and environment week.</p> <p>Hold radio talk shows and spot messages on environmental issues.</p> <p>Hold quarterly review meetings for sub county environment focal persons, secretaries for environment and local environment committees</p>
Programme Objective: Increase Forest tree and wetland coverage, restore bare hills and protect	

mountainous areas and rangelands			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Procure assorted tree seedlings	Institutions and farmers supplied with tree seedlings	Supply 50,000 tree seedlings to institutions and farmers	Supply tree seedlings Supervise tree planting activities Monitor tree seedlings supplied Provide technical specifications
Demarcate and restore wetland boundaries using concrete pillars	Wetlands demarcated	3000 km of wetlands demarcated with 15000 concrete pillars	Provide specifications identify wet lands Mobilize the community Identify service provider Demarcate wetlands
Hold Wetland sensitization meetings	Sensitization meetings held	40 community sensitization meetings	Mobilize the community Hold meetings
Conduct trainings on tree planting and management	Trainings conducted	40 trainings on tree planting and management	Mobilize participants Conduct trainings
monitor and inspect LFRs	Local Forest Reserves monitored and inspected	60 monitoring and inspection visits	Carryout field visits
Develop management plans for selected wetlands <ul style="list-style-type: none"> • Train stakeholders on wetland use, laws and policies • Collect data of the district wetland resources • Conduct forestry inspection and policy enforcement 	wetlands management plans developed	5 wetland management plans	Identify wetlands Mobilize the community Identify service provider Collect data Prepare management plan
Develop district and sub county wetland action plans	District and sub county wetland action plans developed	1 district and 7 sub county wetland action plans	Identify wetlands Mobilize the community Train Sub Counties Prepare wetland Action plans
Train stakeholders on wetland use, laws and policies	Stakeholders trained	20 training workshops on wetland use, laws and policies	Mobilize community Conduct trainings
Develop Forest Management plans	Forest Management plans developed	2 Forest Management plans developed	Conduct consultative meetings Carry out reconnaissance Prepare management plans

Collect data of the district wetland resources	data of the district wetlands collected	1 district wetland resources inventory updated	wetlands resources Consultation meetings Update inventory
Conduct forestry inspection and policy enforcement	forestry inspection and policy enforcement conducted	120 forestry inspection and policy enforcement	Identify key areas to inspect Carry out inspection and enforcement
Risks Alteration of specifications, unpredictable weather patterns Natural hazards Low attendance for meetings vandalism Pests, parasites and diseases. Political influence. Mitigation Measures Develop a quality assurance check system, carry out timely planting, procure concrete pillars, sufficient Mobilization, community Participation			
Programme Objective 3: Strengthen land use and management;			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Surveying and titling government pieces of land	Government pieces of land surveyed and titled	200 pieces of government land surveyed and titled	Inspection of land by the Area Land Committee Field survey including planting of boundary pillars/ mark stones Deed plan & land title processing
Conducting sensitization, meetings and trainings	sensitization, meetings and trainings conducted	<ul style="list-style-type: none"> 40 sensitization meetings and trainings on land management conducted 	invitation of participants Conduct trainings
Update the district land inventory	District land inventory updated	1 district land inventory updated	Identify and mobilize data collectors Collect and analyse data
Hold radio talk shows on sustainable land use and management	Radio talk shows on sustainable land use and management held	20 radio talk shows held	Identify service provider Prepare presentations Hold radio talk shows

Risks Land disputes, Land grabbing, Political influence. Negative community attitude Mitigation Measures Fencing off government land Surveying and titling of all government land Making productive investments on the land			
Programme Objective 4: Maintain and/or restore a clean, healthy, and productive environment;			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Assess & monitor development projects.	Development projects assessed and monitored	400 development projects monitored and assessed	Identify development projects Screen development projects
Conduct environmental inspections.	Environmental inspections conducted	60 environmental inspections conducted	Inspect the project sites
Form environment management committees and clubs	Environmental management committees and clubs formed	<ul style="list-style-type: none"> ▪ 79 environment clubs ▪ 440 environment committees 	Communicate to schools Form environmental committees and clubs
Develop a district environment action plan.	District Environment action plan developed	1 district environment action plan developed	Identify service provider
conduct environmental stakeholder trainings	environmental stakeholder trainings conducted	20 environment stakeholder training conducted	Invite stakeholders Conduct trainings
Develop district state of environment report	District state of environment report developed	2 district state of environment report	Identify service provide to develop the report
Organize world environment day, water and environment week	world environment day organized and celebrated	5 world environment day, water and environment week	Identify celebration sites Develop themes in line with the celebrations Conduct tree planting Hold radio talk shows to create awareness

Hold radio talk shows and spot messages on environmental issues.	Radio talk shows on environmental management issues held	20 radio talk shows and spot messages on environmental issues.	Identify host radio station Design spot messages Hold talk show
Hold quarterly review meetings for sub county environment focal persons, secretaries for environment and local	quarterly review meetings for sub county environment focal persons, secretaries for environment and local held	280 quarterly review meetings	Hold review meetings
Risks Natural disasters High service costs Low attendance by participants Negative attitudes Mitigation Measures Provide early warning information, selective bidding, Encourage stakeholders participation			

Programme Objective : Promote Climate Smart Agriculture			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Training farmers on Sustainable Land Management (SLM)	Training on Sustainable Land Management achieved	950 farmers trained in climate smart Agriculture	Train farmers on climate smart Agriculture Procure and acquire climate smart Agriculture equipment
Promotion of Climate Smart agriculture (CSA) among 30 farmer groups	Promotion of Climate Smart Agriculture achieved	Promote climate smart Agriculture in 30 farmers	Create awareness on climate smart Agriculture
Procure SLM and CSA inputs and equipment procured	Sustainable Land Management and Climate Smart Agriculture Achieved	Assorted inputs procured for Climate Smart Agriculture	Develop a procurement plan and procure climate smart inputs
Risks High cost of inputs, low adoption levels for new technologies and high incidences of land fragmentation and conflicts over land Mitigation Measures Conduct DEMO sites to disseminate information Working together as group Apply family-based reforms Adopt intensive farming systems			

Programme Objective: Increase Forest tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Procure assorted tree seedlings	Institutions and farmers supplied with tree seedlings	Supply 50,000 tree seedlings to institutions and farmers	Supply tree seedlings Supervise tree planting activities Monitor tree seedlings supplied Provide technical specifications
Demarcate and restore wetland boundaries using concrete pillars	Wetlands demarcated	3000 km of wetlands demarcated with 15000 concrete pillars	Provide specifications identify wet lands Mobilize the community Identify service provider Demarcate wetlands
Hold Wetland sensitization meetings	Sensitization meetings held	40 community sensitization meetings	Mobilize the community Hold meetings
Conduct trainings on tree planting and management	Trainings conducted	40 trainings on tree planting and management	Mobilize participants Conduct trainings
monitor and inspect LFRs	Local Forest Reserves monitored and inspected	60 monitoring and inspection visits	Carryout field visits
Develop management plans for selected wetlands <ul style="list-style-type: none"> • Train stakeholders on wetland use, laws and policies • Collect data of the district wetland resources • Conduct forestry inspection and policy enforcement 	wetlands management plans developed	5 wetland management plans	Identify wetlands Mobilize the community Identify service provider Collect data Prepare management plan
Develop district and sub county wetland action plans	District and sub county wetland action plans developed	1 district and 7 sub county wetland action plans	Identify wetlands Mobilize the community Train Sub Counties Prepare wetland Action plans
Train stakeholders on wetland use, laws and policies	Stakeholders trained	20 training workshops on wetland use, laws and policies	Mobilize community Conduct trainings
Develop Forest	Forest Management plans developed	2 Forest Management plans developed	Conduct consultative meetings Carry out reconnaissance

Management plans			Prepare management plans
Collect data of the district wetland resources	data of the district wetlands collected	1 district wetland resources inventory updated	wetlands resources Consultation meetings Update inventory
Conduct forestry inspection and policy enforcement	forestry inspection and policy enforcement conducted	120 forestry inspection and policy enforcement	Identify key areas to inspect Carry out inspection and enforcement
Risks Alteration of specifications, unpredictable weather patterns Natural hazards Low attendance for meetings vandalism Pests, parasites and diseases. Political influence. Mitigation Measures Develop a quality assurance check system, carry out timely planting, procure concrete pillars, sufficient Mobilization, community Participation			
Programme Objective 3: Strengthen land use and management;			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Surveying and titling government pieces of land	Government pieces of land surveyed and titled	200 pieces of government land surveyed and titled	Inspection of land by the Area Land Committee Field survey including planting of boundary pillars/ mark stones Deed plan & land title processing
Conducting sensitization, meetings and trainings	sensitization, meetings and trainings conducted	40 sensitization meetings and trainings on land management conducted	invitation of participants Conduct trainings
Update the district land inventory	District land inventory updated	1 district land inventory updated	Identify and mobilize data collectors Collect and analyze data
Hold radio talk shows on sustainable land use and management	Radio talk shows on sustainable land use and management held	20 radio talk shows held	Identify service provider Prepare presentations Hold radio talk shows

Risks Land disputes, Land grabbing, Political influence. Negative community attitude Mitigation Measures Fencing off government land Surveying and titling of all government land Making productive investments on the land

Table 40: Showing Human Resource Requirements to fully implement Natural Resources, Environment, Climate Change, Land and water management

Qualifications and Skills	Status	Estimated 5-Year National Gap
Applied groundwater modelling specialists	0	191
Atmospheric Scientists	0	143
Fecal sludge management specialists	0	239
Geotechnical engineers and dredging specialists	0	96
Hydrology and Hydraulics specialists	0	478
Integrated hydrological and river modelling specialists	0	191
River flood analysis and modelling specialists	0	143
Conservation biology specialists	0	860
Ecological restoration specialists	0	765
Ecosystem biologist and biogeochemistry specialists	0	956
Environmental Engineers	0	956
Environmental Scientists and Specialists	1	287
Forest ecology specialists	1	956
Renewable Energy specialists	0	287
Soil Science and Soil Fertility specialists	0	215
Water Science and Quality specialists	0	956

Table 41: Mineral Development

Adopted programme: Mineral Development			
Development Challenges/Issue: There is low access to modern and efficient mineral extraction technologies and practices among rural community leading to rampant accidents and waste of productive time caused by negative community attitude, High costs, limited financing, limited access and limited knowledge and skills on exploitation of mineral resources			
Program outcomes and results: Access to efficient mineral extraction technology and practices increased	Key Outcome Indicators	Status 2019/20	Target 2024/25
	Number of investments and jobs created	10	32
Adapted Program Objectives		Adapted Interventions and Outputs	

Increase adoption and use of appropriate and affordable technology along the value chain	Form community stone quarrying and sand mining associations		
	Update district rock and sand resources inventory		
	Conduct community sensitization meetings on mining laws and policies		
Programme Objective 2: Increase adoption and use of appropriate and affordable technology along the value chain			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Form community stone quarrying and sand mining associations	community stone quarrying and sand mining associations formed	120 resource user associations formed	Form associations Register associations
Update district rock and sand resources inventory	district rock and sand resources inventory updated	2 district inventories on rock and sand resource	Identify data collectors Collect data
Conduct community sensitization meetings on mining laws and policies	community sensitization meetings on mining laws and policies conducted	160 community sensitization meetings on mining laws and policies	Mobilize communities Conduct meetings
Risks Accidents Negative community attitude land disputes and resource depletion			
Mitigation Measures Conduct community sensitizations and trainings Encourage use of personal protective equipment Develop bye laws, Use of quota allocations			

3.6.1 NDPIII Objective/LGDP Strategic Objective

3.6.3 Strengthen Private Sector Capacity to Drive Growth and Create Jobs

Table 42: Private Sector Development

Adopted Programme: Private Sector Development			
Development Challenges/Issue: Weak private sector and none competitive to drive the local economy due to high cost of doing business, limited production and organization capability and absence of strong supporting environment dominated by micro small and medium enterprises, Limited opportunities for long term financing, Inefficiency in access to electricity, water and ICT, Weak government supportive environment constraints private sector development			
Program outcomes and results:	Key Outcome Indicators	Status 2019/20	Target 2024/25
Increased value of formal financial sector savings for private sector investment	Number of warehouse receipt discounted at financial institutions	0	20
Increased access and usage of non-financial resources (certification, ICT, warehouse information system)	Total private sector investments facilitated by PPPs arrangements	0	10
	Annual change in products certified by UNBS (%)	5	50
	No of businesses using the industrial parks	2	25
Improved business capacity and local entrepreneurship skills enhanced	Number of data requests to the MSME database	0	4
Increased access and use of market information system by the private sector.			
Standards developed and/or enforced			
Increased formalization of businesses			
Improved availability of private sector data			
Adapted Program Objectives	Adapted Interventions and Outputs		
Strengthen the enabling environment and enforcement of standards	<ul style="list-style-type: none"> • Source facilitators • Initiate PPDs for establishing BDS centers through PPPs • Coordinate with different financial institutions. • Coordinate with Development partners for support to the private sector • Write funding proposals for private sector • Formation of VSLA's and SACCO's to promote access to affordable finance. • Build capacity of private sector to promote quality of processed commodities 		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	

Programme Objective 1: Strengthen the enabling environment and enforcement of standards			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
The enabling environment and enforcement of standards strengthened	Assessment and approval of businesses for trade licensing conducted MSMEs linked to financial services Trainings conducted on trade regulations Business register updated MSMEs trainings Conducted. LED forum constituted Awareness created on LED Investors for PPS identified and mobilized. Formation of VSLA's in every village and 20 new SACCO'S formed	20 Assessments and approval of businesses for trade licensing conducted 20 MSMEs linked to financial services 20 Trainings conducted on trade regulations 20 data sets of the Business register updated 20 MSMEs trainings conducted 1 LED forum constituted 4 Awareness trainings conducted on LED 3 Investors for PPS identified and mobilized. 1,000 VSLA'S and 20 SACCO'S formed	Identify workshop venue Mobilize participants Prepare training report Identify financial institutions Link investors to financial institutions Field visit LED stakeholders identified LED Committee constituted Private investor identified Opportunities for investment identified Groups formed and registered
Risks Negative mindset Limited funding Exploitation of beneficiaries Distortion of information High cost of accessing loans Mitigation Measures Training on mindset change Write funding proposals Clear TOR Analyzing information before publishing Bargain for affordable credit from financiers.			

3.6.1 NDPIII Objective/LGDP Strategic Objective

3.6.4 Consolidate and Increase Stock and Quality of Productive Infrastructure

Table 43: Transport Interconnectivity

Adopted programme: Transport Infrastructure				
Development Challenges/Issue: Low proportion of district road network that is motorable leading to inaccessibility during rainy season.				
Program outcomes and results: Increase the competitiveness of the local private sector to drive local district economic growth.		Key Outcome Indicators	Status 2019/20	Target 2024/25
		Proportion of Increase in investment by local private sector.	50%	80%
Programme objectives	Interventions			
Optimize transport infrastructure and service investment in the road sector	Construct and upgrade strategic road infrastructure in the district (Agriculture, tourism, health, education, markets and other facilities Provide non-motorized transport infrastructure within the urban areas Increase capacity of existing road transport infrastructure within the district	Identify the strategic roads Mobilize and sensitize communities on the construction of the strategic roads Widen the roads to provide for non-motorized ways Upgrade existing roads while developing others at lower class level		
Prioritize transport asset management	Rehabilitate District, Community and urban roads Adopt coefficient technologies to reduce maintenance backlog	Identify roads for rehabilitation and prioritize Use motorized maintenance equipment		
Promote integrated land use and transport planning	Acquire infrastructure/utility corridors Develop and strengthen transport planning capacity	Plan and map out road reserves for construction of other services Revamp the use of rehabilitation and maintenance planning systems (RAMPS) by MoWE		
Programme Objective : Optimize transport infrastructure and service investment in the road sector.				
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)	
Construct and upgrade strategic district road infrastructure	Construct Community access roads that join District feeder roads	85 Kms of Community access roads to District feeder roads	Identify community access roads Implement the plan Create health awareness programs during road construction. Sensitize business communities on market	

	Private companies for road works promoted and supported.	two private companies for road works promoted and supported.	Identify the private company to be supported Support the identified company for road works
	Community access roads bottleneck improvement.	120 Kms of community access roads bottleneck improvement	Identify and prioritize roads for bottleneck improvement Mobilize and sensitize communities on the project. Create health awareness programs during road construction, Sensitize business communities on market access and establishments Identify other utilities within the road reserves. Identify and mitigate environmental concerns within the project area
Programme Objective 2: Prioritize transport asset management.			
Rehabilitate District, Community and urban roads.	District feeder roads Rehabilitated through mechanization.	140 Kms of district feeder roads rehabilitated through mechanization	Identify the feeder roads to be rehabilitated. Conduct rehabilitation works.
Adopt coefficient technologies to reduce maintenance backlog	District road equipment acquired.	One complete unit of district road equipment acquired.	Carryout needs assessment. Buy the equipment.
Programme Objective 3: Promote integrated land use and transport planning.			
Develop and strengthen transport-planning capacity.	District road unit staff trained and equipped with knowledge and Skills	Number of district road unit staff trained and equipped with knowledge and skills	Identify the staff to be trained Do TNA Train the staff
Programme Objective 4: Reduce the cost of transport infrastructure.			
Adopt economic and efficient strategies to maintain the existing infrastructure	District roads routinely Maintained	190 district roads routinely Maintained	Identify roads to be maintained Implement the routine plan on maintenance. Create health awareness programs during road construction, Sensitize business communities on market access and establishments Identify other utilities within the

			road reserves. Identify and mitigate environmental
	Urban roads tarmacked	15 Kms of urban roads tarmacked	Identify roads to be tarmacked Sensitize communities on the same Implement tarmacking Create health awareness programs during road construction, Sensitize business communities on market access and establishments Identify other utilities within the road reserves. Identify and mitigate environmental
	20 Kms of urban road tarmacked using low-cost ceiling of urban Road	28 Kms of urban road tarmacked using low-cost ceiling of urban Road	Identify and prioritize roads for low-cost sealing. Mobilize and sensitize communities on the project. Create health awareness programs during road construction. Sensitize business communities on market access and establishments. Identify other utilities within the road reserves. Identify and mitigate environmental concerns within the project area.

Risks

Displacement, encroachment on the road reserves.

Road accidents.

Limitation in funding.

Community attitude of giving land for development.

Vandalism.

Mitigation Measures

Community mobilization and sensitization.

Land use planning.

Lobbying for more funding from central government and donors.

Provide options for resettlement of displaced communities.

Provide road signs, speed control structures and road furniture overall.

Marking out the road reserves.

Conduct meetings for community education.

Survey land for development activities.

Carryout advocacy at different levels to enhance funding for appropriate road designs.

Institute stringent disciplinary actions against vandalism.

3.6.1 NDPIII Objective/LGDP Strategic Objective

3.6.4 *Increase Productivity, Inclusiveness and Wellbeing of the Population*

Table 44: Human Capital Development

Adopted programme: Human Capital Development			
Development Challenges/Issue: Inadequate infrastructure, high teacher- pupil ratio, lack of continuous professional development, lack of transport for inspection, lack of instructional materials for SEN, lack of equipment and play facilities, Inadequate trained coaches and officiating officials,			
Program outcomes and results: Educated, skilled and self-reliant productive inclusive society increased. Rise in the district school enrolment Improvement in literacy levels. More teachers being accommodated in schools Improved performance in schools Reduction in the absenteeism levels Active participation of learners and communities in sports and physical education Improvement in the district sports ranking at national level Increased proportion of the population participating in sports and physical exercises	Key Outcome Indicators	Status 2019/20	Target 2024/2025
	Increased school enrolment	83%	85%
	Improved academic performance/Index	90	92
	Increased teacher learner ratio	90:1	50:1
	Increased classroom pupil ratio	100:1	70:1
	Increased teachers house ratio	6:1	4:1
	Increased learner latrine stance ratio	5:1	3:1
	Improved learner desk ratio	90	92
	Increased participation in sporting activities and physical education	5	10
		Increased accessibility of learners SEN	4
Adapted Program Objectives	Adapted Interventions and Outputs		
Provide and manage educational infrastructure and human resource. Reduce vulnerability and gender inequality in schools Promote sports, recreation and physical education in schools and communities	Construct and maintain teacher’s houses, latrines and classrooms Provision of desks Procurement of transport equipment Procurement of assorted ICT equipment Increased monitoring, inspection and appraisal Provision of capacity building Promote feeding in schools Promote recruitment of teachers Improve accessibility of learners with SEN Increase the participation in sporting and physical education		
Programme Objective 1 Provide and manage educational infrastructure and human resource			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Construction and maintenance of teachers houses, latrines and classrooms	Allocation of development funds for school projects	20 teacher’s houses constructed 20classrooms constructed in different schools in the district 80 latrine stances in different schools in the	Providing specifications, BOQ, site meetings, inspection and monitoring of development projects

		<p>district constructed 100 Desks provided to schools</p> <p>Four in One classrooms block constructed in Teso College, Tubur SS and Katine SS</p> <p>2 blocks of 4 stance latrines constructed in Teso College, Tubur SS and Katine SS</p> <p>Piped water extended to Teso College, Tubur SS and Katine SS</p>	
Procurement of transport equipment	Budgeting for the transport equipment to educ. department	<p>1-vehicle procured to the department</p> <p>4-motorcycles procured to staffs</p>	Provide specifications, verifying supplies of the transport equipment.
Procurement of assorted ICT equipment	Budgeting and allocating funds for procuring ICT equipment to the education department.	<p>03 laptops procured to staffs</p> <p>04 i-PADs procured to staffs</p> <p>2 sets of solar system procured education department staffs</p> <p>01 overhead projector procured for the department</p> <p>01 video camera projected to education department</p>	Providing ICT products specifications, verifying supplies to the Educ. staffs and department
Enhance monitoring, inspection and appraisal of institutions and projects	Identification of projects and institutions to be inspected and monitored	Conduct at least 3 inspection and monitoring visits	Planning meetings, conducting field visits and review meetings,
Provision of capacity building to stakeholders	Trainings courses conducted.	20 training courses conducted	Strengthen Mobilization meetings, drawing of budgets and work plans, identification of the relevant stakeholders.
Promote recruitment and promotion of teachers	Filling up the staff teachers ceiling gaps in the teaching service	300 Teachers recruited and promoted in the teaching gaps	Identifying and filling up staff ceiling in schools.
Promote feeding in schools	<p>Stakeholders</p> <p>Sensitization meetings held</p>	<p>425-stakeholders</p> <p>Sensitization meetings held</p>	Ensure participation in AGM meetings, monitoring and supervision, conducting review meetings

<p>Risks</p> <p>Wrong specification supplied, Brain drains Accidents at the site, Delayed opening of the wage bill Failure to follow the right specifications Delayed release of the inspection funds Delayed release of the funds School community land wrangles</p> <p>Mitigation</p> <p>Develop a quality assurance check system, Staff motivation, Regular monitoring and supervision Promoting use of protective gears Sensitizing parents and other stakeholders on the benefits of school feeding programme</p>
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Programme Objective: Reduce vulnerability and gender inequality in schools			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Promotion of PWDs latrines constructed	Construction of PWDs latrines in schools	5 PWDs latrines constructed to schools	Providing specification, planning and budgeting, monitoring and supervision, providing BOQs.
Procuring the Sign language manuals	Providing language manuals to SEN children	Provide 85 manuals to SEN children	Providing specification, planning and budgeting, monitoring and supervision, providing BOQs.
Organizing teachers training in SEN 85 Sign language manuals procured	Providing teachers training.	Organize 5 training on SEN	Organize special need training to teachers in schools.
Providing Assistive devices to SEN children.	Providing children with hearing impairment with Assistive devices	Procure 10 assistive hearing devices.	Providing specification, planning and budgeting and procurement of the devices.
<p>Risks</p> <p>Wrong specification supplied Brain drain.</p> <p>Mitigation Measures</p> <p>Develop a quality assurance check system Motivation of staffs</p>			

Programme Objective: Promote sports, recreation and physical education in schools and

communities.			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Strengthening the training of the district teams.	Organize District teams to be presented for national sports/MDD competition	Prepare 30 district sports teams to be presented to the national competitions	Organizing games and sports competitions, coordinating the registration of sports associations, monitoring sports activities, Conducting consultative meetings
Organizing Sports coaches, games teachers and officiating officials training.	Organize Sports trainings for coaches, games teachers and officiating officials.	Organize 20 Sports coaches, games teachers and officiating officials trained.	Organizing games and sports training. Coordinating the sports trainings.
Promote sports tournaments/camps/clinics	Organize various sports tournaments in schools and community.	25-sports tournaments and clinics/camps organized	Organizing and coordinating games and sports tournaments in schools and the community.
Promote the formation District sports associations	Registration of District sports association to the national federations	Forming 10 District sports associations.	Organizing and coordinating the formation and registration of District sports association.
Promote the formation of District sports council	Revitalizing the District sports council.	1 district sports council formed	Strengthen Mobilization coordination meetings on revitalization of District sports council.
Conduct sports Monitoring visits.	Monitoring co-curricular activities and sports activities in communities.	Conduct 30 monitoring visits to schools and community sports activities	Production of monitoring reports, making work plans and budgets, sensitizing the public through radio sports talk shows.
Promote the creation and maintenance of sports facilities	Construct and maintain the sports facility	Promote the construction of 1 sports facility.	Planning and budgeting, making specification and BOQs
Procure of sports equipment	Procurement of sports	28 sports equipment	Planning, budgeting, purchasing, storing

	equipment and wear	and wears 1 TV. Set and decoder procured 3 sets of office furniture procured	and caring for equipment
Risks Wrong specifications Purchase of substandard products Accidents and injuries Price fluctuations Climatic changes Failure to raise funds Mitigation Develop a quality assurance check system Availing safety measures Wearing protective gears Lobbying funds through proposal writing Fundraising and from education partners..			

Programme Objective: Promote Climate Smart Agriculture			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Capacity building for Staff different new agricultural technologies	Capacities built in new Agricultural Technologies	10 Staff recruited at district and subcounty levels	Conduct training needs assessment, Training, Carry out mentoring conduct support supervision
Carry out staff recruitment at district and subcounty levels	Staff recruitment achieved at Sub County and District level	15 Staff capacities in different new Agricultural technologies built	Conduct training needs assessment, Training, Carry out mentoring conduct support supervision
Risks Inadequate funding, Human resource training policy doesn't support long courses, absence of funding for long term courses, lack of information on available opportunities Mitigation Measures Seek for quota resource allocation from capacity building grant for long courses, internal capacity building for refresher, liaise with academic institutions to form tailored information, conduct training needs assessment for the staff, networking with training institutions.			

Table 45: Community Mobilization and Mind-Set Change

Adopted programme: Community mobilization and mind-set change
Development Challenges/Issue: Child rights violations & GBV Issues, Negative community mind set towards government programmes, Youth unemployment, un empowered community especially special interest groups, limited Women's participation coupled with negative cultural practices, limited participation and awareness and uptake of government programme, low levels of household incomes leading to poor quality of life especially the marginalized, high levels of illiteracy among

communities hence a weak sense of responsibility and ownership of development programs among the citizens attributed to; the dependence syndrome, a high selfish tendency, short sightedness, a weak sense of nationalism/patriotism and a weak community development function, limited awareness on labour compliance leading to high numbers of complaints. Inadequate data for targeted interventions due to inadequate capacity of the CDOs

Program outcomes and results: Increased awareness of community, participation and uptake of government programmes, increased access of special interest groups to IGAs, youth empowered socially & economically, reduced GBV issues as a result of awareness, gender issues mainstreamed in service delivery and positive cultural issues, improved coordination of the department, compliance on labour laws, access to information, improved community reading culture,	Key Outcome Indicators	Status 2019/20	Target 2024/25
	Increased mobilization and sensitization of communities to embrace development initiatives	60%	85%
	Adult literacy rate reduced	2300 learners	1500 learners
	Positive mind set changed	12 meetings	60 meetings
	Reduced cases of GBV	75%	60%
	Increased access to social protection	2150	10,750
	Juvenile cases reduced	77%	20%
	Reduced labour complaints	120 cases	24 cases
	Capacity of staff/CDOs and other key stakeholders built.	2 Trainings	10 Trainings

Adapted Program Objectives	Adapted Interventions and Outputs
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Strengthen the capacity of the department of Community Based Services and key stakeholders for effective mobilization and empowerment of communities. Enhance effective mobilization of families, communities and citizens for national development; Reduce negative cultural practices and attitudes that hinder women participation in women development programmes To promote and inculcate reading culture and access to information in the communities (Adapted)	<ul style="list-style-type: none"> Procure ICT products and stationery items. Procure office equipment Conduct mentoring, support supervision and monitoring of implemented government programmes. Conduct mobilization and sensitization meetings Enforcement of Labour compliance Promote child protection, youth empowerment and family welfare. Conduct sensitization meetings and gender mainstreaming workshops. Support interventions to empower PWDs and Elderly. Support celebrations Planning and budgeting for staff salaries and utility bills
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Programme Objective 1: Strengthen the capacity of the department of Community Based Services and key stakeholders for effective mobilization and empowerment of communities.

Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
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Procure ICT products and stationery items.	ICT products and stationery items procured for office operations	120 pieces of toner cartridges procured. 1 photocopier supplied 4 laptops supplied 1 binding machine procured 1 projector, laptop and accessories procured. 15 tablets procured Air time and data procured 10 Antiviruses installed Repair and servicing office equipment done. 500 reams of paper procured. 50 computer consumables procured	Procurement work plans prepared Bills of Quantities prepared
Procure office equipment	Office equipment procured	4 sets of furniture procured 1 vehicle procured 4 motorcycles procured 4 sets of office curtains procured 4 sets executive chairs procured 2 executive office tables procured 8 waiting benches procured. 8 filing cabinets procured. 4 book shelves procured 2 notice boards procured. 4 office trays procured. 4 office carpets procured 1 vehicle supplied. 4 motorcycles supplied. Repair and servicing of equipment done.	Procurement work plans prepared Bills of Quantities prepared

		300 cleaning items procured-liquid soap, sanitizers, brushes etc.	
Conduct mentoring, support supervision and monitoring of implemented government programmes.	Mentoring, support supervision and monitoring of implemented government programmes conducted.	12 CDOs mentored on child protection, GBV, Labour issues and other government programmes. 40 staff coordination meetings held, and 20 with Development Partners. 840 monitoring field visits and support supervision conducted	Planning for mobilization and sensitization meetings Planning for coordination meetings Planning for support visits of government implemented programmes
Conduct mobilization and sensitization meetings	Mobilization and sensitization meetings conducted	120 mobilization, sensitization, and review meetings held	Planning for sensitization and review meetings at both district and sub county levels.
Enforcement of Labour compliance	Labour compliance enforced	700 work places Inspected on labour compliance 1500 labour complaints settled 300 cases forwarded to labour court 50 workers compensated	Planning for inspection of work places for Labour laws compliance. Conducting mediation meetings Referring un settled cases to industrial court
Promote child protection, youth empowerment and family welfare	Child protection a, youth employment and family welfare promoted	1,350 cases registered and managed. 480 social welfare inquiries conducted 100 children traced and resettled. 480 family and children court sessions attended 700 families counselled on good parenting 20 Dovcc and 240 Sovcc meetings held 180 para-social workers mentored on child	Case management Conducting social welfare inquiries Tracing and resettlement of children. Attending family and children court sessions. Conducting family counselling sessions Conducting district and sub county OVC Coordination meetings

		<p>protection.</p> <p>300 youths trained in various vocational skills.</p> <p>24 OVC service providers supported on core program areas for quality assurance.</p>	<p>Mentoring para-social workers in handle and refer child related issues.</p> <p>Supporting youth initiatives for employment</p> <p>Conducting support supervision of OVC service providers</p>
Conduct sensitization meetings and gender mainstreaming workshops	Sensitization meetings and gender mainstreaming workshops conducted	<p>10 workshops on gender mainstreaming held.</p> <p>20 sensitization meetings for stakeholders on GBV issues held.</p> <p>2,000 women mobilized to participate in socio-economic activities.</p> <p>20 coordination meetings with stakeholders held.</p>	<p>Training of stakeholders on gender mainstreaming and compliance</p> <p>Conducting sensitization meetings on GBV issues.</p> <p>Mobilizing women to participate in socio-economic activities.</p> <p>Conducting coordinating meetings to promote positive cultural practices.</p>
Support interventions to empower PWDs and Elderly	Interventions to empower PWDS and Elderly supported	<p>40 planning and review meetings held.</p> <p>20-wheel chairs procured</p> <p>40 White cains procured</p> <p>5 hearing devices.</p> <p>10 brails procured</p>	<p>Conducting planning and review meetings.</p> <p>Sourcing service providers</p> <p>Procuring wheel chairs for physically disabled</p> <p>Preparing Bills of Quantities</p> <p>Preparing work plans</p> <p>Procuring white cains for the blind.</p> <p>Procuring hearing devices for the deaf</p>

			Procuring brails to facilitate learning
Support celebrations	National celebrations conducted	30 planning meetings held. 30 National days facilitated	Planning and budgeting Mobilizing key stakeholders and the general public Commemorating the national days
Planning and budgeting for salaries and utility bills	Salaries and utility bills paid	60 months staff salaries and utility bills paid	Planning and budgeting for payment of staff salaries and utility bills
Likely risks	Limited funding and logistical support Conservative communities.		
Mitigation	Increase funding and lobby from other development partners.		
Programme Objective: Enhance effective mobilization of families, communities and citizens for national development;			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Promote FAL programs	FAL programs promoted	15000 FAL learners trained all the s/counties. 700 community entry mobilisation and sensitisation meetings held <ul style="list-style-type: none"> • 400 community leaning centres created • 400 Community empowerment group leadership committees formed, • 400 VSLA groups formed • 400 facilitators on ICOLEW selected and trained • 20 Orientation workshops on awareness held 	Forming FAL classes Registration and enrolling of learner Creating awareness on ICOLEW approach Identifying learning centres Training ICOLEW facilitators Holding workshops Assessing and testing FAL leaners

		<ul style="list-style-type: none"> 10,000 FAL learners assessed/tested <p>50 Quarterly monitoring visits held</p>	
Capacity building of CDOs on data collection, analysis and management	Capacity of CDOs built on data collection, analysis and management	<p>12 CDOs trained on data collection, analysis and management.</p> <p>Data collection templates developed.</p> <p>Data compiled and disseminated for use</p>	<p>Training CDOs on data collection, analysis and management.</p> <p>Developing data collection tools.</p> <p>Conducting data collection.</p> <p>Analyzing field findings.</p>
Strengthen collaboration with development partners.	Collaboration with development partners strengthened.	<p>Inventory of all development partners produced</p> <p>Copies of MOUs in place</p> <p>Reports/Minutes of coordination meeting</p> <p>20 sets of monitoring and supervision reports produced</p>	<p>Registering department partners</p> <p>Signing MOUs</p> <p>Coordination meetings to share work plans and budgets.</p> <p>Conducting joint monitoring</p> <p>Supervising for compliance on community development</p>
Mobilize, empower, train and support OPM micro support groups, PWD groups, NUSAF for livelihood support	Community groups mobilized, empower and trained on government programmes.	<p>NUSAF Supported.</p> <p>180 Self Help groups under NUSAF Supported.</p> <p>12 watersheds under NUSAF supported, supervised and monitored</p> <p>36 Facilitators engaged to support NUSAF beneficiaries.</p> <p>120 monitoring visits to disability groups in all sub counties conducted.</p> <p>105 PWDS committee, planning and staff</p>	<p>Establishing watersheds</p> <p>Supporting self-help groups</p> <p>Conducting community entry meetings.</p> <p>Recruiting facilitators</p> <p>Conducting monitoring and supervision field visits.</p> <p>Conducting meetings</p>

		meetings conducted at district. 300 older person's groups supported. 600 PWDS and older person's managers trained 51 OPM Micro support groups funded.	Disbursing of funds to groups for livelihood support. Training PWDS managers
Likely risks	Mismanagement of UWEP fund Non repayment of the revolving fund Low recoveries		
Mitigation	Sensitize about the revolving fund Institute and strengthen recovery measures		
Programme Objective 3. Reduce negative cultural practices and attitudes that hinder women participation in women development programmes			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Conduct mobilization visits, coordination meetings, review meetings, workshops and trainings	mobilization visits, coordination meetings, review meetings, workshops and trainings conducted	5 coordination meeting on gender held in the district with development partners 5 planning meetings for women councils 60 Monitoring visits to assess performance of women council groups conducted. 5 District and sub county work plans and budgets scrutinized on gender compliancy. 5 workshops conducted at the district to build the capacity of stakeholders on gender mainstreaming and equity budgeting.	Holding coordination and planning meetings Monitoring performance of women groups Conducting workshops
Support UWEP groups	UWEP groups supported	40 UWEP Community mobilisation visits held 20 UWEP Radio talk shows conducted 200 meetings on Generation, appraisal and approval of projects at the s/county and	Conducting mobilizations Conducting radio talk shows Holding meetings

		district Level held 100 UWEP women groups funded. 700 UWEP women beneficiaries trained and supported. 700 UWEP recovery visits held district wide	Disbursing UWEP funds Training women beneficiaries Recovering UWEP funds
Support women councils	Women councils supported	100 women council meetings held in s/c and district 120 visits under women councils on monitoring and support supervision to assess gender compliance in all s counties.	Planning and budgeting for meetings
Support culture activities	Cultural activities supported	5 sensitization meeting and training of selected schools on ICU/ Ateso Anthem conducted. 5 cultural galas supported on heritage and culture day activities. 50 cultural groups registered	Conducting training and sensitization meetings
Project 1	Women mobilization and empowerment		
Likely risks	Mismanagement of UWEP fund Non repayment of the revolving fund Low recoveries		
Mitigation	Sensitize about the revolving fund Institute and strengthen recovery measures		
Programme Objective 4. To promote and inculcate reading culture and access to information in the communities (Adapted)			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)

Procure ICT products; provision of reading materials;	ICT products and reading material procured	50 sets of Books, periodicals and newspapers procured 10 computers maintained and serviced 20 toner cartridges procured 25 reams of paper purchased 60 times of compound slashing conducted 500 assorted cleaning items and materials procured.	Procuring ICT products and specifications.
Maintain and rehabilitate library building	Maintenance and rehabilitate library building implemented	5 Blocks of the library building rehabilitated/ maintained	Renovating the building
Likely risks	Shoddy work injuries at the site		
Mitigation	Close supervision Use of protective gears		

Table 46: Regional Development

Adopted programme: Regional Development			
Challenges/Issue:			
Program outcomes and results: Promote appropriate technology and use of local materials in Agricultural production	Key Outcome Indicators	Status 2019/20	Target 2024/255
	Proportion increases in the level of farmer participation in climate smart Agriculture and Sustainable Land Management	None developed	20%
	Create web portal	None	50%
Adapted Program Objectives	Adapted Interventions and Outputs		
Promote appropriate Knowledgeable, skilled and Ethical Labour force	Promote community participation in production and marketing Increased access to improved stocking and planting materials of cassava, fish, livestock and oil crops etc. Increase supply of improved technologies to communities Strengthened public private partnerships Increase of exposure to business opportunities and technologies		

	- increased training, agricultural knowledge information and exposure visits		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	
Programme Objective 1: Promote Climate Smart Agriculture			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Promote community participation in production and marketing-	Communities participate in production and marketing	2300 farmer groups mobilised and registered into production and marketing associations	Mobilize and conduct training of farmers
Increased access to improved stocking and planting materials of cassava, fish, livestock and oil crops etc.		improved technology inputs of stocking and planting materials of cassava, fish, livestock and oil crops etc. to communities supplied	Procure and supply strategic enterprises for the regional value chains
Increase supply of improved technologies to communities		Strengthen public private partnerships focused on regional value chains development strengthened	Procure and supply strategic enterprises for the regional value chains
Strengthened public private partnerships		200 trainings in, agricultural knowledge information and exposure visits increased	Build networks and collaboration platforms with the private sector
Risks			
Inadequate funding, poor community participation in production and marketing, low access to improved stocking and planting materials of cassava, fish livestock and oil crops, low access of exposure to business opportunities and technologies			
Mitigation Measures			
Poor community participation in production and marketing, increased farmer mobilization and registration into participation into production and marketing associations, increase supply of improved technologies to communities, strengthen public private partnership, increased training on Agricultural knowledge in formation and exposure visits			

3.6.1 NDPIII Objective/LGDP Strategic Objective

3.6.5 *Strengthen the Role of the State in Development*

Table 47: Governance and Security

Adopted program: Governance and Security			
Development Issues/Challenges: Big funding gap exists which limits the functionality of statutory bodies, Reliance on Locally generated funds which are unpredictable, reducing indicative planning figures which hinders acquisition of vital equipment for service delivery			
Program outcomes and results: Increased Public awareness of corrupt tendencies Increased efficiency in implementation of projects Increased utilization of public funds with transparency and accountability Increased number of Council resolutions for the proper management of district affairs Increased number of business committee meetings to generate relevant order of business for Council.	Key Outcome Indicators	Status 2019/20	Target 2024/2025
	Increased proportion of the public aware of acts that constitute corruption	45% of the public is aware	90% should be aware
	Increased monitoring of programs	25 monitoring visits	60 monitoring visits
	Increased number of Public Accounts Committee meetings	20 meetings	25 meetings
	Increased number of Council meetings	20meetings	2meetings
	Increased numbers of Committee meetings	20 meetings	25 meetings
	Increased number of Business Committee meetings	20 meetings	25 meetings
Adapted Program Objectives	Adapted Interventions and Outputs		
	Meetings conducted, Vehicles procured, Assorted furniture procured, Computers procured, assorted electronic appliances, assorted legal books procured, motor cycles procured, iPads procured, Metallic cupboard procured, Public Address system procured,		
Programme Objective: Increase transparency, accountability and anti-corruption in the district			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Conduct Council meetings for management of district affairs	Meetings conducted Computers and accessories procured Filing cabinets procured Books and periodicals procured Public Address System Procured	20 Council meetings conducted for the management of district affairs 02 vehicle procured 02 TV sets procured 32 i-pads procured 05 sets of furniture procured 03 Computers procured 07 Filing Cabinet 05 Motor Cycles procured 01 Metallic Cup board 100 Plastic Chairs 100 Assorted Law Books	Conduct Council meetings in order to pass resolutions for the general management of the district and for improving service delivery

		01 Public Address System procured	
Conduct committee meetings conducted for management of district affairs.	Committee meetings conducted	20 Committee meetings conducted for management of district affairs	Conduct Committee meetings in order to pass resolutions for the general management of the district and for improving service delivery
Conduct Business Committee meetings to draw the Order of business for Council	Business Committee meetings conducted	20 Business Committee meetings conducted to draw the Order of business for Council	Conduct Business Committee meetings in order to draw appropriate Order of business for Council
Conduct Public Accounts Committee meetings to discuss quarterly internal audit reports.	Public Accounts Committee meetings to discuss quarterly internal audit reports conducted	20 Public Accounts Committee meetings conducted to discuss quarterly internal audit reports. 05 Filing Cabinets	Conduct Public Accounts Committee meetings in order to increase transparency, accountability and anti-corruption
Conduct District Service Commission meetings to recruit appropriate knowledgeable, skilled, and ethical labour force.	District Service Commission meetings to recruit appropriate knowledgeable, skilled, and ethical labour force conducted	20 District Service Commission meetings to recruit appropriate knowledgeable, skilled, and ethical labour force conducted 02 Computers 10 Cabinets	Conduct District Service Commission meetings to ensure recruitment and promotion of knowledgeable and competent staff as well as discipline errant officers
Conduct Land Board meetings	Land Board meetings conducted	60 Land Board meetings conducted 25 Filing Cabinets 03 sets of furniture	Conduct Land Board meeting to ensure service delivery in land allocations, lease extensions and land transactions
Conduct community sensitization meetings on land rights, transaction and registration	Community sensitization meetings on land rights, transactions and registration conducted	20 Community sensitization meetings on land rights, transactions and registration conducted	Conduct Community sensitization meetings to ensure awareness on land rights, uniform and planned development in the district
Conducted land inspections in the district	Land inspections conducted	40 Land inspections conducted 01 Pick Up Truck	Conduct land inspection to ensure reduction of land disputes within the communities in the district

Risks

Inadequate funds to facilitate Committee meetings, political and technical monitoring of projects and programs.

Mitigation Measures

Central government to increase the grants to facilitate development activities and ensure full functionality of statutory bodies.

Table 48: Public Sector Transformation

Adopted programme: Public Sector Transformation			
Development Challenges/Issue: There is weak performance, low accountability for results and unsatisfactory work ethic in the public sector that does not adequately respond to the needs of citizens and the private sector due to: Poor accountability systems and undue focus on processes rather than results; inefficient government systems and processes; duplication of mandates; inadequate talent management across government; an inefficient and inadequately funded decentralized system of government; limited computerization of government systems; Low motivation of staff due to Salary disparities ; and ineffective and inadequate communication and feedback mechanisms			
Program outcomes and results: Efficiency and effectiveness in development plan implementation enhanced Service delivery improved in all departments at all level Harmonized pay structure in the public service Improved Quality of services delivered Improved Quality of the Civil Service Improved effectiveness in management of rewards, sanctions and disputes in the Public Service Improved staff competence level and skills Increased communication of information about public services and programmes to the public Parish model operationalized Increase the functionality of government structures at all levels	Key Outcome Indicators	Status 2019/20	Target 2024/2025
	Level of client satisfaction with the client feedback mechanism	50%	85%
	% of individuals achieving their performance targets	75%	90%
	% of Public Officers receiving salary according to the approved pay plan	90%	100%
	Level of beneficiary’s satisfaction with services provided	50%	80%
	% of Public Officers with the right skills, competencies and mind-set	70%	98%
	% of Public Officers whose performance is progressive	60%	85%
	% Staff who have completed minimum competence level	60%	85%
	% increase in population within the pilot parishes living below the poverty level	25%	60%
	Adapted Program Objectives		Adapted Interventions and Outputs
Strengthen accountability and transparency for results across Government	Produced and reviewed client chatter and service delivery standards Conduct meetings Displayed Public Information		
Strengthen human resource management function of Government for improved service delivery	Staff Recruitment Managed Staff Meetings Conducted Payroll Management		
Deepen decentralization and citizen participation in local development	Conduct radio talk shows Conduct community dialogue meetings (Barazas) Conduct Projects Review Implementation Meetings The Parish model Operationalised		
Programme Objective 1: Strengthen accountability and transparency for results across Government			
Intervention	Programme Outputs	Outputs and Targets	Actions (Strategic

	(Adopted/Adapted)	(localized)	Activities) (localized)
Produced and reviewed client charter and service delivery standards	District Client Charter updated and disseminated Service Delivery Standards developed and enforced	The client charter reviewed and developed 5 sets of Service delivery standards developed and enforced	Individual Invitations, Radio announcements, community dialogues meetings, sharing quarterly reports
Conduct meetings	Number of meetings conducted	20 District integrity promotion forum meetings conducted Held 20 Evaluation Committee meetings to evaluate procurements both under Open and Selective Bidding Held 40 Contracts Committee meetings	Write and issue Invitation letters and production of minutes
Displayed Public Information	A common public data/information sharing platform developed Information and communication institutional framework reviewed, standards of communicators and information disseminators on government business reviewed and enforced	20 Fund releases displayed on public notice board E-Procurement system embraced in the district 200 Invitation to Bid posted on the GoU Procurement Portal 5 Approved Procurement Plans posted of the GoU Procurement Portal Held 30 Pubic Bid Opening for both procurements under Open and Selective Bidding	Prepare and posting of information on the public Noticeboards, on the GoU Procurement Portal and District Website

Risks

Misunderstanding of the client charter and service delivery standards, negative perception of the public on the kind of services delivered

Loss of marks on assessments

Defacing of notices

Mitigation Measures

Lockable public notice boards, sensitization of the public, conduct meaningful meetings

Programme Objective: Strengthen human resource management function of Government for improved service delivery			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Staff Recruitment	Number of staff	All vacant positions in the	Declaration of

	recruited	district structure filled	vacancies to DSC, advertisement, receiving of applications, shortlisting, interviewing appointment, deployment and induction of new staff
Managed Staff	Increased patriotism among staff	65 staff trained 5 session of staff performance Appraisal conducted An efficient competent and disciplined work force maintained Public service rewards and sanctions strategy implemented 12 departmental Government schemes of service implemented 12 departmental Succession planning across departments conducted 400 staff Mentored and inducted 350 Service Providers trained	Training/ capacity needs assessment, setting of targets, conduct appraisal meetings, convene rewards and sanctions committee meetings, sensitizing staff on career progression, administer oaths to new staff, review departmental structures
Meetings Conducted	Rewards and Sanctions and disputes in the Public Service managed	20 meetings held to Handle disciplinary and staff grievances cases	Write and issue Invitation letters and production of minutes
Payroll Management	Monthly staff payroll managed	60 Monthly payrolls processed and paid timely	Verification of payroll, printing and display of the payroll
Likely Risk: Failure to attract required staff, losing trained staff to other organizations, limited funds for recruitment Mitigations: Provide Motivation avenues for staff, liaise with ministries for secondment of staff			

Programme Objective: Deepen decentralization and citizen participation in local development			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Conduct radio talk shows	Increased awareness about public services	228 radio talk shows conducted	Preparation of information needed to be passed
Conduct community dialogue meetings (Barazas)	Barraza program implementation scaled up	240 community dialogue meetings (Barazas) conducted	Individual Invitations, Radio announcements, community

			dialogues, sharing quarterly reports
Conduct Project Review Implementation Meetings	Number of project reviews and meetings conducted	20 Project Review Implementation Meetings conducted	Write and issue Invitation letters and production of minutes
Operationalize the parish model	% increase in the utilization of access to LG content on parish model	Functionality of government structures at all levels (Parishes)	Mobilization of the public for government project/Program. Sharing of information (Content) on the parish model
Likely Risks: False accusations by the Public to Civil servants			
Mitigations: Community Sensitizations			

Table 49: Development Plan Implementation

Table 43: Development Plan Implementation			
Adopted programme: Development Plan Implementation:			
Development Challenges/Issue: Low implementation of the plans remains a major development challenge. This is caused by; weak implementation of planning and budgeting, weak M&E systems, limited financing, weak coordination and weak systems for statistical development			
Program outcomes and results:	Key Outcome Indicators	Status 2019/20	Target 2024/2025
Effective Public Investment Management			
	Share of PIP projects implemented on time (%)	70	100
	Share of PIP projects implemented within the approved budget (%)	65	100
Adapted Program Objectives	Adapted Interventions and Outputs		
Strengthen capacity for development planning Strengthen coordination, monitoring and reporting frameworks and systems	Procure ICT related products and equipment’s, Construct New district headquarters and administrative units Double cabin pickup vehicles and Motor cycles procured Solar laps (Poles) procured and installed Procure Small office equipment’s Procure assorted Office stationery consultative visits to various lined ministries facilitated Procure Assorted Office Furniture Develop and Maintain Communication and information systems Conduct Monitoring, Supervision and Inspection Conduct meetings Produced and Maintained Records		
Programme Objective 1: Strengthen capacity for development planning			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Provision of ICT equipment’s and soft ware	Department supported with ICT	ICT equipment and related supplies procured	Develop and review

	equipment's		specifications, Bidding, Contract Award and Signing, Delivery and payments
Construction of new district headquarters and administrative units	Functional District Headquarters and Administrative units.	District headquarters, 7 Administrative units constructed, District headquarter fenced and District sport club constructed	Develop and review specifications, Bidding, Contract Award and Signing, Technical supervision/Monitoring and payment
Provision of transport facilities	Staff supported with motorized transport	2 Double cabin pickup vehicles and 2 motor cycles procured	Develop and review specifications, Bidding, Contract Award and Signing, Delivery and payment
Supply of office equipment's	Efficient and effective service delivery	25 Filling cabinets, 6 lockable notice boards, 2 Fridges, 12 wall clocks, Office curtains, Ladder for central registry and 1 bid box procured and supplied	Develop and review specifications, Bidding, Contract Award and Signing, Delivery, payment and engraving
Support staff performance to deliver results	Office consumables supplied	500 reams of Paper, 200 Stationery (Others), 5000 File folders, 5000 Out cards, 5000 Index cards and 400 Boxes supplied	Develop and review specifications, Bidding, Contract Award and Signing, Delivery and payment
Provision of office furniture.	Department supported with office furniture.	6 full sets of office furniture procured	Develop and review specifications, Bidding, Contract Award and Signing, Delivery, payment and engraving

Risks

Accidents to workers in the site.

Supply of substandard products, etc

Political influence.

Mitigation Measures

Protective gear, use of an expert to develop specifications and manage supply process.

Insurance of vehicles/motor cycles, warranties of all supplies

Programme Objective 4: Strengthen coordination, monitoring and reporting frameworks and systems			
Intervention	Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Develop and Maintain Communication and information systems	Efficient and effective District communication systems established	District website developed and managed District Communication and Information system developed EDMS relocated and maintained E- Procurement developed and managed	Develop and review specifications, Bidding, Contract Award and Signing, Installation, payment and maintenance
Conduct Monitoring, Supervision, Inspection and Reporting	Project Monitoring and Staff supervision conducted	20 monitoring Reports, 60 Annual Staff Performance Agreements/Reports, 20 Budget performance progressive reports produced, 28 Inspection/outreach visits to sub counties/Parishes conducted, 20 Procurement and Disposal Reports submitted and 10 Monitoring visits by the Contracts Committee conducted	Field Execution Production and submission of reports
Conduct meetings,	Functions and meetings at the district organized	60 DEC meetings and 240 Senior Management meetings held. 10 Bi-Annual General staff meetings conducted. 200 Bid documents and Statements of requirements Checked, prepared and approved by Contracts Committee	Write and issue Invitation letters and production of minutes
Establish Proper record management.	Produced and Maintained Records	5 Prequalified list of firms /Service providers maintained 240 Archive records of the procurement and disposal process maintained 240 Procurement and disposal activities of all the departments coordinated	Prequalification Exercise Records registration, indexing, classifying and tracking

		Records are appraised	Determination of retention period
<p>Likely risk: Systems hacking, Systems failures, Absenteeism of staff, Destruction of records</p> <p>Mitigations: Burglar proofing of records office, introduce file tracking mechanism, Fire proof cabinets and introduce performance contracts for all staff</p>			

CHAPTER FOUR

4.0 LGDP IMPLEMENTATION, COORDINATION AND PARTNERSHIP FRAMEWORK

4.1 LGDP IMPLEMENTATION AND COORDINATION STRATEGY

4.1.1 Introduction

This section outlines or spells out the implementation arrangements, coordination and partnership mechanisms or framework for executing the District Development Plan. It details the key institutions and their roles, strategies for integrated planning and budgeting with development partners and factors for the successful implementation of the plan.

4.1.2 LGDP Institutional Arrangement

Implementation of the District Development Plan for the period 2020/2021-2024/2025 will be through the established decentralized local government structures, institutions, systems, procedures and regulations. The district will adopt and strengthen both political and technical structures and committees as provided in the Local Governments Act 1997 as amended. The institutions or committees both at district and lower Local Governments such local councils, executive committees and standing committees of the councils, district and sub-county technical planning committees, Community procurement committees, District Contract Committee and management committees for health, education and water user committees for the smooth implementation of the plan. These structures will be empowered with relevant laws and regulations that govern their operations to enable them perform their mandates effectively.

The annual budgets and work plans will have to be aligned to the priorities in the DDP to ensure that they are implemented. The council will review departmental annual work plans and budgets to ensure that priorities in the plans are funded.

Heads of departments will spearhead implementation of the planned priorities in the development plan in their respective departments under the overall stewardship of the Chief Administrative Officer who is charged with the mandate of coordinating all development programmes in the district as the Chief Executive.

Some of the key institutions that will play crucial roles and responsibility in the implementation of the plan include;

Table 50: Role and Responsibility of LG Organ/ Committee/Institution

No	LG Organ/ Committee/Institution/	Role and responsibility of LG Organ/ Committee/Institution/
1	The District Technical Planning Committee	Provision of technical specifications and Terms of References, Bills of Quantities, Drawings and Designs to be submitted to Procurement and Disposal Unit and certification of works and services Create awareness for the full understanding and appreciation of the plan Ensure efficient allocation of resources through better coordination and budgeting Initiate procurement and disposal requirements and forward to PDU (procurement plan) based on approved budget Harmonize management, supervision, coordination and reporting arrangements for the DDP implementation.

		<p>Preparation of monthly, quarterly and annual progress reports including challenges and recommendations and way forward for future implementation</p> <p>Supervision and inspection of projects and programs for compliance and standards in service delivery.</p> <p>Resource mobilization and accountability for funds received and spent on quarterly bases to all stakeholders including the community beneficiaries</p> <p>Project generation and appraisals for feasibility, viability and sustainability</p> <p>Technical backstopping to Lower Local Governments and other relevant institutions</p> <p>Advising District and Sub County Councils on project implementations</p> <p>Evaluation of projects and programs and document key lessons learnt for future designing and programming</p>
2	The District Executive Committee	<p>The District Executive Committee is composed of all the LCV secretaries. The committee is chaired by the district chairperson and the CAO is the secretary. All heads of departments are co-opted members and the committee is expected to meet at least monthly.</p> <p>-</p> <p>The DEC will play the following role in the implementation of the plan;</p> <p>Oversee the implementation of the DDP including policy formulation and guidance</p> <p>Monitor the implementation of council programmes and take action where necessary</p> <p>Review the budget performance</p> <p>Discuss monthly, quarterly and annual synthesis and progress reports, including challenges and propose way forward</p> <p>Consider and evaluate performance of council against approved work plans and programmes</p> <p>Initiate, encourage and support self-help projects and mobilize people, materials and technical assistance in relation to the self-help projects and lobbying for additional external resources</p> <p>Monitor and supervise projects and other activities being implemented</p> <p>Ensure political oversight in areas of implementation and evaluation of the District Development Plan</p>
3	District Council	<p>The council and its sectoral standing committees shall undertake the following responsibilities;</p> <p>Approve annual plans and budgets derived from the District Development Plan</p> <p>Authorize public expenditure and exercise general control over public revenues</p> <p>Enacting ordinances and byelaws</p> <p>Approve policies and bylaws that may be relevant in implementation</p> <p>Departmental quarterly work plans and budgets reviews and approval</p> <p>Discuss quarterly progress reports, including challenges and propose way forward</p> <p>Monitor project implementation in the district and report accordingly</p> <p>Report any deviation from approved work plans and budgets</p> <p>Approval of work schedule and quarterly work plans for</p>

		<p>implementation</p> <p>Review monthly revenues, expenditure returns, contracts and PAC reports</p>
4	Standing Committees of the District Council	<p>Reporting to the council on status of implementation</p> <p>Discussing quarterly and annual reports and making recommendations to District Council for improvement</p> <p>Approval of work schedule and quarterly work plans for implementation</p> <p>Departmental quarterly work plans and budgets reviews and approval</p>
5	District Contracts Committees	<p>The DCC will carry out procurement of goods and services required using the PPDA Act and Regulation. The functions of the DCC and user departments are as follows;</p> <p>Approve recommendations from ad hoc evaluation committee and award contracts</p> <p>Approval of District Annual Procurement and Disposal Plans</p> <p>Approval of evaluation reports and verifying asserts for disposal</p> <p>Approval of negotiation team</p> <p>Approval of bidding and contracts documents</p> <p>Approval of members of evaluation committee</p> <p>Ensuring compliance with the guidelines, the Act and regulations</p>
6	Budget Desk	<p>The Budget Desk Team shall be appointed by CAO to coordinate budgeting process. The Committee shall be chaired by Chief Finance Officer and Planning staff as a Secretariat.</p> <p>The role and responsibility of budget desk include;</p> <p>Ensuring that departmental plans and budgets are realistic</p> <p>Ensuring that departmental work plans and budgets are aligned to the DDP</p> <p>Coordinating the preparation of departmental annual work plans and budgets and ensuring that development partners' resources are integrated</p> <p>Ensuring that the local government budgeting cycle is followed and stakeholders are updated on the planning process</p>
7	Bidders/Service Providers	<p>Bidders or service providers will be expected to execute most of the planned activities in the DDP. The district will work through pre-qualified firms and registered firms to handle procurement of goods and services required. The role and responsibility of bidders/service providers shall include;</p> <p>They will be expected to execute works, services and supplies of high quality and accept full responsibility for works, services and supplies provided</p> <p>Comply with the professional standards of their industry or of any professional body of which they are members</p> <p>Bidders and providers shall not offer gifts to staff of procuring and disposing entity</p> <p>Comply with the laws of Uganda and any contract awarded</p> <p>Avoid association with business and organizations which are in conflict with the law</p> <p>Pay all tax obligations that are due</p>

8	Community Members	<p>Participate in planning and budgeting activities through the normal planning and budgeting cycle</p> <p>Prioritize their needs for submission by the Local Council I chairperson and Parish chief for integration into Parish, Sub-County development plans</p> <p>Participate in implementation and monitoring of the project implementation</p> <p>Providing project site security during implementation and report activities or acts that are detrimental to quality of the project</p> <p>Mobilization of resources either in kind or cash through relevant institutions such as School Management Committees, Health Unit Managements, Water Source and Sanitation Committees</p> <p>Participate when required or called upon for Evaluation of the projects</p>
9	Private Sector	<p>Participate in project implementation</p> <p>Participate in resource mobilization</p> <p>Participate in monitoring and evaluation</p>
10	Land Board	<p>Hold and allocate land in the district that does not belong to any person or authority,</p> <p>Facilitate the registration and transfer of interests in land, Cause surveys, plans, maps, drawings and estimates to be made, Compile and maintain a list of compensations payable in respect to crops, building of a non- permanent nature after consulting the technical officers of the district,</p> <p>Review every year the list of compensation rates,</p> <p>-</p>
11	Civil Society Organisations	<p>Participate in community mobilization and sensitization</p> <p>Participate in resource mobilization</p> <p>Lobbying and advocacy</p> <p>Representation of the interest vulnerable communities</p> <p>Engaging government on the plight of the vulnerable members of the community</p> <p>Participate in monitoring and evaluation</p>
12	District Service Commission	<p>Local Governments Act section 54 section 1 provides for Establishment of a district service commission and section 54 subsections 2(5) made mention of composition, tenure of office and removal from office respectively</p> <p>The power to appoint persons to hold or act in any office in the service of a district or urban council, including the power to confirm appointments, to exercise disciplinary control over persons holding or acting in such offices and to remove those persons from office, is vested in the district service commission.</p>
13	Local Government Public Accounts Committee.	<p>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.</p> <p>The local government public accounts committee shall submit its report to the council and to the Minister responsible for local governments who shall lay the report before Parliament.</p> <p>The chairperson of the council and the chief administrative officer or town clerk shall implement the recommendations of the local government public accounts committee.</p>

14	Sub County Area Land Committees	<p>Inspection of land for surveying and titling and endorse lease forms for lease, customary and freehold</p> <p>Determine ownership of land ownership and clearly identifying the boundaries and or demarcations to ensure that the land in question is free from disputes</p> <p>Mediation on land issues where ever they arise and ensure that the parties are either agree or in case of disagreement given opportunity to seek for redress elsewhere</p> <p>Sensitization of the community on land act embracing issues of procedure and process of acquiring land Verification of boundaries of land</p> <p>Witnessing land purchases</p>
15	Local Council Courts	<p>The cases and matters of civil nature which may be triable by Local Council Courts are specified in the Second Schedule of the Local Council Courts 2006 as; debts, contracts, assaults or assaults and battery, conversion, damages to property and trespass</p> <p>Civil disputes governed by Customary law, triable by Local Council Courts are specified in the Third Schedule of Local Council Courts;</p> <p>-Disputes in respect of land held under customary tenure, disputes concerning marriages, marital status, separation, divorce, or parentage of children, disputes relating to identify of heir and customary bailment</p>
16	District Physical Planning Committee	<p>Establishment of district physical planning committee</p> <p>Their functions shall include and not limited to the following;</p> <p>To cause to prepare local physical development plans, through each officer, agents or any qualified Physical Planner</p> <p>To recommend to the board development applications for change of land use</p> <p>To recommend to the district councils, sub division of land which may have a significant impact on continuous land or be breach of against the title deeds in respect of such land</p> <p>To approve development applications relating to housing estates, industrial locations, schools, petrol stations, dumping sites or sewerage treatment which may have injurious impacts on the environment as well as applications in respect of land adjoining or within a reasonable vicinity of safeguarding areas</p> <p>To hear appeals lodged by persons aggrieved by decisions made by the District Physical Planner and Lower Local Physical Planning Committee under this act</p> <p>To ensure the integration of Physical Planning into the Five-Year integrated Development Plans of the District</p> <p>To exercise supervisory powers over all lower Physical Planning Committees</p> <p>To ensure integration of social economic and environmental plans into the Physical Development Plans</p>



4.2 LGDP Integration and Partnership Arrangements

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

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

Integrated planning and budgeting. All development partners shall be requested to incorporate their resources and activities into the core plans and budgets of the district by availing information on resource envelops and key activity areas whenever requested. 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 programme areas

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

Quarterly council standing committee meetings. Every quarter standing committees 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 number of resources received in the quarter, key outputs delivered, lessons learnt etc.

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

Joint ventures where private sector and government could co fund project implementation i.e., private but not for profit especially health centres

4.3 Pre-Requisites for Successful LGDP Implementation

To ensure smooth implementation of the plan, the operating environment must be conducive in terms of the following;

Behavior changes amongst the community. There is need to mobilize the population for behavior change in the areas of health, education and production. They need to seek timely health services so that they remain healthy and productive. The youths will have to embrace hard work other than playing cards and chewing mairungi. All stakeholders of education including parents will have to be mobilized to make their contribution in order to improve the education outcomes in the district.



A functional institutional framework is vital for the effective implementation of the plan. The coordination structures like the DTPC and STPC must be fully functional to properly manage and coordinate the day-to-day activities of implementing the plan. The council and its standing committees and the executive committees must all be fully functional to closely monitor and follow implementation. Every department must have the required manpower that is highly skilled and motivated to execute its mandates.

The implementation of the priorities in the DDP will also require aligning annual work plans, budgets and BFP to the plan to actualize the priorities set out in the plan. Joint planning especially district budget conferences shall be organized to share information on various resources and programmes including those of partners.

Adequate funding. The district must ensure that annually resources are allocated for the priorities in the plan. There is need to ensure sustained annual and quarterly planning and commitment of resources for the execution of planned priorities in the plan.

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

Transparency and accountability will be very critical for the successful implementation of the plan. Adherence and compliance to set rules, regulations and laws will have to be strictly followed by all the local government structures

Effective monitoring and evaluation will be required for the successful implementation of this plan. All the stakeholders charged with the responsibility of monitoring implementation will be expected to actively perform their tasks especially the political oversight function by councilors at all levels.

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



CHAPTER FIVE

5.0 LGDP FINANCING FRAMEWORK AND STRATEGY

This chapter presents a brief analysis of how the district intends to mobilize resources to finance the priorities laid down in the plan for the next five-year period.

5.1 Costing of Priorities and Results

The district requires a total of **Ugx 46.94 bn** to implement its capital development plan projects over the period 2020/2021-2024/2025. This figure excludes routine operation costs like wages, recurrent non-wage, operation of statutory bodies and councils. The plan shall be financed through a combination of Central Government Transfers, Donor or External Support, locally raised revenues and other sources of funding even including off budget support.



Table 51: Revenue Sources showing LGDP Financing Framework

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Central Transfers					
DDEG Normal	11,820,708,000	11,961,743,400	12,109,830,570	12,265,322,099	12,428,588,203
DDEG USMID	0	0	0	0	0
District UNCG (Non-Wage)	670,000,000	703,500,000	738,675,000	775,608,750	814,389,188
Urban DDEG	60,000,000	63,000,000	66,150,000	69,457,500	72,930,375
Urban UNCG (Non-Wage)	140,000,000	147,000,000	154,350,000	162,067,500	170,170,875
Urban UNCG (Wage)	520,000,000	546,000,000	573,300,000	601,965,000	632,063,250
Sub Total	13,210,708,000	13,421,243,400	13,642,305,570	13,874,420,849	14,118,141,891
Conditional Government Transfers					
Sector Conditional Grant (Wage)	15,000,000,000	15,750,000,000	16,537,500,000	17,364,375,000	18,232,593,750
Sector Conditional Grant (Non-Wage)	5,000,000,000	5,250,000,000	5,512,500,000	5,788,125,000	6,077,531,250
Sector Development Grant	4,000,000,000	4,200,000,000	4,410,000,000	4,630,500,000	4,862,025,000
Transitional Development Grant	350,000,000	367,500,000	385,875,000	405,168,750	425,427,188
Pensions for Local Government	800,000,000	840,000,000	882,000,000	926,100,000	972,405,000
Gratuity for Local Government	3,000,000,000	3,150,000,000	3,307,500,000	3,472,875,000	3,646,518,750
Sub Total	28,150,000,000	29,557,500,000	31,035,375,000	32,587,143,750	34,216,500,938
Other Government Transfers					
NUSAF	200,000,000	210,000,000	220,500,000	231,525,000	243,101,250
Uganda Road Fund	950,000,000	997,500,000	1,047,375,000	1,099,743,750	1,154,730,938
Social Assistance Grant for Empowerment (SAGE)	700,000,000	735,000,000	771,750,000	810,337,500	850,854,375
Support To PLE	50,000,000	52,500,000	55,125,000	57,881,250	60,775,313
Youth Livelihood Programme (YLP)	650,000,000	682,500,000	716,625,000	752,456,250	790,079,063
Project For Restoration of Livelihood in Northern Region (PLRENOR)	700,000,000	735,000,000	771,750,000	810,337,500	850,854,375
Neglected Tropical Disease(NTDs)	40,000,000	42,000,000	44,100,000	46,305,000	48,620,250
Agriculture Cluster Development Project (ACDP)	6,000,000,000	6,300,000,000	6,615,000,000	6,945,750,000	7,293,037,500
Sub Total	9,290,000,000	9,754,500,000	10,242,225,000	10,754,336,250	11,292,053,063
Total	46,940,708,000	47,733,243,400	48,919,905,570	49,215,900,849	50,626,695,892



5.2 *Summary of Funding by Source for the Five Years*

5.2.1 Central Government Transfers

Central government will continue funding the District Local Government through conditional, unconditional and equalization grants just like any other LG in Uganda. Local governments are considered at the frontline in service delivery and in achieving the objectives of the National Development Plan.

Therefore, the funds to support local governments to implement their priority investments are provided for in the national budget. These funds will be released according to planned activities and will be remitted directly from the center to the local governments through the vote functions for implementation of planned activities.

5.2.2 Local Revenue

The District Local Government shall use her mandate to raise and mobilize local revenues from specified sources in order to finance the priority service delivery expenditures in the development plan through the annual budgets and work plans. The district's local revenue contribution to the overall budget in 2019/2020 FY has been estimated at 1.8%.

The district has mainly two major sources of local revenues namely, taxes and non-taxes. Under taxes, the major active local revenue sources have been Local Service Tax, application fees, public health licenses, liquor licenses and other licenses. While for non-taxes, the main active sources included; rent-non produce assets, sale of produce government assets and sale of non-produce assets, rent/rates of produce assets, park fees, property related fees, animal/crop husbandry fees, registration of business, market/gate charges, agency fees and other fees and charges.

Table 52: Details of District Local Revenue Budget Estimates by Source 2020/2021-2024/2025

Local Revenue	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Taxes					
Local Hotel Tax	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013
LST	100,000,000	105,000,000	110,250,000	115,762,500	121,550,625
Land Fees	50,000,000	52,500,000	55,125,000	57,881,250	60,775,313
Occupational Permit	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506
Application Fees	30,000,000	31,500,000	33,075,000	34,728,750	36,465,188
Business License	35,000,000	36,750,000	38,587,500	40,516,875	42,542,719
Liquor license	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013
Other license	3,000,000	3,150,000	3,307,500	3,472,875	3,646,519
Rent and Rates	20,000,000	21,000,000	22,050,000	23,152,500	24,310,125
Property Rates	4,000,000	4,200,000	4,410,000	4,630,500	4,862,025
Park Fees	40,000,000	42,000,000	44,100,000	46,305,000	48,620,250
Adverts and	5,000,000	5,250,000	5,512,500	5,788,125	6,077,531
Animal and Crop	42,000,000	44,100,000	46,305,000	48,620,250	51,051,263
Business Registration	15,000,000	15,750,000	16,537,500	17,364,375	18,232,594



Agency Fees	42,700,000	44,835,000	47,076,750	49,430,588	51,902,117
Market Fees	200,000,000	210,000,000	220,500,000	231,525,000	243,101,250
Interest On private Entities	150,000,000	157,500,000	165,375,000	173,643,750	182,325,938
Other Fees	20,000,000	21,000,000	22,050,000	23,152,500	24,310,125
Miscellaneous	5,000,000	5,250,000	5,512,500	5,788,125	6,077,531
Total	766,700,000	805,035,000	845,286,750	887,551,088	931,928,642

5.2.3 Donor Support

The District Local Government expects development partners to support its efforts in funding the implementation of this development plan. The district will approach and engage the current development partners in a dialogue to continue providing support under funding modalities agreed upon. While the district will also ensure that more efforts are put in identification and lobbying for additional partners or donors through partners' coordination meetings. All partners operating in the district will have to register with the office of the District Community Development Officer (DCDO) and Memorandum of Understandings (MoUs) will be signed with all of them to ensure that their interventions are in line with the approved five-year development plan priorities and to commit them to report their off-budget support to the district.

Table below presents some of the major donor programmes that are expected to continue supporting the development initiative in the district.

Table 53: DDP III Donor Support 2020/2021-2024/2025 Implementation

Donor	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
UNICEF	60,000,000	63,000,000	66,150,000	69,457,500	72,930,375
TASO	310,000,000	325,500,000	341,775,000	358,863,750	376,806,938
GAVI	180,000,000	189,000,000	198,450,000	208,372,500	218,791,125
WHO	160,000,000	168,000,000	176,400,000	185,220,000	194,481,000
Total	710,000,000	745,500,000	782,775,000	821,913,750	863,009,438



CHAPTER SIX

6.0 LOCAL GOVERNMENT DEVELOPMENT PLAN MONITORING AND EVALUATION FRAMEWORK

Monitoring is basically information collection and evaluation does the analysis of the data so collected to detect good and bad practices for corrective action. The District Planner will champion the monitoring and evaluation process and will do the analysis and respective reporting. He will provide the monitoring variables, checklist and steer the course of the activity direction for action by all the concerned stakeholders. The table below illustrates the M&E strategy for action;

6.1 LGDP Main M&E Events

Table 54: LGDP Main M&E Events

No	Main M&E Event	Purpose and description	Output	Lead agency	Other key actors	Time frame
1	LGDP Annual Performance Review	Internal review of LGDP implementation (Programmes, interventions and projects)	Local Government Annual Performance Report	HLG/TC	LG Stakeholders	Annually, September
2	Alignment of BFPs and budgets to the LGDP	Align BFP with the LGDP (Alignment) following communication of the 1st BCC to HODs and LLGs and	- BFP	Accounting Officer, Planning Department	MoFPED, NPA, TPC Members and other LG stakeholders	Oct-November
3	Budgeting and Financial Planning	Circulate 2nd Budget Call Circulars to commence the budget preparation process	Annual Budget Estimates - Performance Contracts - Annual Work Plan	SACAOs, Planning and Finance Departments	MoFPED, NPA, TPC Members and other LG stakeholders	Annual, March-May



4	Statistics Production and use in the DDP implementation	Basis for ex-ante, midterm, terminal and ex-post line assessment of the LGDP progress	Statistical abstracts and Quarterly Progress Reports	UBOS, MoFPED	OPM, NPA, MFPED, other MDAs as well as LGs	Annually, quarterly
	LGDP Mid-Term Review	Assess mid-term progress of LGDP and projects and programmes to ensure consistency of implementation with overall focus and objectives	LGDP mid-term review reports	LG	NPA, MDAs, MFPED, OPM, LGs, private sector, CSOs	January-June 2023
5	LGDP end Evaluation	Assess end-term evaluation of LGDP including projects and programmes	LGDP end evaluation reports	LG	MDAs, MFPED, OPM, LGs, private sector, CSOs	June 2025



6.1.2 LGDP Monitoring and Evaluation Matrix:

Table 55: LGDP Monitoring and Evaluation Matrix:

No	Department	Activities	Objectively verifiable indicators	Means of Verification	Critical factors	Responsibility Centre
1a	Works-low-cost seal/Community access Roads	Rehabilitation and periodic maintenance of roads in the district	-Number of kms of roads worked on - Contracts for road works awarded to successful bidders	Monitoring reports on road works awarded	-Funds are available - Good will among political & administrative officials to support the works	DE SoW CAO CFO
1b	Works-Water	Provision of safe water sources to identified needy communities	-Number of water sources completed & in use -Contracts for water drilling awarded	-Monitoring reports on civil works accomplished -Number of water sources in use	-Funds are available - Good will among political & administrative officials to support water provision -Communities willing to adhere to the 6 minimum requirements for accessing	DWO DE CAO CFO



					water	
2	Health	<ul style="list-style-type: none">-Strengthening village health workers to promote preventive health care at village level- Execution of planned civil works especially maternity and OPDs and New HCs construction and rehabilitation	<ul style="list-style-type: none">-Community mobilisation for health meetings being held at village level-Contracts awarded for completion of maternities-Returns from Health units on drug distribution	Monitoring reports on programmes and activities executed	Funds available	District Engineer DHOs CAO
3	Education	<ul style="list-style-type: none">-Improving the school learning environment through construction of teachers houses, classrooms, provision of desks & scholastic materials	<ul style="list-style-type: none">- Number of teachers houses & classrooms built-Desks supplied to schools-Pit latrines constructed	Monitoring reports on construction and supplies	Funds adequate & time available	DEO DIS Sec EDUC CAO
4	Production & Commerce	<ul style="list-style-type: none">-Provide effective & efficient	<ul style="list-style-type: none">-No of Demos in place-No of farmer groups trained	<ul style="list-style-type: none">-Reports from farmer groups-Monitoring reports on	<ul style="list-style-type: none">-Farmers adaptive to new technologies	Production Coordinator DAO



		extension services to farmers -Implement Rural Development Strategy (RDS) with the out of Poverty programme as an entry point	-No of improved planting & breeding materials distributed - Advisory service contracts awarded	production		DVO DFO
5	Community Development	-Implement Functional adult Literacy programme -mainstream Gender issues in all programmatic actions -Target PWDs & Youth in training for life skills - dialogue with CSOs on children rights and protection	-No of FAL circles conducted -Programs targeting various sections of the population in an equitable manner - No of women participating at decision level for a No of PWDs & Youth supported in life skills Contract award for Library works	-Quarterly reports of the FAL programme -Reports from FAL instructors -Minutes of meetings from various stakeholder groups Reports from the representatives of Youth & PWDs	-Funds available -PWDs & Youth have good will from the political & administrative officials - PWDs & Youths continue to highlight their issues in all development fora	DCDO ACDOs Gender Officer CAO
6	Planning	- Formulate and develop comprehensive district development	-No of Chiefs trained/mentored on planning -No of DTPC meetings held	-Reports on the capacity building/mentoring workshops -DTPC minutes -Outputs of DDP, BFP	- Substantive SCCs in place - Funds available - Good will for	D/Planner CFO Senior Planner CAO



		<p>plans, monitor and evaluate their implementation</p> <p>Build capacity for planning at district & S/C level</p> <ul style="list-style-type: none">- Mentor New SCCs on Planning issues- Produce DDP, BFP, AWP and Budget- Maintain up-to-date database- Execute the strategic planning function- Coordinate the district communication strategy with partners and CSOs on all the planned projects- Organise DTPC meetings- Produce service delivery standards and	<p>-Quality of DDP, BFP, Budget produced and approved</p> <p>-No of CSOs coordination meetings</p> <p>-No and mode of communication means used</p> <p>-No of sets of data collected</p>	<p>-Returns on LOGICS from departments to DPU</p>	<p>the planning process from the political & administrative officials</p>	
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		disseminate				
7	Finance	<ul style="list-style-type: none">-Prepare AWP&Bs-Prepare Final A/Cs-Prepare Monthly Financial returns-Train A/Cs staff in Financial mgt-Initiate LR enhancement strategies- Conduct Board of Survey	<ul style="list-style-type: none">-Annual budgets produced-Annual Final A/Cs-No. Enrolled Staff on Professional courses-LR performance-Board of Survey report	<ul style="list-style-type: none">-Council minutes approving AWP&Bs- Letter of submission of Annual Final A/Cs to Auditor General's office-No. Enrolled Staff on Professional courses & receipt of results thereof-LR performance review reports-Board of Survey report	<ul style="list-style-type: none">-Funds available-Timely utilisation & accountability of funds-Accounts staff available for training-LR sources properly & carefully determined in LR enhancement Plan	CFO SFO-Revenue SFO-Budget CAO
8	Internal Audit	<ul style="list-style-type: none">-carry out annual audit of all sub counties-Review & evaluation of Dept & sectors expenditure-Monitor all Programmes	<ul style="list-style-type: none">- monthly/Quarterly/Annual audit reports-Spot visits to various govt institutions	<ul style="list-style-type: none">- monthly/Quarterly/Annual audit reports-Spot visits to various govt institutions	<ul style="list-style-type: none">-Funds available to facilitate regular visits & audit to the various institutions	SIA Audit staff CFO CAO
9	Council	<ul style="list-style-type: none">-Formulate district dev't policies-Deliberate on all	<ul style="list-style-type: none">-Policies formulated & passed-Council meetings held-Motions moved to	<ul style="list-style-type: none">-Documented policies-Council minutes-Reports from Standing committees	<ul style="list-style-type: none">-Funds available-Committees active to	Clerk to Council CAO



		sector issues affecting the district and arrive at recommendations -monitor implementation of Council mandate by technical officers	challenge status quo in the positive direction		originate proposals to Council -Good will from both Technical & political officials	
10	Statutory Bodies	-Achieve effective & productive utilisation of land in the district -Recruit, discipline, retire staff -Examination of District expenditure to assure Value for money -Procure works, goods & services for the district	-Plots allocated -Public land surveyed -Trading centres surveyed & titled -Meetings of PAC held - Tender Awards made	-Monthly/Quarterly reports on allocation of land -Survey reports -Payments for plots made at the district Land board -Tender award minutes submitted to CAO for contract awards	-Funds available -Lack of undue interference in the functioning of the Boards & commissions either by technical staff or political leaders	Clerk to Council Secretary Land Board Secretary DSC Head District Contracts committee



6.2 Local Government Development Plan Monitoring and Evaluation Arrangements

The M&E plan will be developed with a full list of indicators per department, data collection methods, timelines and responsibilities. The M&E plan will also contain an evaluation plan detailing specific policy and programme reviews to be conducted during the life of this DDP. The schedule of national surveys by UBOS as key sources of information conducted in the five years will be included. Overall, M&E Strategy is in place but not performing to the expected standards because of inadequate funding. All institutions will be coordinated, conduct periodic performance reviews, share information with all stakeholders involved in the implementation process will be intensified during the period of implementation.

6.2.1 Local Government Development Plan Progress Reporting

This will be done periodically during District Joint Budget Performance Reviews on quarterly basis involving political leaders at all levels of governance, district and sub-county technical staff as well as Participating development partners at sectoral level. This allows making management decisions on course of action towards interventions under implementation. It should be noted that reporting requirements will largely include progress reports- quarterly and annual reports, emergency reports and donor specific reports where necessary. There are mainly of two processes namely; physical progress reporting and budget performance reporting

6.2.2 Joint Annual Review of Local Government Development Plan

This will be done during annual District Joint Budget Performance Reviews and district budget conference involving political leaders at all levels of governance, district and sub-county technical staff as well as Participating development partners. This allows to make planning and budgeting decisions regarding resource allocation where there mostly needed to avoid duplication of scarce resources. It's anticipated that this will involve desk review of planned activities and thereafter get evidence from the field. Annual joint review for all local level HDDP stakeholders will be organized in May/ June to review progress across all district activities. The review will be based on the cumulative quarterly performance reports produced by District Planning Unit as well as on the first-hand experiences shared by plan implementing agencies. The annual joint review meetings will be attended by representatives of Municipal and LLGs, CSOs, CBOs, CBOs, PSO, and selected citizens interest groups (youth groups, women groups, PLWAs, PLWD, etc)

6.2.3 Local Government Development Plan Mid-Term Evaluation

Midterm review of the district development plan for two and half years will be conducted through a highly participatory approach involving all stakeholders in the entire process. The following steps will be followed during the process;

1. Organize and facilitate a technical working group to review guidelines and tools that will be used during the midterm review.



2. Disseminate the midterm review guidelines and timeframe to technical planning committees both at LLG and district.
3. Departments will gather information required to compile their departmental achievements against the targets in response to the district overall goal. This will be done in consultation with LLGs and participating development partners.
4. Organize a technical planning committee that will review departmental reports. Development partners will be visited and consulted on development plan priority implementation for the period since 2020/21 - /2024/25.
5. The District Executive committee will convene and review the report for submission to council for approval.
6. The report will be presented to council for approval by Hon. Secretary for Finance, Planning, Administration and Investment.

District Midterm review reports will be presented to the district leadership and administrative machinery including the DTPC, DEC, and council. In addition, the report will also be discussed by the joint annual district review meetings.

6.2.4 Local Government Development Plan End of Term Evaluation

The end term evaluation review of the district development plan for the entire 5 years will be conducted through a highly participatory approach involving all stakeholders in the entire process. The steps to follow will be the same as above but here the period under review will be for 5 years and directly will inform the next development plan 2020/21 - /2024/25.

6.2.5 Local Government Development Plan Communication and Feedback Strategy

Development planning is a requirement by law and a necessary condition for any development concern which therefore, calls for a collective effort from the District Council, Technical Staff, Development Partners, CSOs and stakeholders. Also, by being cognizant with the fact that the DDP is an advocacy tool for funding and that any external support from any source to the district is based on the priorities captured in the DDP. To achieve these all demands stakeholder diligence and optimal mental effort investment in arriving at the DDP which clearly spells out all the development gaps with a higher chance of attainment within the reachable resources for a better living and service delivery in the district.

The communication strategy in lieu of the above becomes a must application and if poorly coordinated coupled with multiple gaps, the plan with all its strategies will not live to its objectives.

This strategy will strive to ensure that the actors of development and development partners including CSOs in the district are made aware of their roles, public and government expectation from them, their mandates and work guidelines according to the local government devolved decentralised administrative structures. This will be done to ensure that they are aware among many of the following;



- i. National objectives and strategies
- ii. NDP priority interventions that are directly relevant to the local government
- iii. Dialogue promotion and performance reporting
- iv. Chain of command and work executions

Communication plays a vital role in providing knowledge, changing people's attitudes and norms. It can play an important role in initiating or accelerating the changes that are already underway as well as in reinforcing and supporting change that has occurred. Effective communication can also result in supportive policies, positive legislature and increased resource allocation. To be effective, strategy must take three factors into account simultaneously and these include; your goals and objectives, Operational constraints and imperatives i.e., things you must do and things you cannot do and Pertinent conditions in the environment. The district will employ five Management Decisions to ensure that each stakeholder is reached and these include;

1. **Audience:** Who should access the information
2. **Behavior:** What behavioral change is necessary
3. **Messages:** Only appropriate messages should be considered
4. **Channels:** Right media and time should be used
5. **Evaluation:** Success or failure need to be estimated

An effective Communication strategy is an essential element of the DDP implementation and monitoring and evaluation frameworks. With regard to DDP implementation framework, it is crucial that all stakeholders in the DDP process are adequately informed and mobilized to understand and comply with the district vision, objectives, the targeted long-term outcomes and the strategic directions pursued in the DDP. But an effective Communication strategy will also serve to actualize the required bottom-up influences presumed in the DDP conceptual framework where local government priorities are expected to inform the selection of national sector development priorities.

With regard to the monitoring and evaluation framework an effective communication strategy will facilitate the transmission of monitoring and evaluation findings and recommendations to the respective centres where actions can be taken to address the issues that will be raised. Consequently, DDP formulation at both the district and Municipality and LLG levels will include a description of the communication strategies that should:

- Community sensitisation on all the planned projects in the DDP through the sub county local government administrative structures
- Outline the objective/goals of the communication,
- Identify stakeholders,
- Define key messages,
- Invitation of the media whenever mandated documents like the BFP, DDP, LREP, CBG, BUDGET etc are being tabled before the District Council for approval
- Hold radio talk shows about planned DDP interventions and the attained progress on quarterly basis
- Make use of the service delivery notice boards at all level of HLGs and LLGs to display the planned interventions and progress for public viewing
- Quarterly review meetings with CSOs and development partners



- Pinpoint potential communication methods and vehicles for communicating information for a specific purpose, and specify the mechanisms that will be used to obtain feedback on the strategy.
- Integrate development partners workplans in to the DDP
- Demand for declaration of workplans to the district by all CSOs and development partners
- Promote dialogue and opinion interface with the public
- Quarterly progressive reporting to the line ministries

6.2.6 The Importance of an effective Communication and feedback strategy in the DDP framework

There are a number of merits that a communication strategy in the DDP framework will serve. The major ones include:

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



CHAPTER SEVEN

7.0 ANNEXURE

7.1 annex 1: Project profiles

PROJECT ONE: Education Sector Improvement Project
Programme: Human Capital Development
Objectives: To improve on pupils numeric and literacy skills
Output: 3 seed schools constructed, twenty 5-stance pit latrines constructed, 6 Teachers Houses constructed, 600 desks procured, 4 computers procured, eight 2-classrooms blocks constructed, 4 classrooms rehabilitated
Type of Project: Civil works/Skills/ICT
Location: District Wide
Project Cost: UG SHS 5.42bn
Project Budget Line/Funding Source : DDEG/Sector development grants
Central Government Contribution ; Ugx: 5.42bn
Donor Contribution; Ugx: NIL
Local Government/Revenue Contribution; Ugx: NIL
Community Contribution; NIL
Funding Gap:
Method of Project Identification : Demand Driven/POCC Analysis
Implementing Agency : Soroti DLG
Department: Education : Sub County/Division: SOROTI
Sub sector : Education
Project Planned or Not : PLANNED
Start & completion date : July 2021 – June 2025
Project Duration: 5 years
Service Provider: Prequalified/Bided
Method of Sourcing the Service Provider: SELLECTIVE BIDDING
Project Management: District Engineer/DEO
Project Financing Mode: EFT
Background: Poor performance and low quality of education in the region calls for strategic action hence project design and inception
Technical Description: Details will be provided in the BoQs/Item specifications
Plan of Operation: District Engineer will be the project supervisor and user departments respectively will appoint project managers
Project Monitoring Framework: The District Technical Planning Committee, District Planner and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for



respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

Immediate Beneficiaries: Community

PROJECT TWO: Service Delivery Improvement Project

Programme: Public Sector Transformation

Objective: To motivate staff to effectively perform their roles

Output: Headquarter office block constructed, new district headquarters office site identified and developed, 5 staff facilitated to undertake career courses training, 10 ICT equipment/software procured, 2 vehicles procured, 20 sets of furniture procured, 7 admin units created and constructed, 1 Town Council created and constructed, sports stadia constructed, 6 staff compensated.

Type of Project: Civil works/Skills/ICT/Service

Location: District Wide

Project Cost: UG Shs 14.8bn

Project Budget Line/Funding Source: DDEG/Sector development grants

Central Government Contribution; Ugx: 14.8bn

Donor Contribution; Ugx: NIL

Local Government/Revenue Contribution; Ugx: NIL

Community Contribution; NIL

Funding Gap:

Method of Project Identification: Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Admin : Sub County/Division: SOROTI

Sub sector : Admin

Project Planned or Not : PLANNED

Start & completion date : July 2021 – June 2025

Project Duration: 5 years

Service Provider: Prequalified/Bided

Method of Sourcing the Service Provider: SELLECTIVE BIDDING

Project Management: District Engineer

Project Financing Mode : EFT

Background: Service delivery gaps and coordination

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: District Engineer/Deputy CAO will be the project supervisor and user departments respectively will appoint project managers

Project Monitoring Framework: The District Technical Planning Committee, District Planner and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The



District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

Immediate Beneficiaries: Community

PROJECT THREE: Health Sector Improvement Project

Programme: Human Capital Formation

Objective: To provide easy access to healthcare services.

Output: 2 HCIIIs constructed, 10 placenta pits constructed, 5 OPDs constructed, 6 staff houses constructed, 2 HCIIIs rehabilitated, 4 general wards constructed, 1 HC constructed 4 HCIIIs connected to NWSC water grid, 2 district ambulance vans procured, 8 computers procured, 3 OPDs/Wards renovated, 4 staff compensated.

Type of Project: Civil works/Skills/ICT/Service

Location: District Wide

Project Cost: UG Shs 6.44bn

Project Budget Line/Funding Source: DDEG/Sector development grants

Central Government Contribution; Ugx: 6.44bn

Donor Contribution; Ugx: NIL

Local Government/Revenue Contribution; Ugx: NIL

Community Contribution; NIL

Funding Gap:

Method of Project Identification: Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Health : Sub County/Division: SOROTI

Sub sector : Health

Project Planned or Not : PLANNED

Start & completion date : July 2021 – June 2025

Project Duration: 5 years

Service Provider : Prequalified/Bided

Method of Sourcing the Service Provider: SELLECTIVE BIDDING

Project Management : District Engineer/DHO

Project Financing Mode : EFT

Background: High infant/maternal mortality, diseases prevalence, limited access to health data and services calls for medical coordination and effective health delivery services

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: District Engineer will be the project supervisor and user departments respectively will appoint project managers



Project Monitoring Framework: The District Technical Planning Committee, District Planner and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

Immediate Beneficiaries: Community

PROJECT FOUR: Production Sector Improvement Project

Programme: Agro - Industrialisation

Objective: To improve agricultural production and productivity for reliable market links.

Output: 1 dam desilted, 150 SACCOs formed, 25 cooperative societies revived and strengthened, 5 cattle crushes constructed, 350 SACCOs sensitized on value chain, 54 parishes sensitised on food security and nutrition, 6 slaughter slabs constructed, 3 cattle dips constructed, fisheries regulation/vermin control/crop disease control and tsetse vector control conducted, 4 computers procured, 3 sets of furniture procured and 4 water sheds protected, 3 Micro Scale Irrigation Schemes Set Up, 4 Demo sites established, 1500 farmers sensitised and empowered in modern agro process skills

Type of Project: Civil works/Skills/ICT/Service

Location : District Wide

Project Cost : UG Shs 8.5bn

Project Budget Line/Funding Source : DDEG/Sector development grants

Central Government Contribution : Ugx: 8.5bn

Donor Contribution; Ugx : NIL

Local Government/Revenue Contribution; Ugx: NIL

Community Contribution : NIL

Funding Gap:

Method of Project Identification: Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Production : Sub County/Division: SOROTI

Sub sector : Production

Project Planned or Not : PLANNED

Start & completion date : July 2021 – June 2025

Project Duration : 5 years

Service Provider: Prequalified/Bided

Method of Sourcing the Service Provider: SELECTIVE BIDDING

Project Management: District Engineer/DPO

**Project Financing Mode :** EFT

Background: Agricultural production inefficiency, pests and diseases prevalence, low yield and subsistence nature of agriculture calls for more efficient and scientific approach to better production and value addition for export regional market access

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: District Engineer/Production Coordinator will be the project supervisor and user departments respectively will appoint project managers

Project Monitoring Framework: The District Technical Planning Committee, District Planner and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

PROJECT FIVE: Roads Sector Improvement Project

Programme: Transport and infrastructure development

Objective: To improve community access and connectivity

Output: 5 equipment's repaired and serviced, 5 computers procured, 8 rural roads constructed and rehabilitated, 2 low-cost seal roads constructed, 8 roads routinely and mechanically maintained, 1 Town Council roads constructed with low-cost seal technology, 2 vehicles procured.

Type of Project: Civil works/Skills/ICT/Service

Location: District Wide

Project Cost: UG Shs 7.13bn

Project Budget Line/Funding Source: DDEG/Sector development grants/URF/DANIDA

Central Government Contribution : Ugx: 7.13bn

Donor Contribution; Ugx: NIL

Local Government/Revenue Contribution : Ugx: NIL

Community Contribution; NIL

Funding Gap:

Method of Project Identification : Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Roads : Sub County/Division: SOROTI

Sub sector: : Works

Code : 07a

Project Planned or Not : PLANNED

Start & completion date : July 2021 – June 2025

Project Duration: 5 years

Service Provider: Prequalified/Bided



Method of Sourcing the Service Provider: SELLECTIVE BIDDING

Project Management: District Engineer

Project Financing Mode: EFT

Background: Service delivery gaps and coordination

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: District Engineer/Production Coordinator will be the project supervisor and user departments respectively will appoint project managers

Project Monitoring Framework: The District Technical Planning Committee, District Planner and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

Immediate Beneficiaries: Community

PROJECT SIX: Natural Resources Sector Improvement Project

Programme: Environment, Natural Resources and climate change

Objective: To enhance natural resources management and bio sphere protection

Output: 60,000 seedlings procured, 15 Trading centres planned and surveyed, 20 government pieces of land surveyed and titled, 4 wetlands marked and demarcated, 4 forest reserves protected, 1 staff trained in land management policy and regulation

Type of Project: Civil works/Skills/ICT/Service

Location: District Wide

Project Cost: UG Shs 400m

Project Budget Line/Funding Source: DDEG/Sector development grants

Central Government Contribution; Ugx: 400m

Donor Contribution; Ugx: NIL

Local Government/Revenue Contribution; Ugx: NIL

Community Contribution; NIL

Funding Gap:

Method of Project Identification: Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Natural Resources : Sub County/Division: SOROTI

Sub sector: : Environment/Forestry

Project Planned or Not: PLANNED

Start & completion date: July 2021 – June 2025

Project Duration: 5 years



Service Provider: Prequalified/Bided

Method of Sourcing the Service Provider: SELECTIVE BIDDING

Project Management: DNRO

Project Financing Mode: EFT

Background: Degenerating environment and poor natural resources management calls for a regulated approach to natural resources consumption and management

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: District Natural Resources Officer will be the project supervisor and user departments respectively will appoint project managers

Project Monitoring Framework: The District Technical Planning Committee, District Planner, District Natural Resources Officer and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

Immediate Beneficiaries: Community

PROJECT SEVEN: Community Development Improvement Project

Programme: Community Mobilisation and Mindset Change

Objective: To influence attitude and mindset change for socio economic transformation

Output: 400 community welfare groups created, empowered and supported, 150 juveniles rehabilitated and resettled, 50-wheel chairs procured, 4 computers procured, 4 sets of furniture procured, 50 disability and 60 women groups mobilised, empowered and facilitated as mindset champions.

Type of Project: Skills/ICT/Service

Location: District Wide

Project Cost: UG Shs 1.03bn

Project Budget Line/Funding Source: DDEG/Sector development grants

Central Government Contribution; Ugx: 1.03bn

Donor Contribution; Ugx: NIL

Local Government/Revenue Contribution; Ugx: NIL

Community Contribution; NIL

Funding Gap:

Method of Project Identification: Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Community : Sub County/Division: SOROTI

Project Planned or Not: PLANNED



Start & completion date: July 2021 – June 2025

Project Duration: 5 years

Service Provider: Prequalified/Bided

Method of Sourcing the Service Provider: SELLECTIVE BIDDING

Project Management: DCDO

Project Financing Mode: EFT

Background: Service delivery gaps and coordination

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: District Natural Resources Officer will be the project supervisor and user departments respectively will appoint project managers

Project Monitoring Framework: The District Technical Planning Committee, District Planner, DCDO and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

Immediate Beneficiaries: Community

Project Eight: Management Performance Improvement Project

Programme: Development Plan Implementation

Objective: To effectively and efficiently manage the defined strategic direction

Output: 3 benchmarking/study tours conducted, ICT equipment procured, Software development and management, 10 sets of furniture procured, 3 vehicles and 10 motorcycles procured, 3 staff trained in M&E/Project Management, 1 Generator Procured

Type of Project: Skills/ICT/Service

Location: District Wide

Project Cost: UG Shs 1.02bn

Project Budget Line/Funding Source: DDEG/Sector development grants

Central Government Contribution; Ugx: 1.02bn

Donor Contribution; Ugx: NIL

Local Government/Revenue Contribution; Ugx: NIL

Community Contribution; NIL

Funding Gap:

Method of Project Identification: Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Planning : Sub County/Division: SOROTI

Project Planned or Not : PLANNED



Start & completion date: July 2021 – June 2025

Project Duration: 5 years

Service Provider: Prequalified/Bided

Method of Sourcing the Service Provider: SELLECTIVE BIDDING

Project Management: DCDO

Project Financing Mode: EFT

Background: Service delivery gaps and coordination

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: The District Planner will be the project supervisor and user departments respectively will appoint project managers

Project Monitoring Framework: The District Technical Planning Committee, District Planner, and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

Immediate Beneficiaries: Community

PROJECT NINE: Water Sector Improvement Project

Programme: Environment, Natural Resources and climate change

Objective: To effectively and efficiently manage the defined strategic direction

Output: 40 boreholes drilled, 20 boreholes rehabilitated, 20 water sources protected, 4 RGCs constructed, 40 WATSAN Committees formed and trained on water sources management

Type of Project: Civil/Skills/ICT/Service

Location: District Wide

Project Cost: UG Shs 2.2bn

Project Budget Line/Funding Source: DDEG/Sector development grants

Central Government Contribution; Ugx: 2.2bn

Donor Contribution; Ugx: NIL

Local Government/Revenue Contribution; Ugx: NIL

Community Contribution; NIL

Funding Gap:

Method of Project Identification: Demand Driven/POCC Analysis

Implementing Agency : Soroti DLG

Department: Water : Sub County/Division: SOROTI

Project Planned or Not : PLANNED

Start & completion date : July 2021 – June 2025



Project Duration: 5 years

Service Provider: Prequalified/Bided

Method of Sourcing the Service Provider: SELECTIVE BIDDING

Project Management: Water Officer

Project Financing Mode: EFT

Background: Average distance to water sources not at 0.5km hence need for more water sources

Technical Description: Details will be provided in the BoQs/Item specifications

Plan of Operation: The Water Officer will be the technical officer and District Engineer will be the project supervisor

Project Monitoring Framework: The District Technical Planning Committee, District Planner, Water Officer and the District Engineer will monitor the project monthly & prepare a progress report that will be used to rectify aspects that are going as planned. The District Engineer will prepare a report on the technical progress of the project for respective sectors. Joint monitoring with political leadership will be done and resolved actions for corrective direction will be implemented by CAO

Key Project Stakeholders: Technical and Political Staff

- **Immediate Beneficiaries:** Community

**ANNEX 2: LGDP Results and Reporting Framework****Table 56: Results and Reporting Framework**

Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
Goal: Increase Average Household Incomes and Improve the Quality of Life of the people in Soroti District	Increased life expectancy	Life expectancy at birth	58	60	62	64	66	68
	Reduced population growth rate	Population growth rate	3.2	3.0	2.8	2.6	2.4	2.2
	Reduced under population poverty	Proportion of population below poverty line	60	55	50	45	40	35
Objectives	Sustainable industrialization for inclusive growth employment and wealth creation							
1. Enhance value addition in key growth opportunities	1. Establish agro – processing incubation hub in the district value 2. Increased number of value addition jobs 3. Reduction in the percentage of household's dependants on subsistence agriculture as main source of livelihood 4. Built technical capacity of the farmers on value addition 5. Establish and sustain value chain development for the most valuable enterprises in the district 6. Promote input dealer - producer – processors partnership	Number of agro-proc incubation hubs oper;	00	01	02	02	04	05
		Number of value addition jobs (formal and informal)	20	198	368	1500	2000	5000
		Reduced percentage of subsistence farmers	87%	62%	55%	49%	35%	25%
		Knowledgeable and skilled number of farmers	157	350	600	1200	4500	8900
		Number of value chain enterprises developed	02	10	12	16	20	25
		Number of partnerships formed	00	02	05	10	12	20
	1. Increase area covered by wetlands 2. Promote sustainable land and environmental management practices	Increase in wetland cover	8	10	12	14	16	18
		Increase in forest cover	7	10	13	16	19	22



Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
	3. Increase land area covered by forest							
	1. Increase water samples complying with national standards	Proportion of water samples tested complying with national Standards	73	78	83	88	93	98
	2. Increase clean and safe water supply within the district	Proportion of population accessing safe and clean	75	80	85	90	95	100
2. Strengthen private sector capacity to drive growth and create jobs	1. Reduce sector informal contribution to local	Reduced youth unemployment	80	70	60	50	40	30
		Number of new enterprises developed and functional	0	5	10	15	20	25
	2. Increase the proportion of public contracts and sub contracts awarded to local firms	Number SACCOs registered and Functional	1	2	3	4	5	6
		Total Savings in the Registered SACCOs as a percentage in the district budget	3	5	7	9	11	13
		3. Increase the product of local firms sold outside the district						
		4. Increase volume of loans from the Local SACCOs to the local private sector						
3. Consolidate and increase stock and quality of productive infrastructure	1. Increase ICT penetration in the district.	Number of secondary schools with access to internet broad band	0	0	2	4	6	8
		2. Increase the proportion of population accessing services online						
	3. Increase proportion of government services online	Number of primary schools with access to internet broad band	0	0	4	8	12	16
		4. Reduce average travel						



Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
	time within and without the district	Number of Sub-counties & Town Council	0	0	1	3	4	6
	5. Reduce unit cost of building transport infrastructure especially roads	with access to internet broad band						
	6. Increase average infrastructure life span especially (Urban paved roads, District Roads and Community Access Roads	Percentage of population that have access to internet	4	8	12	16	20	24
	7. Decrease the urban unemployment rate	Number of health centres with access to internet broad band	1	2	3	4	5	7
	8. Decrease the percentage of urban dwellers living in slums and informal settlement	Upgrading Urban roads to paved Standards	0	2	4	6	8	10
	9. Increase the proportion of surveyed land	Rehabilitation of District Feeders	0	10	15	20	25	30
	10. Improve the efficiency of solid waste collection	Upgrading Community Access roads to District Roads	0	5	10	15	20	30
		Improving road bottlenecks within the Community Access Roads	0	50	80	110	140	170
		Proportion of the urban population employed in gainful and sustainable jobs	0	8	10	12	14	16
		Proportion of rural growth centres with physical planning	0	3	6	9	12	15
		Proportion of institutions (Schools, Health and sub-county headquarters) surveyed and	0	9	17	25	33	42



Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
		titled						
		Solid and liquid waste management sites identified and Developed	0	1	2	3	4	5
1. Increase productivity, inclusiveness and wellbeing of the population	1. Climate smart technology demonstration and multiplication centres established	Small scale farmers supported on climate smart agriculture	0	40	40	40	40	40
		No. of parishes with extension workers	34	35	35	35	34	34
	2. Extension workers recruited up to parish level	Proportion of filled positions in agricultural extension functional structure	16.4	33.3	50.2	67.1	83.6	100
		Proportion of Households receiving improved agriculture technologies	3,500	5,326	5,326	5,326	5,326	5,326
	4. Farmers provided with improved technologies	No of Demonstrations sites for the different value chain innovations established	0	8	8	8	8	8
		5 Micro and small-scale irrigation systems constructed by 2025	1	1	1	1	1	1
	6. Complete the irrigation schemes under construction/rehabilitation.	Proportion of farmers receiving quality inputs	10%	10%	10%	10%	10%	10%
		Proportion of input dealers dealing in quality inputs	20%	20%	20%	20%	20%	20%
	7. Construct new irrigation schemes.	5 New valley tanks/farm ponds constructed by 2025	0	1	1	1	1	1
		3 valley dams rehabilitate by 2025	0	1	1	1	0	0



Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
	8. Setup and equip farm service centers within the public service e-service centers for bulk input procurement, storage and distribution	6 Motorised production wells drilled for water for agriculture production	0	2	1	1	1	1
	9. Setup and equip farm service centers within the public service e-service centers for bulk input procurement, storage and distribution	500 Community based water user association formed for management system for water for agriculture production developed	0	100	100	100	100	100
		500 water user association trained by 2025	0	100	100	100	100	100
		2 Pond based aquaculture park in the district	0	1	1	0	0	0
	10. Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties	Capacity of 500 farmer groups enhanced	0	125	125	125	125	125
		600 Farmer groups supported with inputs and machinery	0	150	150	150	150	150
		Empower youth to form cooperatives.	0	1	1	1	1	1
	11. Develop infrastructure and services for bulk water storage and transfer including water abstraction systems, transmission mains, water pumping systems, storage tanks, water distribution networks.	207 Competent staff recruited and trained at Local Government level	34	35	35	35	34	34
		207 Local government staff trained in crop pest and animal disease surveillance, diagnostics and control	34	35	35	35	34	34
		5 Staff trainings in regulation of movement of planting materials, fisheries and live animals to reduce spread of pests and diseases	0	1	1	1	1	1



Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
	12. Sensitize farmers on the benefits of cooperating	No. of procured doses of vaccines distributed for state-controlled diseases.	15,000	25,000	25,000	25,000	25,000	25,000
		10% of farmers aware and using agro-forestry	0	2%	2%	2%	2%	2%
		Increase the proportion of families, citizens and communities informed about national and community Programmes	0	1	2	2	2	1
	13. Develop human capacity for management of pests, vectors and diseases	1 Cereal processing and value addition facilities established	0	1	1	0	0	0
		Construction of 5 post-harvest handling and storage facilities on identified land, and provision of suitable equipment	0	1	1	1	1	1
		100 CARs Rehabilitated	0	20	20	20	20	20
	14. Introduce and upscale Agro-forestry for mitigation and climate resilience target and action							
	15. Promote an exchange programme for farmers engaged in agro processing industries and value chain		2	1	1	1	1	1



Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
	16. Rehabilitation of community access roads	Number of LED initiatives established by LG and functional	0					
	17. Strengthen systems for management of pests, vectors and diseases		0					
	18. Increase access and use of water for agricultural production							
	19. Equipping all schools lagging behind the district and national average requirements							
	20. Strengthen farmer organizations and cooperatives.							
	21. Improve skills and competence of agriculture labour force both technical & managerial							
	22. Strengthen Community Based Management Information System							
5. Strengthen the role of the District Local Government in development	1. Develop Strategic Local Economic Development Plan		0	3	4	5	6	7
	2. Strengthen Local Revenue Mobilization and	Percentage of local revenue to the district budget	1.7	1.9	2	3	4	5



Category (Level of Results)	Key Result Area (KRA)	Indicators	Baseline 2019/20)	Soroti District Targets				
				2020/21	2021/22	2022/23	2023/24	2024/25
	management 3. Scale up civic education	Increase the percentage of the population participating in electoral process	50	60	70	80	90	100
		Increase percentage of youth engaged in district and national projects/ Programmes and services	30	35	40	45	50	55

Annex 3: Adaptation of Programme Objectives and Outcomes

Table 57: Adaptation of Programme Objectives and Outcomes

Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Programme	Agro-industrialization						
Programme objective (s)	To increase commercialization and competitiveness of agriculture production and agro processing						
Establish agro – processing incubation hub in the district value	Number of agro-processing incubation hubs operational	00	01	Establish agro – processing incubation hub in the district value	Number of agro-processing incubation hubs operational	00	05
	Number of farmers graduated from the incubation hub	00	100	200	Number of farmers graduated from the incubation hub	00	1500
	Availability of affordable	00	04	10	Availability of	00	45



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	processing equipment for farmers				affordable processing equipment for farmers		
	Number of high value enterprises processed in the hub sorghum produced	00	05	08	Number of high value enterprises processed in the hub sorghum produced	00	21
Promote input dealer - producer – processors partnership	Number of partnerships formed	00	02	Promote input dealer - producer – processors partnership	Number of partnerships formed	00	20
	Number of high-quality farm input stores established by the dealers within the district	01	04	06	Number of high-quality farm input stores established by the dealers within the district	01	12
	Number of registered contracts for input supplies	00	03	07	Number of registered contracts for input supplies	00	25
	Number of tonnes of locally processed products	01	06	09	Number of tonnes of locally processed products	01	21
Increased number of value addition jobs	Number of persons employed In milk preserving and	04	15	Increase d number	Number of persons employed In milk preserving	04	55



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	processing facilities			of value addition jobs	and processing facilities		
	Number of persons employed in Rice Hauler facility	20	45	100	Number of persons employed in Rice Hauler facility	20	300
	Number of persons employed In apiary product processing	0	5	19	Number of persons employed In apiary product processing	0	75
	Number of persons employed in Grinding mill facilities	15	30	65	Number of persons employed in Grinding mill facilities	15	246
	Number of persons employed in fruit processing/ preservation facilities/ solar driers	0	08	36	Number of persons employed in fruit processing/ preservation facilities/ solar driers	0	105
1. Reduction in the percentage of households dependent on subsistence agriculture as main source of livelihood	Percentage of the farmers reliant on subsistence farming	87%	62%	Reduction in the percentag e of household s dependent on subsistenc e agricultur	Percentage of the farmers reliant on subsistence farming	87%	25%



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
				e as main source of livelihood			
	Proportion of households having marketable surplus	13%	38%	45%	Proportion of households having marketable surplus	13%	75%
<ul style="list-style-type: none"> Built technical capacity of the farmers on value addition 	Number of farmers trained on apiary value addition Number of farmers trained on livestock value addition Number of farmers trained on crop resources value addition Number of farmers trained on fisheries value addition	250	460	2. Built technical capacity of the farmers on value addition	Number of farmers trained on apiary value addition Number of farmers trained on livestock value addition Number of farmers trained on crop resources value addition Number of farmers trained on fisheries value addition	250	3200
<ul style="list-style-type: none"> Establish and sustain value chain development for the most valuable enterprises in the district 	Number of value chain enterprises developed for: Apiary farming Livestock Crop Fisheries	02	10	3. Establish and sustain value chain development	Number of value chain enterprises developed for: Apiary farming Livestock Crop Fisheries	02	25



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
				nt for the most valua ble enter prises in the distri ct			
Program	Tourism Development						
Programme objective (s)							
Promote local tourism in the district	Increased number of tourism products such as recreational areas	2	4	6	8	10	12
	The number of community members visiting district tourist sites increases	0	28	34	40	46	52
	Increased number of updates on the district websites, social media about tourism	0	12	36	60	84	104
	Increased number of hotels	1	2	3	4	5	6
Support private sector to train skilled personnel required for tourism chain	Improved level of hospitality for the tourists.	0	30	50	60	70	80
Increase the stock and quality of tourism infrastructure within the district	Increased number of households benefiting from tourism sector.	40	90	140	190	240	290
Develop and diversify tourism products and services	Increased local revenue collected	UGX:1.8M	UGX:5M	UGX:10M	UGX:15M	UGX:20M	UGX:25M



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	Increased number of talk shows on tourism activities at the district	0	4	12	16	20	24
Programme	Environment, Climate Change and Natural Resources Management						
Programme objective (s)	To stop and reverse degradation water resources, environment/natural resources as well as effect climate change on economy and Livelihood						
Ensure availability of adequate quality fresh water resources for all uses	Increase safe water coverage in Rural areas	50	50	50	50	50	50
	Increase Number of water samples tested for compliance with national standards						
	Number of wetland management plans implemented	-	0	0	1	1	1
	Km of wetland boundaries demarcated	3	3	3	4	5	6
	Number of Water Resources Management Zones with functional gender sensitive Management Committees	0	1	2	3	4	5
	Number of KM of River Banks and lake Shores Demarcated	-	3	3	3	4	5
	Number of stakeholders sensitized.	20	20	40	60	80	100
	Number of annual partners' meetings held.	1	1	4	4	4	4
Increase forest, tree and wetland coverage and restore and protect hilly and mountainous areas and rangelands	Number of tree seedlings sold to the public (Million)	0.03	0.03	0.03	0.04	0.05	0.06
	Number of Tree Seedlings planted through District Forestry Services (Million).	0.01	0.01	0.01	0.01	0.01	0.01
	Number of plantation	3	3	1	0	1	1



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	forests livelihood systems developed.						
	A functional District Forestry Management Monitoring System in place.	0	1	1	1	1	1
	Number of hectares of fuel wood plantations planted and established	0	0	0	10	15	20
	Number of wetland Management Plans developed and implemented	0	0	0	1	1	1
	Number of degraded wetlands restored	0	0	0	1	1	1
	No. of Ha of mountainous areas protected	0	0	0	20	40	60
	No. of Ha of fragile ecosystems restored	0	0	0	20	40	60
	No. of Ha of mountainous areas protected	0	0	0	20	40	60
	No. of Ha of fragile ecosystems restored	0	0	0	20	40	60
	No of fragile ecosystems protected	0	0	0	0	1	0
	A District Strategy on the Management of District and Private Forests in place.	0	-	-	1	-	-
	Percentage increase in survival rate of planted tree seedlings.	50	65	70	85	85	85
Strengthen land use and management	Land Acquisition and Resettlement Act adopted	0	0	1	-	-	-
	Percentage of implementation of the	0	0	40	70	80	90



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	LARP.						
	Percentage of Government Land titled	20	30	40	50	60	70
	Proportion of government land captured in the inventory, %	80	80	80	82	85	90
	Revenue generated through lease of government land (Million)	-	10	15	20	25	30
	Acres of purchased land and issued to lawful and bona fide occupants, ('000s)	-	0.02	0.02	0.02	0.02	0.02
	No. of titles processed for bona fide occupants ('000s)	-	0	1	1	1	1
	No. of land management institutions trained in land management	DLB	1	1	1	1	1
		ALCs	12	12	15	15	15
	Percentage of land titled	2	2	3	5	7	9
	Number of land titles processed	20	20	30	40	45	50
	Hectares of government land secured for infrastructure corridors ('000s)	0	0	0	10	15	20
	Hectares of land for housing	0	0	0	3	5	7
	Hectares of government land secured for infrastructure corridors ('000s)	0	0	0	10	15	20
	No. of LLGs implementing Systematic Land Adjudication and Certification (SLAAC)	0	0	0	1	1	1
	Level of implementation of	0	20	30	40	50	60



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	the fit for purpose approach in planning, %						
	Number of land disputes reviewed and disposed	15	15	16	15	16	15
	Property indices for taxation and valuation developed	0	0	0	0	1	-
	No. of District and Urban PDPs developed and aligned to NDPDP	0	0	0	1	1	1
	Number of LG Physical planning priorities profiled	2	2	1	1	1	1
	Number of PPL compliances undertaken, DPPC meetings held and minutes processed	4	4	5	5	5	5
Maintain and/or restore a clean, healthy, and productive environment	Increase Water Resources Management committees						
	% of air pollution monitoring	0	0	0	100	100	100
	Number of ENR management reports prepared and submitted	4	4	4	4	4	4
Promote inclusive climate resilient and low emissions development at all levels	Number of stakeholders trained and integrating climate change and disaster risk reduction in their plans, budgets and reports.	12	12	15	15	15	15
	Number of LLGs trained in NCA	0	10	20	30	40	50
	Number of sensitization campaigns undertaken	4	4	4	4	4	4
	Ha of woodlots established by households	20	20	25	30	35	40
	Ha of woodlots established by institutions	25	25	30	40	50	60



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	Ha of woodlots established by groups	-	-	5	10	15	20
Reduce human and economic loss from natural hazards and disasters	Number of District Disaster Risk Management Plans developed	0	1	0	0	0	0
	% of risk informed implementation plans	-	10	80	90	100	100
	% of resettlement land acquired compared to required amount	-	0	0	10	12	15
	Number of green belts established within the district	0	2	4	6	8	10
	Number of green belts Beautified	0	1	2	3	4	5
Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources	Sustainable natural resource management communication strategy in place	0	0	0	1	0	0
	Number of local governments and communities sensitized on sustainable natural resource management	4	4	4	4	4	4
	Number of collaborative meetings held annually	0	0	0	1	1	1
	Number of biodiversity offsets implemented	0	0	0	0	1	0
	Number of rural growth centres planned	0	3	4	4	4	4



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Programme	Private Sector Development						
Programme objective (s)	To increase competitiveness of private sector to drive sustainable inclusive growth						
Reduction of informal sector, strong and competitive Micro, Small & Medium enterprises	Number of new Micro, Small and Medium enterprises established	0	2	4	6	8	10
Increase proportion and value of public contracts and sub contract to local firms	Number of local firms contracted and sub contracted	5	10	15	20	25	30
	Value in Uganda shillings of Contracts and sub contracts awarded to local contractor	0.3BN	0.5BN	0.7 BN	0.9 BN	1.1 BN	1.3 BN
	Increased number of private investments for public good	17%	20%	23%	26%	29%	32%
	Increase in the number of cooperatives formed	15	20	25	30	35	40
Promote local content in public programs	Increased number of foreign investors at the district	1	3	5	7	9	11
Strengthen private sector capacity to drive growth and create jobs	Reduced youth unemployment	70	65	60	55	50	45
	Number of new enterprises developed and functional	0	5	10	15	20	25
	Number SACCOs registered and functional	15	53	58	63	68	72
	Total Savings in the Registered SACCOs as a percentage in the district budget	10	12	14	16	18	20
	Total annual amount of	1Bn	1.2Bn	1.4Bn	1.6 Bn	1.8 Bn	2Bn



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	loan disbursed by the registered SACCOS to Clients within the district						
Programme	Digital Transformation						
Programme objective (s)							
Programme objective 1: Increase the district ICT infrastructure coverage.	Length of fibre optic network	0 km	10km	25km	30km	35km	35km
	Number of Administrative units equipped and connected	0	25	35	40	45	50
	Number of institutions equipped and connected	0	1	3	6	8	10
	District Data Centre	1	1	2	2	2	2
	Number of LLG government institutions enrolled.	1	1	3	6	8	10
Programme objective 2: Enhance usage of ICT in District development and service delivery.	Number of applications and systems hosted centrally in the DDC	0	1	2	2	3	3
	Number of public services offered online and accessed through the e-citizens portal	0	5%	8%	12%	15%	18%
	Number of e-services developed/rolled out	0	1	1	2	2	3
	Number of services enabled through the E-payment gateway	0	1	1	2	2	2
	SMS gateway	0	2	5	10	15	20
	District ICT statistics system	0%	10%	25%	30%	45%	60%
	No. of entities utilizing the E-procurement system	1	2	3	4	6	8
	District Cyber security strategy	1	1	1	1	1	1
	Number of CERT services	0	1	2	3	4	5
	Number of digitized	0	1	1	2	2	3



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	archives						
Programme objective 3: Promote ICT research, innovation and commercialization of indigenous knowledge products.	Number of different language delivery platforms	0	1	1	1	2	2
	An operational special interest group's digital programme	0	1	1	1	1	1
	Digital and physical addresses captured per LLG	0	5	10	15	20	30
	No. of innovations supported by Government and commercialized	0	1	1	2	2	3
	Programming that contains local content (%)	0	1	2	2	3	3
Programme objective 4: Increase the ICT human resource capital	No. of communities & SMEs	0	5	10	15	20	25
	No. of schools implementing the reviewed curriculum	0	5	5	6	6	8
	Number of Public facilities with provision for infrastructure sharing	0	1	1	2	2	3
Programme	Integrated Transport Infrastructure and Services						
Program objective (s)	To increase accessibility and linkage of DUCARs network						
Increased DUCARs network	Number of kms of DUCARs opened and linked to social services facilities	570 Kms	590	610	630	650	670
Increased drainage structures for DUCARs	Number of drainage points installed to provide access to existing roads	330 Lines	370	410	450	490	530
Increased accessibility and linkage	Percentage of social serves facilities accessed	45%	51	57	63	69	75
Program objective (s)	To increase the proportion of DUCARs that is reliable, motorable and functional						



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Increased motor-able and functional road network	Number of kms of DUCARs manually maintained using Road Workers under Force account scheme	570 Kms	570	610	630	650	670
	Number of kms of DUCARs Mechanically maintained using Light Road Equipment under Force account scheme	200Kms	50	50	50	50	50
	Number of review /dissemination meetings held with beneficiary communities and entities / stakeholders	5	1	1	1	1	1
Increased percentage of rehabilitated road network	Number of Kms of DUCARs rehabilitated through Periodic maintenance using heavy road equipment	85Kms	90	95	100	105	110
Increased paved road network for DUCAR	Number of Kms of DUCARs sealed using Low-Cost Seal Technology	5Kms	1	1	1	1	1
Increased road network linkage and accessibility	Number of Bottlenecks addressed, repaired and made passable	20	4	4	4	4	4
Increased percentage fleet in good and operating condition	Number of Units of road Construction Equipment maintained in sound and operating condition	6	6	6	6	6	6
	Number of road management staff trained and skilled to manage and maintain the road fleet	0	1	1	1	1	1
Programme	Sustainable Energy Development						
Program Objective (s)	Increased access and consumption of clean energy						
Increase in	Proportion of households accessing electricity	0	5	10	15	20	30



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
proportion accessing electricity	Proportion of institutions (Schools, Health Centres, markets and sub-counties) connected to National Grid	0	10	15	20	25	30
Increase in primary energy consumption	Proportion of Micro, Small and medium enterprises accessing electricity from the national grid	0	0	0	5	10	15
Reduction in share of biomass energy used for cooking	Proportion of households using electricity, Gas and Solar as an alternative means of energy for cooking	0	0	0	10	20	30
Increase ICT penetration	Proportion of population Having access to affordable internet,	0	5	10	15	20	25
	Proportion of population Having access to Digital Television signal coverage	0	1	2	3	4	5
	Proportion of Institutions having to affordable broad band internet,	0	2	4	6	8	10
	Proportion of Institutions having access to Digital Television signal coverage	0	2	4	6	8	10
Programme	Sustainable Urbanization and housing						
Program Objective (s)	To attain inclusive productive and livable urban areas for socio economic development						
Enhance economic opportunities in urban areas	Promote land consolidation, titling and banking	0	0	1	1	1	1
	Promote urban safe water	1	1	1	1	1	1



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	and waste management services and associated infrastructure for value addition and revenue generations						
Promote urban housing Standards	Promote and enforce building standards through approval of building plans and enforce the implementation	0	0	1	1	1	1
	Conduct one community awareness to address infrastructure in slums and undertake slum upgrading (zoning) per year	0	0	1	1	1	1
Strengthen urban policies, governance, planning and finance	To enforce urban development policies, laws regulations, standards and guidelines	0	0	1	1	1	1
	Survey and production of layout	0	0	1	1		
	Development of Integrated RGCs Physical Development Plans	0	0	1	1	1	1
Decreasing urban unemployment	Proportion of urban population having access to formal or gainful employment	2	4	6	8	10	12
Reducing housing deficit	Proportion of households having decent housing units	10	12	14	16	18	20
Increasing efficiency in solid and liquid waste collection	Number of waste management sites established and operationalized	0	1	2	3	4	5



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Increased coverage of urban green spaces	Proportion in acres of urban areas greened and protected	0	3	4	5	6	7
Programme	Human Capital Development						
Program Objective (s)	To increase productivity of the population for increased competitiveness and better quality of life for all						
Sub programme 1; Education and Skills Development							
ECD annexed to public primary schools.	No. of primary schools with ECD annexed.	2	5	5	5	5	5
Pupil Classroom Ratio (PCR) reduced from 95:1 to 74:1	Pupil Classroom Ratio (PCR)	95	90	86	81	77	74
Pupil Stance Ratio (PSR) reduced from 70:1 to 54:1	Pupil Stance Ratio (PSR)	70	67	63	60	57	54
Pupil Desk Ratio (PDR) reduced from 4:1 to 3:1	Pupil Desk Ratio (PDR)	4	4	4	4	4	3
Pupil Book Ratio (PBR) reduced from 3:1 to 2:1	Pupil Book Ratio (PBR)	3	3	3	3	2	2
Pupil Teacher Ratio (PTR) reduced from 65:1 to 57:1	Pupil Teacher Ratio (PTR)	65	63	62	60	59	57
Teacher House Ratio (THR) maintained at 2:1.	Teacher House Ratio (THR)	2	2	2	2	2	2
	Gross Enrolment Ratio (GER)						
	Net Enrolment Ratio (NER)						
	Proficiency in Literacy, %.						
	Proficiency in Numeracy, %						
	Survival rates, %						
	Proportion of schools/ training institutions and programmes attaining the BRMS , %	147	147	148	148	149	150
	Transition from P.7 to S.1						



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	Science pass rates (O-level)						
Sub Programme 2; Population Health, Safety and Management.							
	Proportion of children able to learn, play and grow up in safe, clean and stimulating environment						
	Prevalence of Violence Against Children (VAC), %						
	Proportion of primary school children accessing a school meal, %	2	2	2	3	3	4
Optimized Maternal, Infant, Young Child and Adolescent Nutrition practices	Reduced prevalence of the under 5 stunting	23%	21%	19%	17%	15%	10%
	Reduced neonatal mortality in the district	19/1000	18/1000	17/1000	15/1000	12/1000	10/1000
	Reduced under 5 mortality rates	26/1000	25/1000	24/1000	23/1000	22/1000	21/1000
	Reduced maternal mortality ratio	111/100000	100/100000	90/100000	80/100000	70/100000	60/100000
	Reduced mortality due to NCDs	27%	26%	25%	24%	23%	22%
	Reduced mortality due to high-risk communicable disease (malaria, TB and HIV/AIDs)	45%	43%	41%	39%	37%	35%
	Reduced teenage pregnancy rate	22%	21%	20%	19%	18%	17%
	Increased access to basic sanitation	94%	95%	96%	97%	98%	99%
	Increased proportion of population accessing universal health care	74%	75%	76%	77%	78%	79%
	Number of children between	35866	37014	38198	39420	40681	41983



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	6mnth to 5years given Vitamin A in the 15 health centers						
	Number of pregnant women receiving iron/folic supplementation in the 15 health facilities	9340	9639	9947	10265	10593	10932
	Number of Exclusively breastfed children in the health facilities	9060	9350	9649	9958	10277	10606
	Households with access to diverse nutritious foods	472	472	472	472	472	472
	Number of peer mothers trained	12					
	Number of Children Under One Years Fully Immunized	7336	7570	7812	8062	8320	8350
	Number of peer educators trained and recruited to support provision of Adolescent friendly services		15				
	Number of health workers re-oriented in Adolescent and youth friendly Health services		60				
	Number of youths mobilized for uptake of Health services		26152	26152	26152	26152	26152
	Number of VHTs who are youths trained		71				
	Number of of the population with knowledge, and utilize and practice correct malaria prevention, control and management measures		30000	30000	30000	30000	30000



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	Indoor Residual Spraying (IRS) Implemented in the households		22917				
	Percentage of Malaria patients treated after a laboratory diagnosis	100%	100%	100%	100%	100%	100%
	Number of health workers in the public and private sector trained in integrated management of malaria		140				
	HIV/AIDS Strategic Plan 2020 -2025 developed and disseminated	0	1				
	Number of HIV infections per 1,000 uninfected population, by sex, age and key populations (incidence rate)		30	30	30	30	30
	Number of youth-led HIV prevention programs designed and implemented		2	2	2	2	2
	Number of condoms procured and distributed		1200000	1200000	1200000	1200000	1200000
	Number of key populations accessing HIV prevention interventions		40	40	40	40	40
	Number of voluntary medical male circumcisions done		100	100	100	100	100
	Percentage of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing		100%	100%	100%	100%	100%
	Percentage of HIV positive pregnant women initiated on		100%	100%	100%	100%	100%



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	ARVs for EMTCT						
	Percentage of HIV-exposed infants with PCR test		100%	100%	100%	100%	100%
	Percentage of high-risk population receiving PrEP and PEP		100%	100%	100%	100%	100%
	Percentage availability of ARVs and Test kits	100%	100%	100%	100%	100%	100%
	Percentage of ART Adherence	95%	95%	95%	95%	95%	95%
	Percentage of Differentiated service delivery models rolled out to all ART sites	90%	90%	90%	90%	90%	90%
	Percentage of Viral Load suppression	95%	95%	95%	95%	95%	95%
	Percentage of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV)	100%	100%	100%	100%	100%	100%
	Number of CSOs and service providers trained		5				
	Number of workplaces with male-friendly interventions to attract men to use HIV prevention and care services		1	1	1	1	1
	Number of health workers trained to deliver KP friendly services		60				
	Number vaccinated against		20000	20000	20000	20000	20000



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	Hepatitis B						
	Percentage of epidemics detected timely and controlled		100%	100%	100%	100%	100%
	Percentage of epidemics detected timely and controlled		100%	100%	100%	100%	100%
	Amount of shillings for Epidemic Response Financing Mechanism established		10	10	10	10	10
	Number of Coordination meetings for preparedness and response efforts of COVID-19 facilitated		15	15	15	15	15
	Number of Health workers Capacity to early detect, report, investigate, confirm and refer for appropriate management including Home Based Care developed		60				
	Number of awareness campaigns conducted in Soroti district		30	30	30	30	30
	Number of infection prevention measures instituted		10				
	Percentage of Screening of the most common cancers like: Cervical Cancer Screening in women aged 30-49 years; Breast Cancer Screening in women aged 30-49 years; Prostate Cancer Screening in Men above 40		100%	100%	100%	100%	100%



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	years (Cost Captured under immunization)						
	Number of girls immunized against cervical cancer by 10 years	5677	1135	1135	1135	1135	1135
	Percentage of lower-level health facilities (HC IVs and IIIs) routinely screening for NCDs	100%	100%	100%	100%	100%	100%
	Number of Health Professionals registered		140	140	140	140	140
	Percentage of the private health facilities inspected		100%	100%	100%	100%	100%
	Percentage of the Approved post filled	80%	85%	85%	85%	85%	85%
	Annual performance analysis for all staff	4	4	4	4	4	4
	Percentage of population with hand washing facilities with soap and water at home in urban areas	76%	80%	82%	85%	88%	90%
	Percentage of ART Coverage	100%	100%	100%	100%	100%	100%
Improved social determinants of health and safety	% of people accessing safe and clean water sources in rural areas	92%					97%
	% of population with access to basic sanitation in RGCs	10%					14%
	Percentage increase in functionality of existing water sources	80%					88%
	Number of households using safe water	594	594	594	594	594	594
Sub Programme 5; Institutional Strengthening and Coordination.							
Quarterly reports on	No. of termly reports	6	6	6	6	6	6



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
monitoring and supervision of pre-primary, primary, secondary and TVET institutions	produced						
Strengthen own vocational institution for skilling	Number of Vocational schools established and functional	1	1	2	3	4	5
Enhanced skills	Increase staffing level of health workers	65	70	75	80	85	90
	Increase staffing level for teachers	78	81	86	91	96	100
	Increase staffing level of the traditional civil servants	16	31	45	50	65	80
	Numbers of students trained and equipped in vocational schools	150	300	450	600	750	900
Design and implement career development Programmes	Number of Cadres attending Continuous Professional Development annually	0	150	300	450	600	750
	Number of career development Programmes designed and implemented annually	0	15	30	45	60	75
Sub Program: Gender and social protection							
Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities	No. of eligible older persons accessing the Senior citizens grant ('000s)	2,284	2,484	2,684	2,884	3,084	3,284
	No. of eligible children accessing disability benefit ('000s)	5,024	5,524	6,024	6,524	7,024	7,524
	No. of eligible adults	7,568	7,668	7,768	7,868	7,968	8,068



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	accessing disability benefit ('000s)						
	No. of eligible children accessing child benefit ('000s)	20,559,782	20,559,932	20,560,082	20,560,232	20,560,382	20,560,532
	No of PWDs benefitting from the grant	100	200	300	400	500	600
	No of vulnerable persons provided with comprehensive care and support services	300	450	600	750	900	1,050
	Enhanced capacity of social work force to deliver social care and support to the most vulnerable (No. of staff trained)	5	6	7	8	10	13
	Number of laws, policies, frameworks on social protection, care and support implemented	4	8	12	16	20	24
	No. of Newly elected/appointed members of the District Council for older Persons inducted on the mandate of the National Council	1	1	1	1	1	1
Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programs, business centres	No. of women supported in Women entrepreneurship Programme	64	84	104	124	144	164
	No. of women council trained (of 6 newly elected women council on leadership skills)	1	2	3	4	5	6



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Scale up Gender Based Violence (GBV) interventions at all levels	No. of GBV prevention and response system strengthened	4	8	12	16	20	24
	No. of GBV victims sensitized and supported	81,258	81,358	81,458	81,558	82,058	82,158
	No. of GBV legislations, policies and programs in place	4	8	12	16	20	24
	Psychological support in place	100	200	300	400	500	600
	Proportion of GBV shelters established	1	2	4	6	8	10
	Capacity building of LLGs and CSOs conducted	4	8	12	16	20	24
Support Gender equality and Equity Responsive Budgeting in all Sectors	No. of gender compacts in place	1	2	3	4	5	6
	No. of technical backstopping of LLGs on gender and equity mainstreaming conducted	4	8	12	16	20	24
Proportion of vulnerable persons supported	Number of Elderly supported annually	106	110	120	130	140	150
	Number of PWDs supported annually	30	50	70	90	110	130
	Number of Youths supported annually	150	200	250	300	350	400
	Number of orphans at	0	10	20	30	40	50
Increase access to social protection of vulnerable groups like orphan, elderly, PWDs Institutionalize human resource planning for economic growth							
Sub Program: Labour and Employment Services							



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Program Objective: Produce Appropriate knowledgeable, skilled and ethical labour force (strong emphasis on science and technology TVET &sports)							
Develop mechanisms to prevent incidences of child labor	National Action Plan on Child Labour implemented	4	8	12	16	20	24
	No of children withdrawn from child labour that are integrated into the school system	100	150	200	250	300	350
	No of workers & jua kalis trained	1	2	3	4	5	6
	No of workplaces monitored	4	8	12	16	20	24
	Number of labour complaints and disputes registered and settled	50	100	150	200	250	300
	No of members of staff recruited	1	2	3	4	5	6
	% decrease in the number of workers being discriminated	1	2	3	4	5	6
	Number of stakeholders sensitized	5	6	7	8	9	10
	No. of university graduates benefiting from job placement (Volunteer scheme) programme	1	2	4	6	8	10
Programme	Community Mobilization and Mindset change						
Programme Objective(s)	Increase access to social protection of vulnerable groups lie orphan, elderly, PWDs, Promote development oriented mindset						
Review and implement comprehensive community mobilization strategy	A reviewed CME strategy and coordination mechanics in place	Review and implement comprehensive community mobilization strategy	A reviewed CME strategy and coordination mechanics	Review and implement comprehensive community mobilization strategy	A reviewed CME strategy and coordination mechanics in place	Review and implement comprehensive community mobilization strategy	A reviewed CME strategy and coordination mechanics



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
			in place				in place
	Number of training sessions conducted in a year (Training of District and local government staff)	4	Number of training sessions conducted in a year (Training of District and local government staff)	12	Number of training sessions conducted in a year (Training of District and local government staff)	20	Number of training sessions conducted in a year (Training of District and local government staff)
	Number of CME joint monitoring reports produced and reviewed	4	Number of CME joint monitoring reports produced and reviewed	4	Number of CME joint monitoring reports produced and reviewed	4	Number of CME joint monitoring reports produced and reviewed
	Number of Quarterly coordination meetings with stakeholders conducted (targeting LLGs) on government	4	Number of Quarterly coordination meetings with stakeholders conducted (targeting LLGs) on government	12	Number of Quarterly coordination meetings with stakeholders conducted (targeting LLGs) on government	20	Number of Quarterly coordination meetings with stakeholders conducted (targeting LLGs) on government
	Number of households accessed government livelihood support (Government livelihood support extended to	400	Number of households accessed government livelihood	800	Number of households accessed government livelihood support	1200	Number of households accessed government livelihood



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	households (Micro Grants, UWEP, PWDs grants)		support (Government livelihood support extended to households (Micro Grants, UWEP, PWDs grants)		(Government livelihood support extended to households (Micro Grants, UWEP, PWDs grants)		support (Government livelihood support extended to households (Micro Grants, UWEP, PWDs grants)
	Number of Government policies, strategies and guidelines popularized and disseminated	6	Number of Government policies, strategies and guidelines popularized and disseminated	18	Number of Government policies, strategies and guidelines popularized and disseminated	30	Number of Government policies, strategies and guidelines popularized and disseminated
	% of communities participated in community development initiatives	30	% of communities participated in community development initiatives	50	% of communities participated in community development initiatives	60	% of communities participated in community development initiatives
	Number of sensitization meetings on government programs conducted	250	Number of sensitization meetings	450	Number of sensitization meetings on	650	Number of sensitization meetings



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
			on government programs conducted		government programs conducted		on government programs conducted
Sub Program.	Strengthening Institutional Support						
Program Objective	Strengthen institutional capacity of central local government and non-state actors for effective mobilization of communities						
Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of local Government cultural, religious and other non-state actors institutionalized	Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of local Government cultural, religious and other non-state actors institutionalized	Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of local Government cultural, religious and other non-state actors institutionalized	Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of local Government cultural, religious and other non-state actors institutionalized
	Number of Mappings of community priorities on community development and agents of mind set change.	5	Number of Mappings of community priorities on community development and agents of mind set change	20	Number of Mappings of community priorities on community development and agents of mind set change	40	Number of Mappings of community priorities on community development and agents of mind set change
	Number of community-based clubs	10	Number of community-based clubs	30	Number of community-based clubs	50	Number of community-based clubs
	Number of Sub- County	5	Number of	15	Number of Sub-	25	Number of



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	cultural events on mind set change conducted		Sub-County cultural events on mind set change conducted		County cultural events on mind set change conducted		Sub-County cultural events on mind set change conducted
Equip and operationalize community mobilization and empowerment (CME) institutions/structures of central local government and non-state actors	Number of community Development Officers and parish chiefs retooled	Equip and operationalize community mobilization and empowerment (CME) institutions/structures of central local government and non-state actors	Number of community Development Officers and parish chiefs retooled	Equip and operationalize community mobilization and empowerment (CME) institutions/structures of central local government and non-state actors	Number of community Development Officers and parish chiefs retooled	Equip and operationalize community mobilization and empowerment (CME) institutions/structures of central local government and non-state actors	Number of community Development Officers and parish chiefs retooled
CME Strategy reviewed and implemented	A reviewed CME strategy in place	CME Strategy reviewed and implemented	A reviewed CME strategy in place	CME Strategy reviewed and implemented	A reviewed CME strategy in place	CME Strategy reviewed and implemented	A reviewed CME strategy in place
Implement the household model for social economic empowerment	Number of households benefiting from VSLA and investment clubs	Implement the household model for social economic empowerment	Number of households benefiting from VSLA and investment clubs	Implement the household model for social economic empowerment	Number of households benefiting from VSLA and investment clubs	Implement the household model for social economic empowerment	Number of households benefiting from VSLA and investment clubs



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
				ent		nt	
Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of religious and faith organizations (RFOs) participating in community and national development	Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of religious and faith organizations (RFOs) participating in community and national development	Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of religious and faith organizations (RFOs) participating in community and national development	Institutionalize cultural, religious and other non-state actors in community development initiatives	Number of religious and faith organizations (RFOs) participating in community and national development
Establish and operationalize community development management information system (CDMIS) at parish and Sub- County level	CDMIS in place and operationalized						
Sub Program	Civic Education and Mindset change						
Program Objective	Reduce negative cultural practices and attitudes	Program Objective	Reduce negative cultural practices and attitudes	Program Objective	Reduce negative cultural practices and attitudes	Program Objective	Reduce negative cultural practices and attitudes
National ethical values integrated in the development and implementation of national civic Education program Promote advocacy, social mobilization and	Programs of state and non-state actors more inclusive of the needs of disadvantaged groups and communities	National ethical values integrated in the development and implementation of national	Programs of state and non-state actors more inclusive of the needs of	National ethical values integrated in the development and implementation	Programs of state and non-state actors more inclusive of the needs of disadvantaged groups and communities	National ethical values integrated in the development and implementation	Programs of state and non-state actors more inclusive of the needs of



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
behavioural change communication for community development		civic Education program	disadvantaged groups and communities	tion of national civic Education program		on of national civic Education program	disadvantaged groups and communities
	Mindset change program in place	Promote advocacy, social mobilization and behavioural change communication for community development	Mindset change program in place	Promote advocacy, social mobilization and behavioural change communication for community development	Mindset change program in place	Promote advocacy, social mobilization and behavioural change communication for community development	Mindset change program in place
	National civic education program in place	2	National civic education program in place	6	National civic education program in place	10	National civic education program in place
	Number Public Awareness campaigns on Equal Opportunities Commission mandate and promotion of inclusive development	4	Number Public Awareness campaigns on Equal Opportunities Commission mandate and promotion of inclusive	8	Number Public Awareness campaigns on Equal Opportunities Commission mandate and promotion of inclusive development	12	Number Public Awareness campaigns on Equal Opportunities Commission mandate and promotion of inclusive



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
			development				development
	Number of media and communication campaigns conducted	50	Number of media and communication campaigns conducted	60	Number of media and communication campaigns conducted	70	Number of media and communication campaigns conducted
	% of adult literacy	4	% of adult literacy	12	% of adult literacy	20	% of adult literacy
Conduct awareness campaigns and enforce laws enacted against negative and/ or harmful religious traditional/ cultural practices and beliefs	Number of social impact assessments and plans implemented	4	Number of social impact assessments and plans implemented	12	Number of social impact assessments and plans implemented	20	Number of social impact assessments and plans implemented
Conduct awareness campaigns and enforce laws enacted against negative and/ or harmful religious traditional/ cultural practices and beliefs	Number of state and non-state actors trained to enforce laws enacted and policies against negative and/or harmful religious traditional and cultural practices and beliefs such as anti-pornography, FGM, GBV, child marriages among others	Conduct awareness campaigns and enforce laws enacted against negative and/ or harmful religious traditional/ cultural practices and beliefs	Number of state and non-state actors trained to enforce laws enacted and policies against negative and/or harmful religious traditional and	Conduct awareness campaigns and enforce laws enacted against negative and/ or harmful religious traditional / cultural practices and beliefs	Number of state and non-state actors trained to enforce laws enacted and policies against negative and/or harmful religious traditional and cultural practices and beliefs such as anti-pornography, FGM, GBV, child marriages among others	Conduct awareness campaigns and enforce laws enacted against negative and/ or harmful religious traditional/ cultural practices and beliefs	Number of state and non-state actors trained to enforce laws enacted and policies against negative and/or harmful religious traditional and



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
			cultural practices and beliefs such as anti-pornography, FGM, GBV, child marriages among others				cultural practices and beliefs such as anti-pornography, FGM, GBV, child marriages among others
Mobilize communities to own government Programmes	Number of Government Programmes supported, owned and sustained by the communities	Mobilize communities to own government Programmes	Number of Government Programmes supported, owned and sustained by the communities	Mobilize communities to own government Programmes	Number of Government Programmes supported, owned and sustained by the communities	Mobilize communities to own government Programmes	Number of Government Programmes supported, owned and sustained by the communities
Enhanced Media coverage of national Programmes	Number of community mobilizations done through radio talk shows annually	Enhanced Media coverage of national Programmes	Number of community mobilizations	Enhanced Media coverage of national	Number of community mobilizations done through radio talk shows	Enhanced Media coverage of national Programme	Number of community mobilizations



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
			ons done through radio talk shows annually	Program mes	annually	s	ons done th rough radio talk shows annually
Programme	Special Programme/Regional Development						
Programme Objective(s)	To accelerate equitable and balance economic growth and development						
Increased support to lower local governments that lagging behind in service delivery	Proportion of budget allocated to Lower Local Governments lagging behind		10	15	20	25	30
	Number of investments targeting the lower Local Governments lagging behind		2	4	6	8	10
Stimulate the growth potential for the Sub-counties through area-based agri-business LED initiatives	Increased number of registered farmer cooperatives	4	14	24	34	44	54
	Increased monitoring and supervision of the parish model	16	20	24	28	32	36
	small irrigation schemes and value dams constructed	0	1	2	3	4	5
	Agri-LED intervention for refugees and host communities put in place	8	16	24	32	40	48
	Improved monthly local and public sector performance	1	13	25	37	49	61
Strengthen the performance measurement and management	Improved ranking during National Assessment	8	7	6	5	4	3



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
framework for local leadership and public sector management							
Programme	Governance and Security						
Programme Objective(s)							
Program Objective 1. Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security							
Sub-program:	Security						
Effective governance and security	Effective governance and security	50	55	60	65	70	75
	Proportion of updated bye laws and ordinances.	82.8	82.8	85.0	90	90	90
Strengthened Policy Management across departments.	% of policy and resolutions implementation met	20%	35%	45%	55%	80%	95%
	Percentage of Council submissions	30	45%	65%	85%	95%	100%
Sub-program:	Access to Justice						
Program Objective 2:	Strengthen people centred security, legislation, justice, law, and order service delivery system;						
Increased access to Justice	Index of Judicial independence	3.41	3.46	3.6	3.7	3.78	3.8
	% of backlog cases in the courts	18	17.5	15.5	13.5	11.5	10.4
Improved Legislative process	Ordinances enacted as a % of those presented	65	3.46	3.6	3.7	3.78	3.8
	% of case backlog in the courts	18	17.5	15.5	13.5	11.5	10.4
Sub-program:	Reform and strengthen JLOS business processes to facilitate private sector development						
Program Objective 3:	Reform and strengthen JLOS business processes to facilitate private sector development						
Effective and efficient JLOS business processes	Public satisfaction in the Justice system	40	65	70	80	90	100
	Disposal rate of cases	52	64.6	67.1	69.7	72.3	75
	Conviction rate	61	61	61	62	64	64
	% of citizens engaged in electoral process	70	80	80	80	80	80



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Sub-program:	Accountability						
Program Objective 4:	Strengthen transparency, accountability and anti-corruption systems						
Reduced corruption	Corruption Perception Index	26	28.7	30.1	31.6	33.2	35
Increased transparency and accountability	Clearance rate of corruption cases handled by DPAC	107	112	115	118	121	122
	DPAC recommendation rate of Corruption cases	73.5	79	83	85	87	80
	Clearance rate of Internal Audit reports in DPAC	60	65	75	80	85	90
	Proportion of Contracts rated satisfactory from procurement Audits	72.73	75	80	85	90	95
	Proportion of contracts by value completed within contractual time	76.4	80	85	90	90	90
	Proportion of contracts where payment was made on time	70	80	85	85	90	90
	Average lead time taken to complete a procurement (Open Domestic Bidding in days)	155	110	100	90	90	90
	Average lead time taken to complete a procurement (Open International Bidding in days)	343	150	110	100	90	90
	Proportion of PPDA recommendations implemented	72%	75%	80%	85%	90%	95%
	Procurement plan implementation rate	35%	40%	50%	60%	70%	80%
Sub-program:	Democratic process						
Program Objective 5	Strengthen citizen participation in democratic processes						
Effective citizen	Democratic index	6.5	7.0	7.3	7.6	7.9	8.6



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
participation in the governance and democratic processes	% of citizens registered into the National Identification Register	62.5	63	65	90	95	100
	% of eligible citizens issued with National ID cards	70	72.5	87.2	91.4	95.6	100
	Level of public involvement in Council business	50	55	60	70	80	90
Free and fair elections	% Proportion of eligible voters registered	79	80	81	82	90	92
	% of citizens engaged in electoral process	80	50	50	60	60	70
	Proportion of registered election disputes analysed and resolved	0	1	0	1.	0	1
Improvement in the corruption perception and democratic tendencies	Proportion of the population having corruption perception on District Local Government	90	80	70	60	50	40
	Number of corruption cases reported	0	25	20	15	10	5
Capacity enhancement of lower local government	Number of Lower Local Government Staff trained annually		10	15	20	25	30
	Number of tools supplied to lower local governments	1	5	10	15	20	25
Reporting and accountability	Number of timely submission of reports to line ministries	4	4	4	4	4	4
	Number of audit queries generated annually		10	8	6	5	4



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	Number of Lower Local Governments reporting timely	3	4	5	6	6	6
Opinion of Auditor General	Un qualified opinion of the Auditor General annually	0	1	1	1	1	1
National assessment	Percentage score on t	0	70	75	80	85	90
Local Government Scorecard	Average percentage score by District Councilors at	0	50	55	60	65	70
Programme	Public Sector Management						
Programme objective(s)							
Improved responsiveness of public services to the needs of citizens	05 refresher trainings to internalize the client charter and to assess level of client satisfaction	52%	1	1	1	1	1
Improved Performance at individual level	Support supervision and filling of staff performance appraisal forms and performance reports	67%	45	45	45	45	45
Improved Performance at district level	5 District Internal Assessment reports	94%	1	1	1	1	1
Improved Quality of services delivered	20 Monitoring reports of government projects	48%	4	4	4	4	4
Improved compliance to rules, procedures and regulations	5 refresher trainings and 20 sittings of the rewards and sanction committee meetings		4	4	4	4	4
Improved compliance to recruitment guidelines by service commissions	5 refresher training for the DSC members and procurement of DSC guidelines	80%	1	1	1	1	1
Sub-program:	Government Structures and Systems						
Program Objective 2:	Streamline Government structures and institutions for efficient and effective service delivery;						
Improved Efficiency of Service delivery	100% of local government structures aligned to their	65%	1	1	1	1	1



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
structures of government	mandate and National Development Plan						
Improved alignment of employees' competences and qualifications with job roles	Design 5 training programs and carry out 5 performance capacity needs assessment in all sectors and Sub-counties	80%	1	1	1	1	1
Improved Timeliness in implementing approved structures	Submission of 20 timely quarterly reports declaring vacant posts	0%	4	4	4	4	4
Sub-program:	Human Resource Management						
Program Objective 3:	Strengthen strategic human resource management function of Government for improved service delivery						
Improved Quality of the Civil Service	Capacity of 20 staff built through Training	40%	4	4	4	4	4
Improved integrity and work ethics	5 retreats conducted	80%	1	1	1	1	1
Improved effectiveness in management of rewards, sanctions and disputes in the Public Service	5 refresher training for the committee members on rewards, sanctions and dispute management and monthly analysis of duty attendance	15%	12	12	12	12	12
Improved efficiency, effectiveness and in Payroll management and in the Public Service	Monthly analysis of the payroll registers and annual refresher training for the focal point persons on IPPS Management	98%	12	12	12	12	12
Improved affordability and sustainability of the pension scheme	Monthly data capture of pensioners and annual preretirement training	62%	12	12	12	12	12
Improved talent and knowledge retention in the public service	5 Annual Rewards and recognition scheme		1	1	1	1	1
Improved Corporate Image and culture	Preparation of 3 Client charters	72%			1	1	1
Improved staff	5 training plans	60%	1	1	1	1	1



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
competence level and skills							
A comprehensive staff Training, Capacity development and knowledge management program developed and implemented	Capacity building and training program developed	75%	1	1	1	1	1
Improved efficiency & effectiveness in the management of the Teachers in the Public Service	Support supervision and in-service training of 20 teachers		4	4	4	4	4
Reduced cases of corruption in the Public Service	Refresher training of LGPAC and Training of staff on transparency, accountability and work ethics (Patriotism)	28%	1	1	1	1	1
Improved efficiency and effectiveness of the decentralised recruitment function	Having fully constituted DSC of 5 members and training of the DSC staff and members	80%	1	1	1	1	1
Sub Program:	Decentralization and Local Economic Development						
Program Objective 4:	Deepen decentralization and citizen participation in local development						
Improved commitment of government in financing the delivery of decentralized services	20 Quarterly timely transfer of funds to lower local governments		4	4	4	4	4
Improved fiscal sustainability of local governments	Mobilization, sensitization and collection of local revenue on monthly basis	5%	12	12	12	12	12
Improved communication and sharing of information on the parish model	Establishment and training of revenue enhancement committees at the parish level	50%	69	69	69	69	69



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
Improved sustainability of enterprises established under the parish model	Assessment of business enterprises and business education	45%	1	1	1	1	1
Parish model operationalized	Establishment of Income Generation Activities at the village/community level	45%	147	147	147	147	147
Programme	Development Plan Implementation						
Programme objective(s)	To increase efficiency and effectiveness in the plan implementation						
Increased revenue	Percentage increase in Proportion of Local revenue to the total District budget	1.6	2	3	4	4.5	5
	Proportion total local revenue budget collected	60	65	70	75	80	85
	Number of new alternative local revenue sources identified and collected	2	4	6	8	10	12
Improvement in alignment of plans and budget	Proportion of investments in the annual work plan and budget aligned to the district Development	0	80	85	90	95	100
	Proportion of Development Partners aligning their interventions to District Development Plan	0	20	30	40	50	60
Increased monitoring and evaluation of Programmes	Number of multi sector monitoring and joint monitoring activities conducted and reports shared with stakeholders	4	4	4	4	4	4



Key Results	Indicator	Baseline data (2019/20)	Soroti District Targets				
			2020/21	2021/22	2022/23	2023/24	2024/25
	Number of mid-term reviews conducted and report shared with stakeholders	0	0	0	1	0	0
	End of time evaluation conducted and report shared with stakeholders	0	0	0	0	0	1
Timely reporting and accountability	Number of timely quarterly reports produced and submitted	4	4	4	4	4	4
Innovation in plan implementation	Number of innovations developed and implemented to improve plan implementation annually	0	4	8	12	16	20