



LAMWO DISTRICT LOCAL GOVERNMENT

FIVE YEAR DISTRICT DEVELOPMENT PLAN (DDP III) 2020/21 – 2024/25

VISION

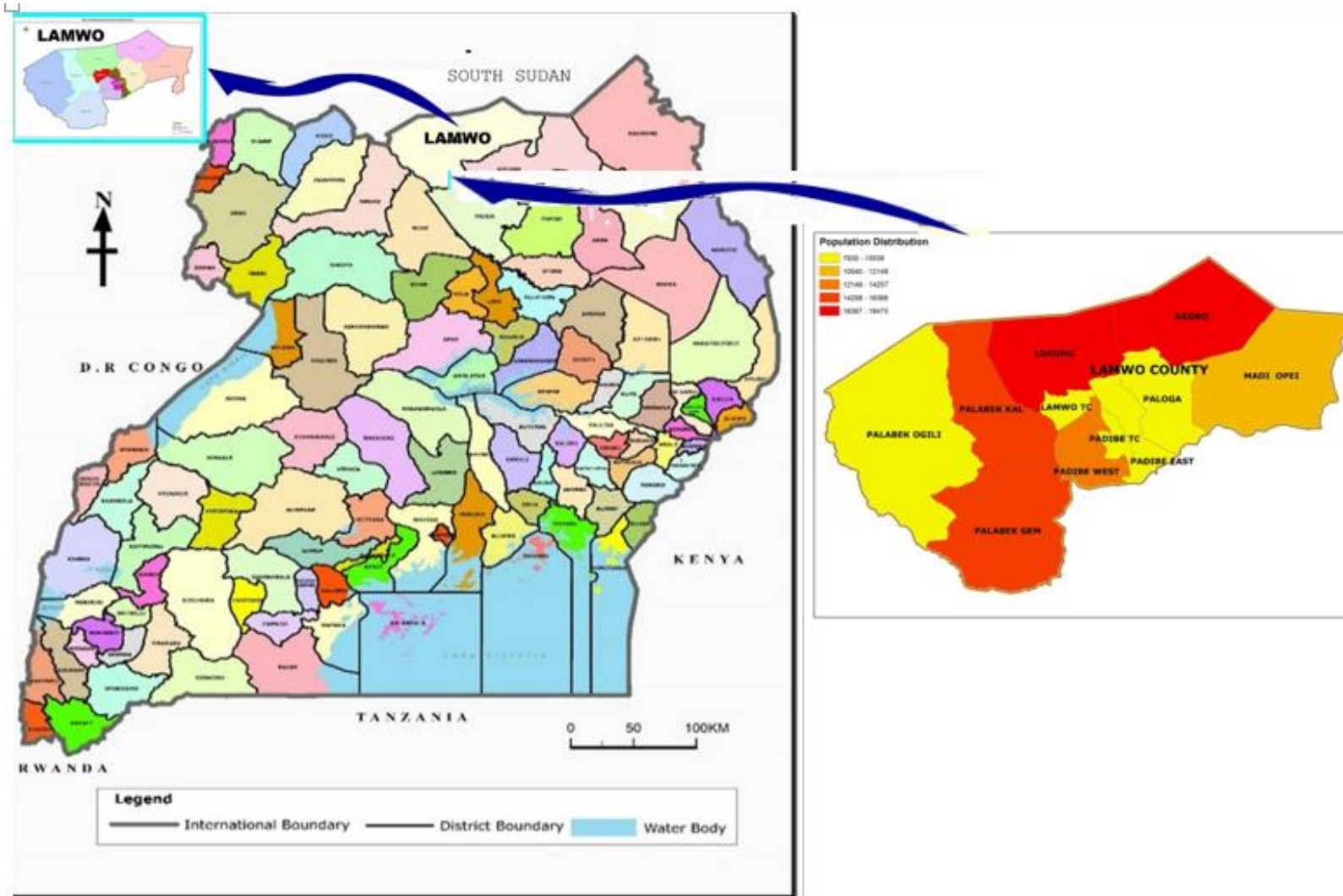
“A transformed, modernized and prosperous community in Lamwo District within 30 years”.

THEME

“Sustainable Development for inclusive progress, and productivity in Lamwo District”.

DECEMBER 2020

MAP OF UGANDA SHOWING LOCATION OF LAMWO DISTRICT



Source: Lamwo District Planning Unit

DISTRICT VISION STATEMENT

“A transformed, modernized and prosperous community in Lamwo District within 30 years”.

DISTRICT MISSION STATEMENT

“To effectively and equitably deliver coordinated quality services to the community in Lamwo District, focusing on the national priority areas”

DISTRICT CORE VALUES:

- Team Work
- Transparency and Accountability
- Excellence
- Impartiality and Intergrity

FOREWORD

The Local Governments Act, CAP 243 devolves planning powers to Local Councils in their areas of jurisdiction. The amended Act Subsection 35(4) states that “*the planning period for Local Governments shall be the same as that of the Central Government*”. In line with these statutory requirements; this District Development Plan Three (DDP III) was formulated. This five-year DDP III was developed using the participatory planning process with wide consultation with key stakeholders in line with government policy on decentralization and in conformity with the Local Government Development Planning Guidelines 2020/21- 2024/25 and NDP III Strategic direction.

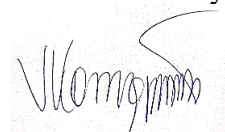
Many achievements were realized in the implementation of DDP II which included among others; construction of classrooms and latrines in both primary and secondary schools, construction of staff houses, Out Patient Department (OPD) wards and water harvesting facilities in health facilities, rehabilitation, maintenance and opening up of new district and community access roads, installation of culverts in major roads. Others are increased agricultural production and productivity, economic empowerment programmes for the vulnerable groups, Support to women, youth and people with disability and provision of security to people and their property.

However, there were constraints that still undermine development across the district namely; poor road network, shortage of qualified staff, inadequate funding, low quantity and quality of social services, low agricultural production and value addition, limited access to markets, high population growth rate, degradation of natural resources, social conflicts and gender imbalances, high HIV prevalence and incidence and weak public private partnership. These constraints present the need for coherent and poverty reduction focused approaches in planning that will address the identified needs of the people in an effective and efficient manner for sustainable development.

In the next five years of the DDP III, the key priority areas of the district will include among others construction of classrooms, staff houses, OPD, roads and water, job creation through commercial farming, value addition for increased household incomes, investing in tourism potential for key potentials sites like Lacic hill of the former Padibe Ogwok Chiefdom, Agoro, Chobe hot springs in Palabek Ogili,, Lipan community hunting ground, and Corner Ogwech, identification of new revenue sources, operationalization of property tax and rates, as well as support to community initiated income generating projects and prioritization of refugee interventions as per the Refugee Policy. In line with the NDP III, a mix of government investments in strategic areas and private sector market driven actions will have to be adopted, and pursued.

Implementation of this five-year Lamwo DDP III will cost approximately Ugandan Shillings 347,065,849,000 of which, 93.7% is expected from Central Government, 0.4 % from local revenue and 5.9 % from donors. I therefore call upon the central Government, Development Partners, and all the stakeholders to joint hand, embrace and own the implementation of this five-year plan.

For God and My Country



Komakech John Ogwok
DISTRICT CHAIRPERSON, LAMWO

ACKNOWLEDGEMENT

The District Administration department would like to take this opportunity to express its deepest appreciation and sincere thanks to all stakeholders who participated in the formulation of the five-year District Development Plan Three 2020/21 -2024/25.

As required by Article 190 of the Constitution of the Republic of Uganda 1995, the DDP III was formulated in line with the National Development Plan (NDP III) guidelines which obliges all Local Governments, MDAs, civil society organizations, private sector and development partners to adapt the same NDP strategic direction in the planning processes to achieve faster socio-economic transformation.

The process of formulating this Lamwo DDP III was highly participatory involving key stakeholders including those in Palabek Refugee Settlement. The DDP III development process was mainly coordinated through the Departmental Sector Technical Working Groups with support from the Planning Department and the DDP III task team that met regularly in scientific DTPC meetings to provide inputs and technical advice. The DDP III task team were composed of all sector heads or designated focal persons and all other stakeholders involved. Special thanks go to UNHCR, DCA, OPM, UNFPA and other partners for technical and financial support in developing the DDP III.

We further, thank the National Planning Authority for providing technical support, guidelines for Local Government Development Planning during the formulation process. We herein acknowledged the input and participation of the Lower Local Governments technical and political leadership and other development partners who made significant contribution during the plan formulation process especially generating priorities from the LLGs through planning tools distributed by JICA.

I appreciate the enormous contribution made by the Departmental Sector Technical Working Groups, District Technical Planning Committee, the District Executive Committee, the various Standing Committees of Council, and the District Council during the plan formulation process. Indeed, the team spirit exhibited by the aforementioned organs of Council resulted into this successful DDP III formulation. I take this opportunity to thank the District Planning Department for the commitment and technical support to all departments and integrating the views from the various consultative processes into this Plan.

Finally, allow me thank the people of Lamwo for their active contributions during the village, parish and sub-county planning meetings which eventually resulted into the Lamwo DDP III. I urge all of them to continue taking an active role even during the time of implementation of this plan so as to improve the quality of life and wellbeing of our people in the District.

For God and My Country



Uma Charles

CHIEF ADMINISTRATIVE OFFICER, LAMWO

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LIST OF ACRONYMS

AG	Auditor General
AgriLED	Agro-Industrialization Local Economic Development
ART	Anti Retro Viral Treatment
BFP	Budget Framework Paper
BoQs	Bills of Quantities
CAO	Chief Administrative Officer
CAPS	Community Action Plans
CBFs	Community Based Facilitators
CBG	Capacity Building Grant
CCTs	Centre Coordinating Tutors
CDOs	Community Development Officers
CDPP	Community Development Participatory Planning
CNDPF	Comprehensive National Development Planning Framework
CFO	Chief Finance Officer
CHWs	Community Health Workers
CPD	Country Programme Document
CRPs	Community Resource Persons
CSOs	Civil Society Organizations
DD	Demographic Dividends
DCC	District Contracts Committee
DCDO	District Community Development officer
DCO	District Commercial Officer
DDP	District Development Plan
DE	District Engineer
DEO	District Education Officer
DEC	District Executive Committee
DINU	Development Initiative for Northern Uganda
DLB	District Land Board
DNRO	District Natural Resources officer
DP	District Planner
DRDIP	Development Response to Displacement Impact Project
DSC	District Service Commission
DTPC	District Technical Planning Committee
DPU	District Planning Unit
ECD	Early Childhood Development
eMTCT	Elimination of Mother to Child Transmission
FCC	Family and Children Court
GBV	Gender Based Violence
GER	Gross Enrollment Rates
HC	Health Centre
HCT	HIV Counseling and Testing
HF	Health Facilities
HIV	Human Immunodeficiency Virus
IEC	Information, Education and Communication
IFMS	Integrated Financial Management System
JICA	Japanese International Cooperation Agency
LDLG	Lamwo District Local Government
Kms	Kilometres
LGPAC	Local Government Public Accounts Committee
LHT	Local Hotel Tax

LLGs	Lower Local Governments
LST	Local Service Tax
M&E	Monitoring and Evaluation
MDAs	Ministry, Departments and Agencies
MFSC	Micro Finance Support Centre
MGLSD	Ministry of Gender, Labour and Social Development
MIS	Management Information System
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MOWT	Ministry of Works and Transport
MTEF	Medium Term Expenditure Framework
NAADS	National Agricultural Advisory Services
NAFRI	National Fisheries Institute
NARO	National Agricultural Research Organization
NDP	National Development Plan
NFA	National Forestry Authority
NGO	Non-Governmental Organization
NITA-U	National Information Technology Authority in Uganda
NMS	National Medical Stores
NPA	National Planning Authority
NRM	National Resistance Movement
OAG	Office of the Auditor General
OVCs	Orphans and Vulnerable Children
OWC	Operation Wealth Creation
PAS	Principal Assistant Secretary
PBS	Programme Budgeting System
PDU	Procurement and Disposal Unit
PHRO	Principle Human Resources Officer
PIA	Principal Internal Auditor
PLE	Primary Leaving Examinations
PLHIV	People Living with HIV
POCC	Potentials, opportunities, constraints and challenges
PRELNOR	Project for the Restoration of Livelihoods in the Northern Region
PWDs	Persons with Disabilities
SACCOs	Savings and Credit Cooperatives
SAS	Senior Assistant Secretary
SDGs	Sustainable Development Goals
SFG	School Facilities Grant
SMCs	School Management Committees
SNE	Special Needs Education
TILED	Trade Industry and Local Economic Development
TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Emergency Fund
UPE	Universal Primary Education
USE	Universal Secondary Education
UWEP	Uganda Women Entrepreneurship Programme
WHO	World Health Organization
YLP	Youth Livelihood Programme

EXECUTIVE SUMMARY

Lamwo District Local Government adapted the Vision Statement of; “A transformed, modernized and prosperous community in Lamwo District within 30 years”; Mission Statement of; “To effectively and equitably deliver coordinated quality services to the community in Lamwo District, focusing on the national priority areas”; and Theme of: “Sustainable Development for inclusive progress, and productivity in Lamwo District”. The Goal of this DDP III is “To increase average household incomes and wellbeing of the people in Lamwo District”. The Core Value for the district include: Team Work, Transparency and Accountability, Excellence, Accountability, and Impartiality and Integrity

Lamwo District has adopted all the five NDP III Strategic Objectives into the DDP III which meet the purpose of accelerating growth of the district economy/development, transforming the lives of the people and strengthening the district’s regional and national competitiveness. The five objectives are: Enhance value addition in key growth opportunities; Strengthen the private sector capacity to drive growth and create jobs; Consolidate and increase the stock and quality of productive infrastructure; Enhance the productivity and social wellbeing of the population; and Strengthen the role of the state in guiding and facilitating development.

These strategic objectives will provide the framework for streamlining and directing district development, private sector, civil society and development partners’ investments towards: Increased agricultural production/productivity and agro-processing, mineral benefits and mineral-led industrialization, digitalisation, and labour-intensive light manufacturing; Coordinated infrastructure investments in energy, roads, industrial parks, and mechanized irrigation schemes to support increased production/productivity for export expansion and the production of goods that are otherwise imported; Increased generation of more skilled, better motivated and healthier workforce for all sectors of the economy, but particularly for industrial sector as well as a modernized agricultural sector; Strengthened private sector that is able to drive growth and investment in collaboration with the district.

In the next five years of the DDP III, the key priority areas of the district will include among others construction of classrooms, staff houses, OPD, roads and water, job creation through commercial farming, value addition for increased household incomes, investing in tourism potential for key potentials sites like Lacic hill of the former Padibe Ogwok Chiefdom, Agoro, Chobe hot springs in Palabek Ogili,, Lipan community hunting ground, and Corner Ogwech, identification of new revenue sources, operationalization of property tax and rates, widening the district tax base, support supervision and technical backup, as well as support to community initiated income generating projects with due consideration to the marginalized groups like the Youths, Women, Persons with disabilities, refugees and the older persons.

The key unfunded priorities in the district include: Teachers’ house construction in Potwach, Agoro and Padibe Girls Primary Schools, Classroom construction in the refugee settlement/Host Community, Fencing primary schools all the schools, Drainable Latrine stances construction both Host schools and Refugee Settlement, Furniture procurement for all the Schools, Laboratory construction at Lokung SS and Agoro Seed School, School constructions in Padibe West, Palabek kal, Palabek Gem and Lamwo Town Council, Fencing of Padibe Girls Comprehensive Secondary

schools, Construction of Office Blocks at the District Headquarters, Major Repair of OPD roof Ngomoromo HCII, Construction of Administration block at Madi Opei HC IV, Staff House block at Katum HCIII, Procurement of Departmental Vehicles and Laptops for all the departments.

Implementation of this five-year Lamwo DDP III will cost approximately Ugandan Shillings 347,065,849,000 of which, 93.7% is expected from Central Government, 0.4 % from local revenue and 5.9 % from donors. The major source of the funds included Central Government Grants of; Programme Conditional Government Transfers; Discretionary Government Transfers; and Other Government Transfers. Some revenues are also expected from External Financing and Locally Raised Revenues. About 45 percent of the revenue shall be earmarked for infrastructural development including; drilling and rehabilitation of boreholes to ensure access to safe and clean water for all the community in Lamwo District; upgrading, maintenance and rehabilitation of Urban Roads and Community Access Roads (CARs) that can be used by all categories of people in the community in Lamwo District.

Lamwo district will utilize Central Government releases including sector and special grants to implement this DDP III as a main source of funding including external financing. Local revenue mobilization will be another main source of financing and mobilizing adequate domestic revenue to finance DDP III priorities. Donor resources and CSO budgets will be mainstreamed into the Medium-Term Expenditure Frameworks (MTEFs) and district budgets especially on-budget support by UNHCR and UNICEF. The District will also prioritize increased use of Public Private Partnership arrangements and acquisition of loans directly or indirectly through sectors where necessary to finance this plan. All district partners will align their priorities and funding to this District Development plan III. The DDPIII financing strategies clearly reflects how the district will relate with the Annual Work plan and Annual Budgets of Central Governments, as well as budgets of other key development partners.

To facilitate alignment with the NDP monitoring and evaluation framework, Lamwo district will adopt the same monitoring and evaluation matrix as that of NDPs. Each department implementing the DDPIII plan activities will complete a monitoring and evaluation matrix for the activities under its dominion. The matrix will be the primary guide for operationalizing the DDPIII M&E strategy in Appendix. Beyond production of M&E reports, it is critical that all stakeholders in the Lamwo DDPIII process are adequately informed about the content of these reports. In this case, 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.

Like any other hard to reach district, Lamwo District is faced with a number of challenges including: low staffing level and limited wage bill; inadequate access to basic social services; poor road infrastructure; limited resource envelop; youth unemployment; environmental degradation; low agricultural production and productivity, refugee influx and its associated cost; unfavorable climatic conditions and flooding. For effective and efficient Service Delivery, Lamwo DLG intends to address the highlighted concerns through this DDP III which focuses on Inclusive Growth, Employment, and Wealth Creation through effective utilisation of the allocated funds during the Five Financial Years 2020/21 – 2024/25.

CHAPTER ONE: INTRODUCTION

1.1 Background

Lamwo District Development Plan Three (DDP III) 2020/2021-2024/2025 has been prepared under the legislative provision of the Local Governments Act Section 35 (CAP 243) which requires district councils to prepare comprehensive and integrated Development Plans for submission to the National Planning Authority (NPA) for integration into the National Development Plan (NDP). Local Government development plans are the means through which strategies and activities of the NDP are integrated into the DDPIII to the levels where citizens can participate and benefit from.

1.1.1 Context of Lamwo District Local Government Development Plan Three

The Constitution of Uganda 1995 (Amended) and Local Government Act 1997 Cap 243 (Amended) give Local Governments the mandates of raising of revenue, preparation of development plans, Annual budgets and Work Plans, control and management of local resources, human, fiscal and material.

The Comprehensive National Development Planning Framework (CNDPF) presents a shift in development planning mechanism from a need-based to proactive vision-based planning. Other changes include the development of the Uganda Vision 2040, and the NDP; the emergence of Local Economic Development (LED) as one of the pillars of decentralization; the emerging emphasis of Public Private Partnerships (PPP) in planning and the need to provide for adequate participation of non-state actors in the planning and budgeting processes.

Accordingly, this third 5-year Lamwo District Development Plan (DDP) for the period 2020/2021-2024/2025 is in response to meet the legal requirements. The plan aims at aligning the district development priorities to that of the Vision 2040 and the NDP III with a focus of orienting the district from being mere service delivery unit to wealth creating entity for purposes of achieving socio-economic transformation and alleviating mass poverty amongst the populace.

Lamwo DDP III is a framework put in place by the council to guide and coordinate all development efforts in the district as part of the medium-term planning under the CNDPF. It states the district's commitment and focus in meeting the socio-economic needs of the people over the plan period 2020/2021 - 2024/2025. The plan presents the current district development status, potentials and opportunities for investments, constraints and challenges experienced and envisaged. The plan also captured the district's medium-term strategic direction, development priorities and implementation strategies including resource mobilization strategies. Monitoring and evaluation strategies are also provided for to enhance regular and systematic tracking of progress and assessment of performance. A communication strategy is included as an important element of the plan to harness compliance with objectives; long-term outcomes and strategic directions; ensure required bottom up influences as well as provide feedback on progress and challenges.

1.1.2 Description of the Local Government Development planning process

Lamwo District Development Plan Three for the period 2020/2021 - 2024/2025 was developed through a consultative process. Consultations and dialogue meetings were held with heads of departments, political leaders at higher and lower local government levels and key stakeholders at all levels in September 2019.

The process begun with the formation of the District Planning Task Team. This team comprised of Heads of Departments/Members of the DTPC who were oriented on their roles and responsibility and the LG Planning Guidelines. Further consultations were held with Sub County Chiefs where the planning guidelines were disseminated to them to enable them facilitate the consultation process at Lower Local Government (LLG) levels and data collection.

Extensive consultations were held at LLG levels between the months of October 2019 and February 2020 where communities were encouraged to participate on issues relating to the future of their district. The LLG level consultations were attended by a cross section of people like women, youth and the disabled persons and the meetings were facilitated by Sub County Community Development Officers as focal point officers for planning at the LLG levels. Based on the outcomes of these consultations the budget line investments, major challenges/constraints and key priorities for the LLGs were captured and forwarded for incorporation into the District Development Plan.

The District Planning Unit (DPU) then compiled all the views from the various consultations and printed the first draft of the plan. This was later presented to the DTPC, District Executive Committee (DEC) in the last week of 2020 for their input. The inputs from the DEC were incorporated and later the document was finally presented to the District Council for approval on 28 August 2020. Below is the summary of the planning process followed during the development of the plan.

Key activity	Date	Responsible Person
District Technical Planning Committee Meetings for Planning and Budgeting.	October 2019 – May 2020	CAO and District Planner
Sensitisation of HoDs and SASs on participatory Planning and Budgeting Guidelines	October 2019	CAO and District Planner
Prioritisation of Areas for DDP III and review of DDP II	October – November 2019	HODs, CAO, District Planner
Consultation of Key Stakeholders in the prioritization of investment areas for DDP III and policy papers during the Budget Conference.	October 2019	CAO, District Planner and Clerk to Council
Consolidation of capturing of Budget Conference deliberations and decisions on DDP III	November 2019 – January 2020	District Planner
Discussion of Draft DDP III by DTPC	February 2020	CAO and District Planner
Consolidation of DTPC Deliberations on DDP III	March 2020	District Planner
Presentation of Draft DDP III to DEC	March 2020	District Planner
Consolidation of DTPC Deliberations on DDP III	April 2020	District Planner
Approval of DDP III by District Council	May 2020	CAO, Planner, Clerk to council
Submission of Approved DDP III to National Planning Authority	June 2020	CAO

1.1.3 Structure of Lamwo District Local Government Development Plan three (DDPIII)

This DDP III is structured into six chapters as follows;

Chapter One is the **Introduction** with a focus on background information and local, national and global legal and policy framework and context for development planning.

Chapter Two is the **Situation Analysis** that details the achievements in the previous five years, challenges faced during implementation

Chapter Three is the **Strategic Direction and Plan** that summarizes the vision, mission, strategic objectives, strategies and interventions

Chapter Four indicates the **Implementation, Coordination and Partnership modalities** in the delivery of this Plan for the next five years.

Chapter Five indicates the **Financing Framework and Strategy** including all anticipated sources of funds of the total provided.

Chapter Six is the **Monitoring and Evaluation Framework** that highlights the results framework for this DDP III

Annexes, provides the (project profiles for all the approved investments by department and **results framework**

1.2 Key Achievements from Previous DDP II

The key achievements of the District Development Plan Two (DDP II) include:

1. The district has seen sustainable peace, security and some economic growth and development.
2. There has been notable increase in Locally Raised Revenue from UGX 187 Million in Financial Year 2017/18 to UGX 230 Million in Financial Year 2019/2020.
3. Increased remittance of revenue from Central Government and Development Partners from UGX 23 Billion in Financial Year 2018/2019 to over UGX 53 Billion in Financial Year 2019/2020.
4. Increased length of paved Community Access Roads with improved maintenance over the years.
5. Increased access to and utilization of education services significantly increased, including increased enrollment in Primary and Secondary Schools.
6. Increased access to and utilization of health services also significantly increased within the district.
7. Increased staffing level in the district from 32% in Financial Year 2016/17 to 48% in Financial Year 2019/2020.

1.3 Challenges

The challenges affecting the district include

- Low staffing level in most of the departments and Sub Counties. Staffing level is at 48%
- High level of poverty among the population at 34%.
- High HIV/AIDS prevalence in the district at 7.2%.
- Inadequate infrastructures both at the District Headquarters and Lower Local Governments.
- Poor health status among some of the population in the district.
- Low literacy of 37% and unemployment among the population in the district.
- Low safe drinking water and sanitation coverage in the district at 78% and 60% respectively.
- Low local revenue base

- Unpredictable weather condition and changing planting seasons.
- Inadequate transport facilities (Some of the available vehicles are very old).
- Limited release of funds from the Central Government.
- Presence and influx of refugees
- Weak inter and intra communication among different stakeholders.
- Low level of interpretation of the available laws and regulations

1.4 Lessons Learnt

The following were key lessons learnt in the implementation of the District Development Plan II.

- Revisiting the development approach, in particular the role of local government in the rural development process through building the capacity of District Councilors on their roles in rural development.
- Re-focusing efforts on the production and productivity of key crops like simsim and groundnuts in the district to meet the current value chain needs.
- Refining the functionality and range of services provided by sub-counties and parishes in order to effectively address development needs at the local level using the bottom-up approach
- Increasing the effective utilization of alternative sources of development financing like DRDIP in the district.
- Addressing the need for effective mainstreaming of Gender and Equity in planning and budgeting for sustainability in Service Delivery.

1.5 District Profile

1.5.1 Key Geographical Information

Location

Lamwo District is one of the districts in the Northern region of Uganda. It is bordered by Amuru district in the North West, the Republic of South Sudan in the North, Gulu district in the south west, Kitgum District in the East and South East and part of Pader District in the South. It lies between latitude 2-4 degrees and longitude 30-32 degrees with an average altitude of 1,100 m above sea level. Lamwo District headquarters are situated at Ongalo village, Ogwech Parish in Lamwo town council 472 km away from Kampala.

Land Area

Lamwo district has a total land area of 5,588.3 Sq Km; 90 percent of the District is arable and 10 percent of the land area is covered by Inselburgs and small rivers.

Table 1: Land Area by Sub County in Lamwo District.

Sub county	Land area in Sq. Km
Padibe East	117
Padibe West	216.9
Madi Opei	836.2
Paloga	422.6
Agoro	625.9

Lokung	584.4
Palabek Kal	618.4
Palabek Gem	797.6
Palabek Ogili	1215.4
Lamwo Town Council	90.7
Padibe Town Council	63.2
Total	5588.3

Source: UBOS Mapping 2014

Geographical Features

Topography

The relief of Lamwo District consists of complex low landscape with relatively uniform topography marked by few sharp contrasts like Agoro hills, Latolim hill, Lamwo hill, Lalak hill and others. Generally, the altitude ranges between 1000-1200 meters above sea level but is generally higher in the North where there are series of mountain ranges and slopes gently to the west and south west.

Vegetation

The vegetation in Lamwo is mainly of woody Savannah characterized by woody cover and grass layer. The dominant grasses are Hypanthernia, Penicum, brachania and Seteria. Acacia cambrelum constitutes the dominant tree. The District is drier in the northeast and covers parts of Madi Opei, Paloga and Agoro Sub Counties.

Soil

The soil type in Lamwo Varies with locality but is generally well-drained sandy, Clay, Loam and sand clay. In some places, Foresails soil exist; these are strongly weathered and generally with low fertility. It covers much of the district Gleysols: These are poorly drained soils, liable to water logging.

Climate

Lamwo District has tropical type of climate characterized by dry and rainy seasons. The district receives average annual rainfall of 1500mm. Rain starts in late March or early April and ends in November. Rainfall is bimodal with peaks in April and August. It is dry-hot and windy from December to mid-March. The average monthly maximum temperature is 270 c and average monthly minimum temperature is 170 c.

Mineral Resources

The effect of tectonic movement has led to emergency of Tors and inselburgs especially along the extreme North Eastern sides of the district. Geological surveys were carried out in the district and some minerals were found to exist. Limestone deposit was found in Lalak hill in the border of Lokung and Padibe Sub Counties.

1.5.2 Administrative Structure

Lamwo district is Administered in accordance with the constitution of the Republic of Uganda, 1995 and the Local Governments Act of 1997 as amended in 2001 and 2006. The District Council is the highest decision-making organ with fully pledged legislative and executive powers. The District Chairperson is the Political head of the District and the RDC represents central Government.

Lamwo district has two counties (Lamwo & Palabek) with seventeen (17) Sub-counties, four Town Council (Lamwo, Madi Opei, Palabek Kal & Padibe Town council). There are 84 Parishes/wards and 635 villages/cells in the district.

Table 2: Lamwo District Administrative Units.

County	Sub County	No. of Parishes	No. Of villages	
Lamwo	Agoro	6	46	
	Lamwo Town Council	7	22	
	Lokung S/C	6	42	
	Madi Opei S/C	4	25	
	Padibe West S/C	4	41	
	Padibe East S/C	3	31	
	Padibe Town Council	5	29	
	Paloga S/C	3	27	
	Sub total	38	263	
	Palabek County			
	Palabek Kal S/C	4	31	
	Palabek Ogili S/C	4	24	
	Palabek Gem S/C	5	28	
	Sub Total	13	83	
	GRAND TOTAL	51	346	
	Non-Operational Administrative Unit	Lamwo County		
		Madi Opei T.C	3	16
	Aceba S/C	4	40	
	Katum S/C	3	26	
	Potika S/C	3	21	
	Lokung East S/C	6	33	

	Sub total	19	136
	Palabek County		
	Palabek Nyimur S/C	7	32
	Palabek Kal T.C	4	12
	Palabek Abera S/C	3	9
	SUB TOTAL	14	53
OVERALL GRAND TOTAL		84	635

Source: Lamwo District Planning Unit

1.5.3 Demographic Characteristics

Based on the 2014 National housing and population census, Lamwo has a population of 134,431 people. Of these, 64,794 are male and 69,637 are female.

The population of the District is young, with age group 0-14 constituting to about 48% (2002 census report). This puts a great pressure on the working population. The District inter censal growth rate according to the 2014 census dropped to 1.3% from 4.1% in 2002. This drop is mainly suspected to be due to wrong baseline statistic of the 2002 census.

The sex ratio stands at 95 indicating imbalance in the sex structure, this in future will cause problems like high birth rates, population momentum as a result of high replacement rate. There could also be social problems like domestic violence and negative factors of polygamy.

Table 3: Population of Lamwo as of 2014 National Housing and Population Census

Sub County	# of Households	# of Male	# of Female	Total Population
Agoro	3534	8663	9563	18226
Lamwo Town Council	1619	3881	4109	7990
Lokung	3289	7907	8325	16232
Madi Opei	2460	5800	6192	11992
Padibe West	2481	5846	6594	12440
Padibe East	1798	4443	4700	9143
Padibe Town Council	2044	4662	5122	9784
Palabek Kal	2919	6964	7289	14253
Palabek Ogili	1953	4701	4784	9485
Palabek Gem	3019	7162	7663	14825
Paloga	2055	4765	5296	10061
Sub Total	27171	64794	69637	134431

Source: Lamwo District Planning Unit

Demographic Characteristics for Refugees in Lamwo District

Table 4: Demographic characteristics/ population size for refugee in Lamwo District by April 2020

TOTAL HOUSEHOLD = 15,953			
Age Group	Female	Male	Total
0-4	4,614	4,789	9,403
5-11	7,110	7,919	15,029
12-17	4,393	5,309	9,702
18-59	10,541	7,836	18,377
60 +	949	346	1,295
GRAND TOTAL	27,607	26,199	53,806

Source: Lamwo District Planning Unit

About 53,806 refugees are settled in Palabek Refugee Settlement in Lamwo district and needs financial resources to cater for their needs as Uganda uses about USD 2 billion annually to cater for the needs over 1.3 million refugees inclusive Palabek Refugee Settlement and the host populations amid dwindling global resources to support refugees. Whereas the district is willing to continue hosting refugees, more resources is needed as the district could be overwhelmed by the high and increasing number of refugees bboth in Palabek Refugee Settlement, and various trading centres in the district, and Sub Counties where many of these refugees are settling, their impact on the environment as well as demand for social services is substantial. Refugee populations in some Sub Counties such as Palabek Ogili, Gem and Kal are higher than the host population.

1.5.4 Natural Endowment

The effect of tectonic movement has led to emergency of tors and inselburgs especially along the extreme North Eastern sides of the district. Lamwo District is endowed with a rich variety of natural resources like forests, wetlands, hills, beautiful mountains scenery, rocks, potential minerals sites among others on which the majority of the people depend for their livelihood in terms of food, shelter, medicine, income etc. The District is also blessed with Natural forests on private land and Government land (Central and Local Forest reserves), Private Plantations, wetlands, Forested hills, minerals like sand, clay, Gold around Nyimur river, among others.

However, there has been an increasing degradation of some this environment both quantitatively and qualitatively as a result of the rapid population increase particularly trees such as Afzelia Africana (Beyo) and shea nut trees. Most wetlands and forests have been converted to farm lands (wetland degradation) resulting into loss of the bio-diversity. This has been compounded by lack of proper sustainable land management system as most land owned communally as exemplified by rampant bush burning especially during the dry season, poor waste management in urban and other heavily settled areas. There are good number of animal and birds' species dotted in the beautiful flora of Madi Opei, Agoro among others.

The high degradation rates of these resources are further accelerated by increased energy demands for cooking and lighting. Lamwo district energy resource base is made up of fuel wood (most exploited), charcoal, petroleum (four fuel filling stations across three sub counties), solar energy (mainly for lighting), hydro-electric power and gas (cylinders). The district population predominantly relies on firewood to cater for its energy needs for cooking and lighting in homes and institutions. There is urgent need to adopt sustainable energy utilization technologies in order to reduce over reliance on environmental resources and ensure a healthy population.

Table 5: Potentials tourist sites in Lamwo District

SN	Tourism Site	Location	Status
1	Agoro hills	Agoro and Potika Sub Counties.	- Queen of England during WWI. - Amin Resort Chair - Aringa Waterfall
2	Lipan Game reserves	Madi Opei Sub County.	Mixed of different animal and plant species.
3	Culture and traditional art and craft.	Padibe East and Aceba Sub Counties	- Important culture site for Padibe chiefdom at Lacic with a number of cultural beliefs and Arabs paintings. - Victory Site for War between Padibe chiefdom & Payira Chiefdom.
4	Lacic	Aceba Sub County	Two rocks with a steep fall, Natural defense from enemies and used as a defense garrison (CANA) by the famous Rwot Ogwok Chiefdom of Padibe
5	Padwat hills	Palabek Ogili Sub Counties	A rock with powerful traditional beliefs. The site is being earmarked for profiling.
6	Hot Springs at Chobe, Padwat and Lipan	Palabek Ogili, and Madi Opei Sub Counties	Profiling and documentation planned at scity levels.
7	Abayo hills	Padibe West Sub County	Believed that the MOUNTAIN fell from sky
8	Aringa Stream	Agoro, Paloga and Madi Opei Sub Counties	Believed to be one of the coldest water body in Uganda
9	Coner-Ongwec mass grave	Lamwo Town Council	471 bodies were buried and some buried alive. They were students, community from all part of Uganda alleged to be joining Obote troops at Sudan Owiny ki Bul.

Source: Lamwo District Planning Unit

1.5.5 Socio-Economic Infrastructure

Life Standards Indicators

The community lifestyle is still dominated by the traditional way of living. Polygamy and having a good number of children is still a symbol of status in the community. To ensure production of crops in volume and quality to meet institutional and individual goals, the crop sector has to function efficiently in guiding policy and planning; disseminating early warning information; creating awareness and enforcement of crop laws, regulations and standards; responding swiftly to pest and disease outbreaks; guiding stakeholders on sustainable use of land; maintaining a farmers' register; promoting farmer institutional development and, generally; promoting farming as a business.

Local Economy Analysis

The 2002 Population and Housing census recorded literacy rate for males at 70% compared to the females with only 30% respectively. Crop production is the backbone of livelihoods of the populace in Lamwo. Simsim, Maize, millet, cassava, cotton, and rice are the major crops grown in that order of importance; for both food and income of farm families

Livelihoods Patterns

The District is endowed with a rich bio-diversity in terms of a variety of natural resources like forests, rivers, hills, rocks, potentials mineral sites among others on which the majority of the people depend for their livelihood in terms of food, shelter, medicine, income. Therefore, the source of livelihood is mainly subsistence farming with some few scattered commercial farmers especially rice, simsim and cassava production.

Human Settlement Pattern

Most settlement patterns in the district rural sparsely populated settlement with few dense settlements in urban centres and in the refugee's settlement in Palabek and access to livelihood resources is mainly through subsistence farming both crops and animals and the major economic activities people are engaged in- charcoal burning, sand mining, quarry works mainly in refugee's settlement, produce buying, boda boda business, etc. Over 90% of the farmers are engaged in crop production as their major activity and a small percentage in livestock keeping and fishing.

Economic Activities

The extraction of sand, clay and stones as building materials from hills/rocks, lumbering especially in the communal land and central forest reserves and natural forests on private land are for construction. The boda-boda industry which is fast growing employs most of the youth in the growing urban centres. There is also a fast growing informal sector (shops, roadside markets, vendors etc.) that employs many of the residents (refugees and nationals) in the urban areas and peri-urban centres of the District. However, this local economic development is still faced with limited access to energy for both lighting and powering of electrical appliances like fridges, televisions, etc. which play big role in attracting customers and boosting business. In order to address this, sector investments should focus on providing affordable/subsidized solar systems in urban/high growth centres to promote local economic development.

Poverty Analysis

The poverty level in Lamwo district is generally high. This high poverty level that stands at 63% compared to the national average of 21.4% is due to the effect of war that has forced the population into the protected camps, the Karamojong cattle rustling and adverse weather conditions. The High level of poverty in the district is evidence in the entire sub- counties, where the communities are food insecure and have low house hold income. The most vulnerable poor include, widows/orphan, people with disabilities (PWDS), women and the elderly.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 Introduction

This chapter presents key analysis of the district Potentials, Opportunities, Constraints and Challenges, also capture key standard development indicators sector by sector and a detailed review of departmental development status and trends during the FY 2015/16 – 2019/2020. It presents the departmental specific achievements indicating the current service delivery levels and gaps which need to be addressed over the period FY 2020/2021 –2024/2025. The chapter further presents the status of project implementation in the previous year, cross cutting issues, urban development issues and key standard development indicators. Discussion of the Local Government potentials, opportunities, constraints and challenges is guided by key development issues, such as youth unemployment, low agriculture production and productivity, poverty among others.

2.1 Analysis of District Potentials, Opportunities, Constraints and Challenges (POCC)

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • A dynamic and energetic young population. • Arable land, fertile soils. • Skilled technical staff, facilities and tools availability. • Availability of land and Support from the Locals and Local governance. • The existence of abundant natural resources like, forests and forest products, and mineral being explored. • Good rainfall distribution and Approved Contingent District Contingent place in place. • Equipment provided by Government • Skilled staff • Willingness of Community/Land owners. • Beautiful mountains scenery, Hot Springs, Historical sites and Culutral Attractions. • Approved DDP III, Budget and Workplan 	<ul style="list-style-type: none"> ▪ Limited formal employment opportunities. ▪ Price volatility and market in access. ▪ Limited skilled labour force, Limited facilities and tools. ▪ Continuous Conflicts/Turmoils in the regions. ▪ Recruitment of more staff, Skills training and Career training on Climatology. ▪ Career Development, Procurement and installation of weather station. ▪ Long procurement process. ▪ Price volatility and market in access ▪ Changing reporting format and Limited capacity of policy makers.
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ✓ Government skilling programmes like NUSAF, UWEP, YLP. ✓ Government and development Partner programmes- Agri-LED, agro-industrialization. ✓ Government training institutions for skilling ✓ Government and development Partner programmes- CRRF, UNHCR Support. ✓ Support from partners and OPM Projects such as DRDIP, NUSAF3. ✓ Government Metrological departments. ✓ Support from URF Secretariat, UNRA and PARTNERS (DANIDA). 	<ul style="list-style-type: none"> ○ Uneducated and unskilled labour force ○ Limited agricultural land; limited access to agricultural inputs. ○ Inadequate funding ○ High cost of education ○ Limited agricultural land; Conflict over resources with host, Cultural differences ○ Human Resource Inadequacy. ○ Limited technical skills on metrology ○ Compensation issues and Land valuation ○ Limited Accessible to tourism sites. ○ Limited technical Skills and Few Staff

<ul style="list-style-type: none"> ✓ Support from Uganda Tourism Board and Cultural Institution and Technical Staff Availability. ✓ Support from MoFPED, District Council and OPM. 	
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2.2 Key Standard Development Indicators

Sector	Indicator	District Baseline	District Target	NDP III Targets
TILED	Percentage of persons in Lamwo district below poverty line	64	21.4	50
Health	Maternal mortality rate in percentage in the district	336	211	299
Health	Infant mortality rate in the district.	165	75	0
Health	Access of Health services in the district (percentage)	67	80	80
Education	Literacy rate in Lamwo district.	37	70	76.5
Education	Teacher-pupil ratio in the district	1:86	1:50	1:43
Education	Teacher - Pupil ratio in Palabek Refugee Settlement	1:75	1:50	1:43
Education	Teacher accommodation ratio in the district	-	-	-
Water	Percentage of Water Coverage	69	86	80
Water	Percentage of Sanitation Coverage	75	100	100
TILED	Unemployment Rate			
Natural Resources	Forest Cover	11	14	23

2.3 Analysis of Development Situation

2.3.1 Agriculture

In Lamwo over 80% of the district population is employed in the agricultural production, which is rain fed and is adversely affected by climate change and unpredictable weather conditions. There is a high proportion of women involved in agriculture than men. There is also some notable number of children involved in agriculture in the district. Lamwo produces a wide range of agricultural products including: simsim, maize, beans, groundnuts, cassava, sweet potatoes, millet and sorghum. Commercialization of the sector is impeded by farmers' limited use of fertilizer and quality seeds, and a lack of irrigation infrastructure rendering production vulnerable to climatic extremes and pest infestations. Sector growth is also impaired by the lack of quality packaging capabilities, insufficient storage facilities, poor post-harvest handling practices, shortage of agricultural credit, high freight costs, the lack of all-weather feeder roads, and limited knowledge of modern production practices. There are significant investment opportunities in Lamwo's agriculture sector, including in production, input supply, value addition processing, standards compliance and export, and post-harvest handling.

POCC Analysis for Agriculture

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Availability of funding from Central Government and Development Partners. • Availability of ample working environment for the staff, • A functional and vibrant standing committee that brings together both technical and political actors to a common table for planning, budgeting, and implementation, • The deliberate political will that puts emphasis on agricultural production and productivity, and • The availability of skilled manpower and their selflessness. 	<ul style="list-style-type: none"> ▪ Inadequate funding in the agricultural sector as observed in the number of funding sources, ▪ Understaffing in the Department. ▪ Lack of community awareness on the importance of Smart Agriculture. ▪ Lack of knowledge on the new Aricultural Supply Chains, ▪ Procurement delays, resulting in late work start and inadequate funds absorption, ▪ Climate change effects, etc.
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ✓ Partnership with NGOs, CSOs. ✓ Teamwork with most heads of department/section. ✓ Back up professional and editorial support from media houses. ✓ Recognition by central line ministries and agencies. ✓ Availability of opportunities for short courses. ✓ Availability of various media houses for sensitization of the community. 	<ul style="list-style-type: none"> ○ Skeletal staffing (Information Officer should be recruited) ○ Inadequate tooling. ○ Some departments/sections have not been cooperative in terms of information sharing. ○ Poor information storage and documentation.

2.3.2 Tourism

Lamwo District current has a number of Potentail Tourism sites that has to be developed over the years to support in revenue generation. The for key potentials sites for investment include: Lacic hill of the former Padibe Ogowok Chiefdom, Agoro, Chobe hot springs in Palabek Ogili,, Lipan community hunting ground, and Corner Ogwech. Developnet of the Tourism industry in Lamwo shall support in generating employment and income, and improvements in infrastructure which include roads in utilities, such as water supply and telecommunications.

POCC Analysis for Tourism

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Presence of potential tourist sites in the district. • Presence of Hotels, Bars and lodges, Beautiful women. • Community tourism; art and craft, traditional food and cultural dance of Acholi. 	<ul style="list-style-type: none"> ▪ Undeveloped tourist sites to attract visitors. ▪ Poor branding and marketing. ▪ Poor tourism infrastructure such as the road network, accommodation etc. ▪ Poor service delivery by those in the tourism initiatives
OPPORTUNITIES	CONSTRAINTS

<ul style="list-style-type: none"> ✓ Favorable climate like average Rain fall and sun shine which attracts many tourists. ✓ The hospitality of the local people to visitors. ✓ Relative peace of the area. ✓ Presence of good road network. 	<ul style="list-style-type: none"> ○ Low private sector investment in tourism industry. ○ Limited knowledge and skills among the population about the tourism industry. ○ Limited capital among the private sector to invest in tourism industry. ○ Poor security putting tourism venture at risk
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2.3.3 Trade, Industry and Local Economic Development

In Lamwo District, Trade Industry and Local Economic Development envisions a competitive and developing Public Private Sector that promotes industrialization for inclusive growth, employment for sustainable development. The goal is to increase competitiveness of the Public and private sector and enhance its contribution to Lamwo’s sustainable economic development. Most of the main trade and business activities carried out in retail and wholesale form in the Town Councils and Trading Centers in the Sub-Counties. The district has limited commercial and industrial activities taking place. The growth of the local economy was possible by transforming households to achieve food security, improve nutrition and stabilize incomes. Household incomes increase through crop and livestock farming.

POCC Analysis for Trade, Industry and Cooperatives

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Existence of development prospects e. g tourism, sugar cane. • Availability of fertile land for farming. 	<ul style="list-style-type: none"> ▪ Poor regional income and poverty ▪ Limited and under developed value chains. ▪ Inadequate economic and social infrastructure. ▪ Unexploited natural resources in the region. ▪ Adulterated farm inputs on the market.
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ✓ Existence of strong leadership in the district. ✓ Existence of the regional development framework. ✓ Government programs supporting agriculture e.g OWC. ✓ High fertility rates (large house hold sizes) ✓ 	<ul style="list-style-type: none"> ○ Weak public sector management. ○ Weak local leadership ○ Fragmented pieces of land and Low land productivity ○ Inadequate value addition to products.

2.3.4 Financial Services

The district still has no banking institutions but uses the services of banks which are situated in Kitgum town and include: Centenary Rural Development Bank, DFCU Bank, Post Bank and Stanbic Bank.

POCC Analysis for Financial Services

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Existence of development projects. • Availability of competent staff • Good political will and support 	<ul style="list-style-type: none"> ▪ Conditions on accessing agricultural loan products. ▪ Strict regulations

	<ul style="list-style-type: none"> ▪ Complicated subject matter. ▪ Lack of consumer trust ▪ Constantly evolving technology
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ✓ Existence of community groups. ✓ Availability of support from MoFPED ✓ Availability of Policies on Financial Services 	<ul style="list-style-type: none"> ○ Low financial literacy ○ Inadequate information on loan products. ○ Lack of organised viable farmer groups. ○ Lack of information on government programmes

2.4 Economic /Productive Infrastructure

2.4.1 Water for Production

Water is an important factor in production. Lamwo has abundant water resources which can be harnessed to support agricultural production. These sources include boreholes, shallow wells, springs, wetlands and rainwater. These can provide a reliable source of water for farm irrigation. The district safe water coverage is at 87% and functionality is at 80% however, the district is hosting over 53,000 refugees from South Sudan. There is need for provision of safe water since most of the water points constructed during emergency are concentrated within former camp sites with limited access to the people in the return villages.

The district has one Irrigation Scheme in Agoro that was constructed in the late 1960s with funding from the World Bank boosted rice growing and vegetables during the dry season in the area. To increase its capacity, the irrigation scheme, which serves an estimated 1,000 farmers, was rehabilitated in 2011-2013 at Shillings 27 billion by the Ministry of Water and Environment to boost agricultural productivity in the area but the scheme did not work well. In 2019, the government through the Ministry of Water and Environment said it would embark on repairs to the said scheme, with the project expected to cost Shs 6Bn, after it was abandoned by many farmers because of its poor state. In 2021, the government again contracted Geet International Pvt Ltd, to undertake another rehabilitation work on the scheme. However, since work started in August 2021 with a forecast that it would be completed in nine months, it is yet to be completed. However, the farmers can no longer use the scheme as its design was changed during repair works, which affected the flow of water to their gardens.

2.4.2 Transport - Roads

Integrated Transport Infrastructure and Services Programme

Goal

The goal of the programme is to develop a seamless, safe, inclusive and sustainable multi-modal transport system. The proportion of households with access to proper latrines (all types) in Lamwo district increased from 60% in 2019/2020 to 85% in 2024/2025.

Summary of Issues

There is need to prioritize transport infrastructure management and maintenance to increase its lifespan and returns on projects.

High and rising cost of transport infrastructure investments and services need addressing in order to sustainably acquire an integrated transport infrastructure system.

Transport safety has remained a challenge.

Significant progress has been made in developing the road transport, nonetheless, more attention is required for District, Urban and Community Access (DUCA) roads.

Objectives

In order to address the above issues, the objectives of this programme, among others, are to:

- 1) Optimize transport infrastructure and services investment;
- 2) Prioritize transport asset management;
- 3) Reduce the cost of transport infrastructure and services;
- 4) Strengthen, and harmonize policy, legal, regulatory, and institutional framework

for infrastructure and services;

Situational Analysis

Uganda’s total road network is 159,366 km, of this: 79,947 km (50 percent) are Community Access Roads; 38,603 km (24 percent) are District Roads; 20,854 km (13percent) are National Roads; and 19,959 km (13 percent) are Urban Roads. District, Urban, and Community Access (DUCA) roads are important for providing access to social and economic services, however, a big proportion of these roads are in bad condition.

Lamwo district has got three levels of roads according to the maintaining authority. These include trunk roads, feeder roads, urban and community access roads. Lamwo district has a total of 1,172 Km of roads classified as follows:367 Km of trunk roads under UNRA, 418 Km of rural feeder roads under Lamwo district local Government, 51.48Km of Urban roads Town Council Administrations and 336 Km of Community access roads under Sub County Administrations.

Analysis of POCC.

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Functional district roads committee that meets on quarterly basis to review plans and budget implementation, • Existence of career development programs that deliberately targets engineering staff such as that under DANIDA, • The existence of vital engineering tools and equipment that make plans and budget implementation a lot easier, • The existence of clear policies that guide planning, and implementation, • Availability of ample working environment for the staff, 	<ul style="list-style-type: none"> ▪ Inadequate funding in the road sector as observed in the number of funding sources, ▪ Understaffing in the road sector. ▪ Inadequate road maintenance units, ▪ Poor turn – up from communities for manual road maintenance ▪ Lack of community awareness on the importance of some road structures such as storm water outlets, ▪ Lack of knowledge on the new road act 2019. Hence the resistance to the issues of road reserves,

<ul style="list-style-type: none"> • A functional and vibrant standing committee that brings together both technical and political actors to a common table for planning, budgeting, and implementation, • The deliberate political will that puts emphasis on roads development and maintenance, and • The availability of skilled manpower and their selflessness. 	<ul style="list-style-type: none"> ▪ Procurement delays, resulting in late work start and inadequate funds absorption, ▪ Climate change effects, etc.
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ✓ The establishment of sugar cane plantation at Adodi, Palabek kal sub-county, will likely put roads agenda at Centre-stage during national debates, ✓ The existence of the refugees in the district is drawing international attention with a positive effect and promises in the roads sector, example the introduction of DRDIP program, among others, ✓ The agricultural potential of the district is causing a trickle-down effect in the roads sector as observed with programs such PRELNOR, NURI, among others, ✓ Sharing of international border with South Sudan is starting to produce results in roads sectors as there is increase in funding for development and maintenance. 	<ul style="list-style-type: none"> ○ An accumulation of roads maintenance backlogs due to inadequate and unpredictable funding modalities. ○ The increasing costs of inputs for road construction materials. ○ Low capacity of private sector players, Human resource gaps affect effective and efficient planning, budgeting, and implementation,

Review of intergrated transport programme Development Situations and previous plan performance (*Programme Output Performance*).

Sector Output	FY 2017/2018			F/Y 2018/2019			F/Y 2019/2020		
	Planned Target	Achieved	%	Planned Target	Achieved	%	Planned Target	Achieved	%
Low Cost Sealing Works	1.3	1.3	100	1.3	1.3	100	1.3	1.3	100
Road Rehabilitation Works	0	0	0						
Periodic Maintenances	26	26	100						
Routine Mechanized Maintenance	0	0	0						
Routine Maintenance	306	306	100						

Bridge Constructions	0	0	0						
Box Culvert Works	0	0	0						
Vented Drift Constructions	0	0	0						
Culvert Installations	0	0	0						

Table 6: Road network in the District and condition

Sn	Category	Km	Road Condition - %			Remarks
			Good	Fair	Poor	
1	Trunk roads	367	50	27	23	
2	District Roads	418	46	34	20	Urgent need to address under funding of district roads
3	CARs	336	24	43	33	Urgent need to address under funding of district roads

Table 28: Roads by Type, length and condition as of 2020

Type	Road code	Road	Distance (km)	Class	condition
Trunk roads		Kitgum -	57	II	Poor
		Ngomoromo	26	II	Good
		Kitgum -Palabek	48	I	Good
		Madiopei – Agoro - Palacam			Good
		Kitgum – Musingo	35	III	
		Paloga – Potika - Lututuru	31	III	Poor
		Madiopei – Padibe	36		Fair
		Padibe – Palabek	25	II	Fair
		Ngomoromo – Potika	37	II	Good
	Feeder roads		Ngomoromo – Waligo – Bibia	72	III
		Lugwar – Paracele – Waligo	30	II	Good
		Padibe – Mucwini	14	II	

Urban roads	Palabek Kal – Pangira	28	II	Poor	
			III	Poor	
	Palabek kal - Lokung	24.9	II	Poor	
				Fair	
	Palabek kal – Paracelle	15.2	II	Good	
			III	Good	
		29			
	Labworoyeng - Pager		III		
		8.3		Good	
	Lagwel - Laguri		III	Poor	
		9			
	Labworoyeng – Base Camp		III	Fair	
		9.1		Good	
	Aloi – Oboko		III	Fair	
		17.6	II	Good/Fair	
	Dibolyec HC II – Potika	16	III	Fair/Poor	
				Fair	
	Olebi – Lelabul	21.8	III		
				Poor	
	Corner Ogwec - Tenten	14	III	Good	
				Poor	
		21			Good
	Lapidiyenyi - Larobi		III	Poor	
				Fair	
	Kamama Central - Abam	15.5	III		
				Good	
		10.8	III	Good	
	Okol Wanglango – Kal		III		Fair
		9.5		Fair	Fair
				Fair	
Alenyo – Bungu	10	III	Fair		
			Good		
Jamula – Lamojong	6.4	III	Good		
			Good		
Lagwel – Ocettoke	6	II	Fair		
			Fair		
Katum East – Tumangu	9.3		Fair		
			Fair		
	11.8		Fair		
Loi Agolo – Ogako	0.95	I	Good		
			Good		
Katum East – Tumangu	0.15	II	Good		
			Good		
	0.18	III	Fair		
Lapidiyenyi – Orii		III	Fair		
	0.18		Good		
			Good		
Lamwo TC/District H/Q	0.18	III	Fair		
			Good		
Obaloker Hilary Onek	0.18	III	Good		
			Good		
Dr. Mathew Lukwiya	0.84	II			
			Good		
	0.48	II	Fair		
Mamma Lucira		II			
	1.00				

Community access roads	Yucia				Fair
		2.00		II	Fair
	Rt. Rev. Bishop Ochola	0.98		II	
	Timoni Langoya	2.70		II	Fair/Poor
	Laker	2.70		II	Poor
	Mosque – Palabek kal	2.00		II	
	Ogwec Market	0.90		III	Poor
	Olebi Market	1.00		III	Good
	Olebi – Pakalabule	0.40		III	Fair/Poor
	Rev. Fr. Simon	1.00		III	Good
	Samsoni Lukono	0.90		III	Fair/Poor
	Baker Opio	0.90		III	Fair/Poor
	Market	0.20		III	Fair
	Ocen Akiya	0.20		III	Fair/Poor
	Eng. Okana	0.30		III	
	Acellam Timothy	2.10		III	Good/Fair
	Obol Ochola	5.00			
	Bishop Baker Ochola	5.10		III	Good/Fair
	Keneri Lawoko	20.00		III	Poor
	Jikirani Langoya	15.00		III	
	PTC 002-009	2.50		III	Poor
	Lugwar – Lugede			III	
		5.50		III	Poor
	Odube – Paluda Market				Fair
		1.50		III	
	Akworo – Kadomera				Fair/Poor
	Padwat – Aywee	5.10		III	
Laguri – Ogwangcan P/S	3.30		III	Good	
Ogwangcan – Lacara P/S	4.10		III		
	6.30			Fair	
Padibe Girls – Padibe TC	4.70		III		
			III	Poor	
Padibe TC – Laguri					

Kamama central – Kapuata	6.80	III	
	2.50	III	Fair
Ayom P/S – Padibe TC	6.80	III	Good
Gogo – Kapeta	8.00	III	
Pandwong P/S – Lokung road	2.90	III	Fair
Kal B – Pandwong P/S	8.80	III	Fair/Poor
	6.40	III	
Lugede – Anaka – Beyogoya	2.80	III	Poor
Agoro Dem – Pauma HC II	7.30	III	Poor
	4.00	III	
Kiti kiti – Lugede		III	Fair/Poor
Luyoro – Jamula	5.90	III	
Comboni – Orii	3.60	III	Fair/Poor
Nyany A – Jamula P/S	4.50	III	Fair/Poor
Paloga HC III – Tumato	8.50	III	Poor Fair/Poor
Anaka central – Lakwar	1.50	III	Fair/Poor
Kamama central – Kapuata	3.10	III	Poor
Labucaboro – Yaa pa acoro	4.60	III	Poor
	5.60	III	Poor
Abam Parents – Agwata P/S	2.80	III	Fair/Poor
	8.00	III	
Kamama central – Gem medde	8.00	III	Fair Poor
Kamama central – Anaka	11.00	III	Fair/Poor
	11.70	III	
Pawach – Logopi P/S	5.00	III	Fair/Poor
Agula Odiciri – Rudi	8.30	III	
Penybuk – Kaliro	6.00	III	
Oboko – Kaliro	11.60	III	
	6.50	III	

Loromibenge – Pulongo B	3.10	III
Agoro – Lopulingi	7.10	III
Agoro – Ngacino	8.00	III
Kwoncok – Karuma	4.10	III
Karuma – Kal		III
Orogo – Lotuku		III
Pobutu – Oboko		III
Padibe TC – Katum East		III
Ogako – Kangole Keca		
Tadi – Labayango		
Wangtit – Kolokolo P/S		
Katum – Dog Lokutu		
Pawor – Lunai		
Parapono – Tedopee		

Source: Intergrated transport services

Table 29: Roads by type by maintaining authority as of 2020

Name of road	Type of road	Distance (in Kms)	Maintaining Authority	Last period of maintenance (FY)
Palabek kal – Pangira	Gravel	28.0	District	2013/2014
Palabek kal – Lokung	Gravel	24.9	District	2014/2015
Corner Ogwec - Tenten	Gravel	21.8	District	2018/2019
Lugwar – Paracele - Waigo	Gravel	27.5	District	2011/2012
Palabek Kal - Paracele	Gravel	15.2	District	2014/2015

Source: Intergrated transport services

Building/Housing Sector Situational Analysis

The building sector is just beginning to pick up with the support from the government and other donor agencies. This slight growth is because the civil war made the area very difficult to access and invest. Small trading centres have started cropping up in many parts of the district. School infrastructures are

being built and renovated. Health centres are equally being constructed, rehabilitated and upgraded across the district. Also, infrastructure developments are currently being undertaken in the refugee settlement site in Paluda, Palabek Ogili Sub-county.

The housing sector in this category basically includes buildings/rooms being used for Office accommodation for the various departments within the district.

Capacity and Condition of District Office Blocks.

Dept/Sector	No. Of offices	Ownership (district/rented)	Location (district Hqrts/off)	Adequacy (yes/no)	Condition (good/fair/bad)
Finance	4	District	District Headquarters	No	Good
Council	3	District	District Headquarters	No	Good
Medical	9	District	District Headquarters	Yes	Good
Production	6	District	District Headquarters	No	Good
Police	7	District	District Headquarters	No	Good
Education	3	District	District Headquarters	No	Fair
Ears	-	-	-	-	-
Works	8	District	District Headquarters	Yes	Good
Prisons	1	District	District Headquarters	No	Fair
Audit/DSC/Fisheries	4	District	District Headquarters	No	Fair
Water	7	District	District Headquarters	Yes	Good
Labour	-	-	-	-	-
Administration	4	District	District Headquarters	No	Fair
Land office	2	District	District Headquarters	No	Good
Environment	3	District	District Headquarters	No	Good

Source: Works and Technical services

Mechanical (vehicles and plants)

This is the section under works and technical services which is responsible for the maintenance and custody of the district vehicles and motorcycles.

Status of Ongoing Project and how the Sector intends to complete it

The total funds (URF) received for road maintenance in the current financial year was only 80% of the annual budget.

1. District prioritized routine mechanized maintenance of 45.6Kms of roads as follows:
 - Lagwel – Laguri (8.3Km) – done in Q2,
 - Loi Agolo – Ogako (6.0Km) – done in Q2,
 - Lapidiyenyi – Orii (3.8Km) – not done. Budget shortfall affected implementation.
 - Lugwar - Paracele – Waligo (27.5Km) – On-going. Grading and compaction works are currently on-going on this road, with culvert delivery and installation expected to follow suit. Thereafter, gravelling works will commence.
2. PRELNOR helped finance the rehabilitation of 81Kms of priority Community Access Roads (CARs) under Batch A in the sub-counties of Lokung, Agoro, and Palabek Gem as follows:
 - Lobule A – Lobule B - Porwom – Larobi (28.6Km) – completed
 - Latida – Bwotatum (13.2Km) – completed
 - Akelikongo – Ododo (9.9Km) – completed
 - Kamama Central – Apyeta South (29.3Km) – on-going. Major works of grading, culvert installations, and graveling have been completed, except for three box culverts which are still under construction.
3. Routine maintenance of District roads (target =267.8Km) has, however, been a top priority and has achieved 258.8Km (96.7% success).
4. Finally, 1.3Km of Padibe Town Council Roads has been sealed with minor drainage works due to be completed by June, 30th 2020.

2.4.3 Energy

In Lamwo, as for the entire Acholi region, there are three energy forms that are relevant in terms of having high impacts on all aspects of development.

Petroleum related products: Kerosene, diesel and petrol can be categorized as fuels most commonly used for transportation. However, a large number of households in Lamwo district also depend on kerosene for lighting with its negative health impacts. The high price of fuel tends to influence the prices of moving goods and people. In Lamwo there are some chances to influence the usage of these products – including the promotion of e.g. alternative lighting, but the price and quality of fuel are hard to temper with. The current trend of increasing prices for these commodities has had a considerable impact on the development of the local economy and on the wellbeing of Lamwo’s citizens. The consumption of these goods means a draining of capital away from the district, they cause emissions and are next to unavoidable in some aspects of the economy of Lamwo.

Biomass Energy: Over 90% of the households’, institutional and industrial energy demand and consumption in Lamwo district is from biomass mainly in the form of fire wood and charcoal yet it is used inefficiently. It is used for both preparing meals and for the production of process heat. In Lamwo district the demand for wood fuel tends to grow faster than the supply. This is because the trees have got so many other competing functions which tend to restrict its availability. The high energy cost in Lamwo district has been a major obstacle to the increased access to electricity use despite the rural electrification programme in the district. The unreliable supply of electricity due to frequent power outage also tends to increase cost of doing business. Hence, most of the private business operators tend to over depend on biomass energy source to operate their business.

Lamwo district has the mandate to influence all aspects of the biomass value chain, ranging from the side of production, via transportation to conversion. The underlying problems are that the pricing structure for this energy form is inadequate, that all citizens are involved – many getting incomes from trading, and the aspects of production – including growing are very time consuming. The proper production and consumption of these goods could make a considerable impact on emissions, local revenues, public health, on the workload of women and are an essential for improving the overall condition of the environment we depend on and therefore on nutrition and income related aspects.

Electricity is regarded as the modern energy has been limited mainly to urban and semi-urban trading centers areas and this slows down economic and social transformation in the district. The high cost of accessing electricity coupled with the inefficient supply have contributed to the slow economic development of Lamwo district by limiting industrialization as well as value addition. Although the supply cannot really be influenced readily by Lamwo district, aiding the development of access and the promotion of electricity consumption - including aspects of energy efficiency could be promoted. The plan intends to focus on increasing connections and promoting power use by businesses”, and rural poor. This could play a key role in promoting value addition and employment creation along the value chain. A more vigorous attention to these activities could be achieved if advocacy, improved cooperation and the capacity to support such activities would be taken up with interest by lamwo district.

The Renewable Energy Policy for Uganda 2007 has a vision to make modern energy a substantial part of the national energy consumption; the overall policy goal is to increase the use of modern renewable energy from the current 4% to 61% of the total energy consumption by 2017. Therefore, mainstreaming energy in the Lamwo DDP fits well within the policy framework of the Ministry. The plan has captured the potential energy resources in the district which could be developed as alternatives to reduce over dependence on biomass energy sources.

Table 7: Showing energy development issues analysis in Lamwo District.

Area/Sector	Identified Issues	Causes	Effects/Impacts	Strategies for Mitigation of Identified Effects/Impacts	Specific Interventions	Possible Actors	Source of Funds
Environment and Wetlands	Riverbank and Wetland degradation	Cultivation and settlements	Unstable riverbanks due to erosions, Emission of carbons	<ul style="list-style-type: none"> • Restoration of degraded wetlands and riverbanks • Enforcement of regulations • Wetland management planning 	<ul style="list-style-type: none"> • Wetland Demarcation • Tree planting • Awareness campaigns • Formulation of Wetland Management Committees • Development of Wetland Action Plans 	Lamwo DLG/ Dev't Partners/ CBOs	LRR, Grants, Donor Fundings, Dev't Partners

	Poor waste management	Lack of waste management infrastructures	Pollution of land, water and air	Establishment of waste disposal and transportation mechanisms in the district	<ul style="list-style-type: none"> • Construction of landfills, sludge drying lagoons • Procurement of waste skips and loaders for waste transportation • Awareness campaigns 	Lamwo DLG/ Dev't Partners/ CBOs	LRR, Grants, Donor Fundings, Dev't Partners
	Bush fires	Hunting, traditional agriculture	Loss of crops and key flora and fauna	Formulation of committees, utilization of government and cultural structures to enforce regulations	<ul style="list-style-type: none"> • Development of bye-laws • Strong enforcement of regulations • Awareness campaigns 	Lamwo DLG/ Dev't Partners/ CBOs	LRR, Grants, Donor Fundings, Dev't Partners
	Low compliance to existing policies and regulations	Illegal development, lack of awareness	Environmental degradation	Regular compliance monitoring and inspection of developments	<ul style="list-style-type: none"> • Formation/activation of Local Environment Committees • Awareness campaigns 	Lamwo DLG/ Dev't Partners/ CBOs	LRR, Grants, Donor Fundings, Dev't Partners
	Poor access to information	Lack of data on Natural resource utilization	Difficulty in performance measurement	Generation of information on natural resource utilization in the district	<ul style="list-style-type: none"> • Establishment of Natural Resource Information Systems/databases • Procurement of equipment including GPS for the department • Staff capacity enhancement 	Lamwo DLG/ Dev't Partners/ CBOs	LRR, Grants, Donor Fundings, Dev't Partners
Forestry	High deforestation rate and low afforestation	<ul style="list-style-type: none"> • Charcoal production • Traditional agriculture • Illegal dealin 	<ul style="list-style-type: none"> • Encroachment on forest reserves and wetlands • High level 	<ul style="list-style-type: none"> • Promotion of tree growing and agroforestry for institutional and household income generation 	<ul style="list-style-type: none"> • Establishment of nursery beds • Supporting of private nursery operators • Supporting apiary and agro forestry projects • Inclusion of income 	Lamwo DLG/ Dev't Partners/ CBOs	LRR, Grants, Donor Fundings, Dev't Partners

		<p>gs in forest produce</p> <ul style="list-style-type: none"> • Low seedling production • Roaming animals • Bush fires 	<p>of non-compliance</p> <ul style="list-style-type: none"> • Low rainfall • Climate change • Low survival rates of seedlings 		<p>generating activities in tree planting, e.g. apiary, crop production, etc.</p> <ul style="list-style-type: none"> • Woodlot establishment in all government institutions • Awareness campaigns 		
	Population rise	Refugee influx	Increased demand for environmental resources	Engagement of refugee and host communities in tree planting and management	<ul style="list-style-type: none"> • Integration of tree planting and management in all projects or interventions in the settlement 	Lamwo DLG/ Dev't Partners/ CBOs	LRR, Grants, Donor Fundings, Dev't Partners
Energy	Depletion of wood fuel resources	<ul style="list-style-type: none"> • Increased demand for fuel wood, compounded by refugee influx • Use of inappropriate energy technologies 	Environmental degradation and climate change	Training of local communities, farmers and vulnerable groups to become active stakeholders in the biomass and solar energy value chain to enhance their livelihood, health and foster social transformation.	<p>Local communities and vulnerable groups are trained on small scale and low cost biomass and solar technologies including...</p> <ul style="list-style-type: none"> - The production, use and sale of efficient household cooking stoves - The refinement of solid bio and agro-waste into marketable energy products (briquetting, small scale charcoal production using gasifier stoves) 	Lamwo DLG, Dev't Partners, CBOs,	LRR, Grants, Donor Fundings, Dev't Partners

					<ul style="list-style-type: none"> - Production of interlocking soil stabilized bricks (ISSB) to reduce firewood consumption - Sewing and sale of cooking bags - Solar fruit drying - Etc... <p>Training of farmers to become entrepreneurs in the biomass and solar energy value chain</p>		
Insufficient tree planting and reforestation	<ul style="list-style-type: none"> • Poor attitude towards tree planting for fuel wood resources • Bush burning 	Shortage of fuel wood for households and institutions	Tree planting on institutional compounds Where possible wood lots for firewood and timber production should be planted and maintained	Perimeter planting around the compounds of public institutions in all relevant sectors provides wood fuel and timber. Creation of tree nurseries, for example at Primary Schools, where pupils then take care of the seedlings and planted trees.	Lamwo DLG, Dev't Partners, CBOs,	LRR, Grants, Donor Fundings, Dev't Partners	
Use of traditional and inefficient wood fuel technologies	<ul style="list-style-type: none"> • Limited access to appropriate technologies • High costs of appropriate technology 	<ul style="list-style-type: none"> • Increased consumption and demand for fuel • Deforestation • Indoor 	<ul style="list-style-type: none"> • Provision of energy efficient institutional cooking stoves for schools and health centres • Locally made mud stoves, for example shielded 	All existing and new staff houses are equipped with efficient cooking stoves for firewood and charcoal. New and existing health centers should also be equipped with efficient cooking stoves.	Lamwo DLG, Dev't Partners, CBOs,	LRR, Grants, Donor Fundings, Dev't Partners	

		logies for household	pollution	firewood stoves, as well as quality stoves that are distributed by specialized companies are very cost efficient	New and existing primary schools that provide meals to pupils should be equipped with energy efficient cooking stoves.		
Lack of knowledge about modern energy technologies	<ul style="list-style-type: none"> • Limited exposure to energy technologies/products • Lack of key information on appropriate technologies 	Reduced access/possession of affordable energy saving technologies among households and institutions	Awareness creation about small off-grid solar products and efficient cooking technologies among local communities	Where possible awareness creation should be integrated into staff meetings or other training activities	Awareness creation about small solar products and efficient cooking technologies among teachers and health Workers	Lamwo DLG, Dev't Partners, CBOs,	LRR, Grants, Donor Fundings, Dev't Partners

Strategies for improving on the weaknesses and minimizing on the threats

- Enforcing the standing order and ensuring that staff performance and appraisal forms are filled regularly
- Presenting the current staff structure to the district council for customization so that some positions would be traded off.
- Strengthening revenue enhancement committees at sub-county levels through regular supervision and mentoring
- Embark on vigorous tax education campaign to create awareness on importance of taxes and its linkage with services delivery
- Recruit some of the staff in key positions to enhance collection of local revenue and improve on service delivery
- Provide regular support supervision and monitoring at sub-county levels to improve on agency fee collections.
- Documenting and sharing lessons learnt in revenue collection and management through quarterly review meetings

- Motivating staff through appreciation and involvement in decision making
- Providing means of transport to staff to improve accessibility and supervision of service delivery
- Dissemination of the district communication strategy among the different stakeholders to improve on down ward accountability and information flow
- Involvement of community members in programme implementation and monitoring

Strategies to exploit the existing opportunities

- The district shall continue promoting public-private partnership building as a way to attract additional resources and expertise to complement and improve on the quality of service delivery in the district
- The district also intends to undertake massive advertisement programme through introduction of district newsletter and also web sites. The aim of this is to attract tourist and investors into the district to increase investments opportunities and create more jobs.
 - o The district shall try as much as possible to remain transparent and accountable to the public and to its donors for all the development programmes and funds it receives. The public accounts committee shall be strengthened to discharge its functions more regularly and promptly. The audit department shall carry out value for money auditing and produce reports on quarterly basis and share the report with all the stakeholders concern for purposes of good governance.
 - o The district shall also embark on generating relevant statistics and information as an effective tool for advocacy and lobbying to other local and international organizations with humanitarian agenda for support.
- The district shall also join hands together with her neighboring districts to advocate and lobby for support for the development initiatives of the region. More especially the benefits from the Sugar cane project at Adodi and Mineral exploration within the district.

Exploit the relative peace for increased commercial production and marketing with South Sudan particularly agricultural produce.

2.4.4 Information and Communication Technology

Status of IT Department

The IT Department of Lamwo District Local Government was created and filled in July 2019 (Financial Year 2019/20) with 01 Senior IT Officer recruited and running the department. Though the department has a competent and qualified staff, the department has some gaps that are hindering the effective and efficient service delivery.

Current strengths of the IT function in your institution

- Competent and qualified IT staff.

Current weaknesses of the IT function

- No Clear Budget for IT
- Lack of well-established office.
- Lack of IT office tools
- Unreliable internet connectivity
- Less involvement of IT Officers in LG operations such as procurement, attending the Budget conference.
- No Local Area Network in all the departments.
- No Wide Area Network for the district.
- Poor attitude from some staff in regards to the benefits of IT at the district.

Ways of addressing the weaknesses facing the IT function at the District

- ✓ Create a well-established IT department.
- ✓ IT mainstreaming in all Government programs.
- ✓ Consolidate IT Budget from departments.
- ✓ Sensitization of LG staff on the IT functions.
- ✓ Provision of NBI connectivity to all LGs.
- ✓ Install the LAN and WAN at the district.
- ✓ Capacity building and workshops for IT Officer
- ✓ Attitude change for district staff to embrace all aspects of IT.

2.5 Human and Social Development

2.5.1 Health

The District Health Sector derives its mandate from the National Health Policy that is formulated within the context of the provisions of The Constitution of the Republic of Uganda (1995 as amended) and The Local Governments Act (1997 as amended) that decentralize governance and service delivery from Central Government to Local Governments.

The current National Health Policy II (2010/11 – 2020/21) aims at addressing the overall development framework for the Government of Uganda contained in the National Development Plan III and vision 2040. To achieve the goal of the health sector, focus shall be on achieving universal coverage with quality health, and health related services. Lamwo District Local Government still experiences high fertility rates which is associated with risks of mortality (both maternal and infant) within the reproductive age, limited access to ANC and access to FP services, poor hygiene and sanitation, poor garbage management, less equipped health facility, inadequate health staff and generally poor health infrastructures; staff housing, OPD, high death cases due to malaria & diarrhea, and increased cases of both communicable and non – communicable diseases. Some of these are due to poor nutrition and behavioral effects, especially; COVID-19 which is the world leading rapid killer.

Goal

The goal of the Health Sector Sub programme adapted in the DDP III (2020/12 to 2024/25) is to improve productivity of labour for increased competitiveness and better quality of life for all.

Objectives

The DDP III has adapted 2 Strategic Objectives are form the sub programme:

- (i) Consolidate and increase the stock and quality of productive infrastructure;
- (ii) Enhance the productivity and social wellbeing of the population; and

Situational Analysis in Health Sub Programme

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

development contributes to the adapted Lamwo DDPIII goal of increased household incomes and quality of life through increasing productivity, inclusiveness and wellbeing of the population.

The aspiration of Agenda 2030, 2063 and EAC Vision 2050 which Lamwo District adapted is to have a holistic approach to achieving sustainable development for all. SDG 1 calls for poverty reduction and enhancing resilience through social protection, and equitable access to basic services and resource. SDG 2 calls for ending hunger, achieving food security and improved nutrition. SDG 3 and Goal 3 of Agenda 2063 call for ensuring healthy lives and promoting the well being for all at all ages. SDG4 emphasizes equitable quality education, promotion of lifelong learning opportunities and skills revolution underpinned by science, technology and innovation. SDG 5 provides for gender equality and empowerment of all women and girls, while SDG 6 and Africa Agenda 2063 (goal 1) call for provision of clean water and sanitation for all. Furthermore, SDG8 provides for full and productive employment and decent work for all, while SDG 10 calls for reduced inequalities. The Uganda Vision 2040 identifies human capital development as one of the fundamentals that need to be strengthened to accelerate the country’s transformation and harnessing the demographic dividend.

In summary the Human Capital Program adapted by Lamwo primarily contributes to the NDPIII objective four which is to: enhance the productivity and social wellbeing of the population. Nonetheless, the programme as well contributes to objectives (1), which is to: Enhance value addition in Key Growth Opportunities and (2) which is to: Strengthen private sector capacity to drive growth and create jobs

Specifically, this adapted programme contributes to the following NDPIII key strategic results:

- (i) Increased life expectancy
- (ii) Reduced neonatal, infant, under 5 and maternal mortality rates
- (iii) Reduced fertility rate

Health facilities situation analysis

There are currently 31 functional health facilities in Lamwo district. Out of the total number of health facilities in the district 2 are HCIV, 9 are HCIII and 20 are HCII. Out of the 31 health facilities, 3 are operated by OPM/UNHCR in Palabek settlement (Paluda HCIII, Akworo HCII and Awich HCII), 2 are under Uganda Prison Services, 1 Community health center, 1 PFP, 1 Military health facility, 22 government health facilities and 1 PNFP. Table 2.1.14 below shows the number of health facilities and their distributions in Lamwo district by level.

Table 2.1.14: Summary of Health service delivery points by level and ownership

Health Centers by level	Ownership	Number
HCIV	Government	02
HCIII	Government	08
	NGOS	01
HCII	Government	12
	PFP	1
HCIII	OPM/UNHCR	1

HCII	OPM/UNHCR	2
HCII	Uganda Prison Services	2
HCII	Military (UPDF)	1
HCII	Community	1
Total		31

Source: DHO Office

Table 2.1.15: Health Facilities by level, ownership and functionality

Sub county	Health Unit	Level	Ownership	Status
Agoro	Agoro	HCIII	Government	Functional
	Potika	HCII	Government	Functional
	Pawach	HCII	Government	Functional
	Lututuru	HCII	Uganda Prison Service	Functional
Madi Opei	Madi opei	HCIV	Government	Functional
	Okol	HCII	Government	Functional
	Romeo	HCII	Military (UPDF)	Functional
Paloga	Paloga	HCIII	Government	Functional
Padibe East	Ogako	HCII	Government	Functional
	Katum	HCIII	Government	Functional
Padibe Town Council	Padibe	HCIV	Government	Functional
	St. Peters & Paul	HCIII	UCMB	Functional
Padibe west	Padibe West	HCIII	Government	Functional
	Madi Kiloch	HCII	Government	Functional
Lamwo Town Council	Lokung	HCIII	Government	Functional
	Lamwo Prison	HCII	Uganda Prison services	Functional
	Pearl Medical Center	HCII	Private	Functional
Lokung	Pangira	HCII	Government	Functional
	Dibolyec	HCII	Government	Functional
	Ngomoromo	HCII	Government	Functional
Palabek Ogili	Palabek Ogili	HCIII	Government	Functional
	Apyetta	HCII	Government	Functional
	Paluda	HCIII	OPM/UNHCR	Functional
	Akworo	HCII	OPM/UNHCR	Functional
	Awich	HCII	OPM/UNHCR	Functional
Palabek Kal	Palabek Kal	HCIII	Government	Functional
	Kapeta	HCII	Government	Functional
	Pauma	HCII	Government	Functional
Palabek Gem	Palabek Gem	HCIII	Government	Functional

	Anaka	HCII	Government	Functional
	Cubu	HCII	Community	Functional
Total	31			All Functional

Source: DHO Office

About 58.5% of the households in Lamwo district are within a 5km radius to a health facility.

Disease Burden

The biggest burden of disease in Lamwo district is attributable to preventable and communicable diseases.

Tables 2.1.16: List the commonest causes of morbidity and mortality in among children under 5 years in Lamwo district for 2019/2020

Rank	Disease	Percentage
1	Malaria	56.6
2	No Pneumonia-Cough or Cold	24.8
3	Diarrhoea-Acute	11.2
4	Pneumonia	6.2
5	Skin Diseases	5.3
6	Gastro-Intestinal Disorders (Non-Infective)	1.4
7	Intestinal Worms	1.3
8	Urinary Tract Infections	0.6
9	Injuries (Trauma due to other causes)	0.6
10	All others	9.2

Table 2.1.18: Common causes of morbidity during the financial year for Person 5yrs and above FY 2019/2020

Rank	Disease	Percentage
1.	Malaria	27.3
2.	No Pneumonia-Cough or Cold	18.3
3.	Gastro-Intestinal Disorders (Non-Infective)	5.4
4.	Skin Diseases	3.3
5.	Urinary Tract Infection (UTI)	2.3
6.	Injuries (Trauma due to other causes)	2.2
7.	Intestinal Worms	2.0
8.	Diarrhoea-Acute	2.0
9.	Pneumonia	1.5
10.	Malaria in Pregnancy	1.2
	All others	12.1

Table 2.1.20: Basic health Indicators

Indicator	Lamwo	National
Infant Mortality Rate (IMR)	165	75
Childhood Mortality (CMR)	279	137
Crude Death Rate (CDR) etc	21.7	17

Sector development challenges/problems

- 1 Shortage of staff accommodation in most of the health facilities
- 2 Inadequate qualified/skilled health workers.
- 3 Inadequate transport and communication system to enhance routine primary health care services, hygiene and sanitation, epidemics preparedness and response activities.
- 4 No fund (seedfunds) put aside for epidemic and emergency response
- 5 Inadequate medical equipment and supplies in most of the health facilities
- 6 Inadequate infrastructure and space in some health facilities including district medicine and vaccine stores, Laboratory space, theater in Madi-Opei HCIV, OPD and Maternity ward in Paloga HCIII and General ward in Agoro
- 7 Land wrangles and encroachment onto the health facility lands
- 8 Inadequate and ineffective community mobilization, contribution and participation in the provision of health care services
- 9 Inadequate health services management and planning skills especially at the lower level units
- 10 Frequent occurrence of epidemic (yellow fever, west Nile, Zika fever-2014 and COVID-19 2020) which increase demand on the limited resources.
- 11 Lack of lighting facilities in some facilities

HIV/AIDS

Causes/factors contributing to the spread of HIV/AIDS in the district

Deterioration in behavioral indicators of HIV for men and women as seen below;

- Discordance and non-disclosure
- Unprotected Sex (Lack of condom use)
- Presence of STIs - HSV-2
- Intact foreskin
- Alcohol and drug use
- rise in the number of sexual partners
- increase in sex with non-regular partners
- higher-risk sex and extramarital sex common

Main drivers of the epidemic

- Socio-cultural factors including marriage and family values
- Education, poverty and wealth
- Low status of women/ girls
- Human rights, Stigma and discrimination
- Inequity in access to services

Effects of HIV/AIDS in the district

- Increased family medical expenses
- Reduced saving and investment in affected households
- Increased number of orphans
- Increased infant morbidity and mortality rates
- Increased incidence of TB cases
- Increased vulnerability for the young girl child
- Early marriages as children drop out of schools and look for survival.
- Slowdown in the rate of economic growth and development.
- Loss of labor.
- Discrimination and stigma at work place

Strategies to address the effects of HIV/ Aids in the district

- Mainstream HIV/AIDS in all sector plans in the DDP
- Promote utilization of HIV/AIDS services (eMTCT, HCT, TB-DOTs, ART and condom use).
- Increase adoption of HIV/ AIDS preventive practices and behaviours
- 100% of all pregnant women tested for eMTCT
- Comprehensive HIV care provided for all HIV positive women and their families.
- Greater male involvement for eMTCT
- Support HIV negative pregnant women and/or their spouses to remain HIV negative
- Determination of HIV sero status of individuals in order to plan for appropriate action
- Improve STD screening and case management according to MOH standards
- Strengthen community/group specific SBCC in order to reduce the spread of STDs
- Promote appropriate Infant feeding practices in line with eMTCT policy
- To reduce the impact of HIV and AIDS in workplace settings such as health facilities and offices
- To establish a functional HIV/AIDS Work place policy
- Strengthen and consolidate the implementation of infection prevention and control in a health care setting
- Promote infection prevention and control activities in the community
- To establish programs that caters for the health and safety of health workers in work place
- Lobby for financial assistance to support the implementation of the District HIV/AIDS Development plan

Health Sub programme Partners

Lamwo district health department works hand in hand with development partners in delivery of health services. The following are some of the partners in Lamwo district and their areas of support.

Table 2.1.21: Human Capital development (Health) Partners in Lamwo district

Name	Geographical area	Services offered
Development partners		

International Rescue Committee (IRC).	Palabek Refugee Settlement	General Primary Health Care
Global Fund.	District wide	Support to HIV/AIDS, TB and Malaria interventions.
World Health Organisation (WHO)	District wide	Support to HMIS and surveillance.
United Nations Children's Fund (UNICEF)	District wide	Support to immunization activities, Nutrition, HMIS, mobilization.
Implementing Partners:		
United Nations Population Fund (UNFPA)	District Wide	Support to SRHR/GBV service, and system strengthening.
RHITEs NORTH Acholi	District wide	HIV/AIDS, TB, Malaria, Medicine management, WASH and HMIS
The Carter Centre (TCC).	District wide	Support to elimination of Neglected tropical diseases.
Uganda Sanitation for Health Activities (USHA)	Lokung and Lamwo Town Council	WASH
Aids Information Centre (AIC).	District wide	Provision of HIV test kits, Septrin and data support to test sites.
Uganda Red Cross Society (URCS).	District Wide	Disaster preparedness and response.
Health Rights International	Palabek Zone and Padibe West	Mental Health
LWF-Lamwo	Palabek Zone	GBV, system strengthening, FP-service, WASH, Psycho-social support
LWF-Kitgum	Palabek	GBV, system strengthening, FP-service, WASH, Psycho-social support
Care International	District Wide	Adolescent Sexual Reproductive Health
Reach a Hand Uganda	District Wide	Integrated Outreach on SRHR/GBV
AVSI	District Wide	Health system strengthening and MCH services,
DCA	District Wide	Disaster preparedness and management
ODOWOL/NUWOSO	Madi-Opei, Agoro and Lokung	Emergency Response
CARITAS	Palabek Zone	Emergency Response

Sanitation coverage

The proportion of households with access to proper latrines (all types) in Lamwo district increased from 60% in 2019/2020 to 85% in 2024/2025.

2.5.2 Education

Goal

To improve productivity of labour for increased competitiveness and better quality of life for all.

2.6.4.1.2 Programme Objectives adapted are to:

1. To improve the foundations for human capital development;
2. To produce appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology, TVET and Sports);
3. To streamline STEI/STEM in the education system;
4. To improve population health, safety and management;
5. To reduce vulnerability and gender inequality along the lifecycle; and
6. To promote sports, recreation, and physical education

Situational Analysis

Analysis of Opportunities and potentials in Human Capital Development (Education) Sub programme

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Positive attitude from the political leadership on issues of education • Increased partners involved in supporting education programmes • Gradual provision of classrooms, staff houses and other school infrastructure • Available land for constructions • Many implementing partners in the district • Political leadership structures available • Many implementing partners and Faith based organisations • Experienced professional self-motivated staff in the department. 	<ul style="list-style-type: none"> ○ Learner absenteeism and dropout in schools ○ Inadequate staffing in primary and secondary schools due to inadequate wage Bill ○ Vandalism and theft of school property by the community members ○ Foundation bodies and land conflicts ○ Poor soil texture that does not support firm foundation of latrines ○ Limited parents /community contribution to teaching and learning in schools ○ Lack of funds to facilitate community sports activities ○ Inadequate support supervision especially secondary schools.
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> • Many partners supporting Education especially in Palabek Refugee settlement • School management committee and Board members in schools • A growing enrolment in schools supporting the UPE and USE/UPOLET programmes • Increased involvement of Foundation bodies in the school management structure 	<ul style="list-style-type: none"> • Inadequate funding in the the department for community mobilization • Effects of HIV/AIDS on teaching and learning. • Inadequate school facility grants and other development funding • Inadequate funding in the department • Inadequate funding

<ul style="list-style-type: none"> • Continuous capacity building workshops for education staff and head teachers/teachers • Establishment of ECD centers expected to improve the quality of education in primary schools • A growing number of private/community schools to absorb more school age going children. 	<ul style="list-style-type: none"> • Cultural attitudes • Internal conflicts • Grabbing of school land by the community • Low enrolment of learn
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Review of Human Capital Development (Education) Sector Development Situations and previous plan performance.

Sn	Description/Project	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	Total
1	Classroom constructed	2	4	4	27	20	33
2	Staff House constructed	2	0	2	8	106	2
3	Classroom completion	0	0	2	8	12	8
4	Latrine stances constructed	-	10	15	20	30	167
5	Three-seater desks supplied	-	-	88	545	189	1,323
6	Training of SMC conducted	-	213	125	923	-	
7	Motor Vehicle procured	-	-	1	-	-	1
8	Text books supplied	-		2,600			2,600
9	Training of teachers in EGR methodology	-	P1	P2	P3	P4	
10	School Inspection and monitoring conducted	4	4	4	4	2	18
11	Grant aiding of Primary Schools	0	0	0	0	0	0
12	Grant aiding of secondary schools	0	0	1	0	0	1
13	Construction of Seed Secondary School	0	0	0	1	-	1
14	Submission of UPE & SFG reports	4	4	4	4	4	20
15	Hold planning meetings with Head teachers	8	10	10	10	2	
16	Coordination of Educational programmes	12	12	12	12	6	60
17	Procure ICT materials	-	-	-	2	-	2

18	Teachers trained in Umpiring, refereeing and officiating co-curricular activities	-	-	-	36	-	
19	Improved performance in PLE results	86.8%	86.5%	90%	93.2%	-	
20	Pupils: Teacher Ratio	78.1	78.0	78.3	73.2	73.1	Reduced Ratio.
21	Pupils: Classroom Ratio	68.3	68.3	66.5	66.3	62.1	Reduced Ratio.

Source: Lamwo District Education Department 2019

The Education & Sports Sector focuses on improving access to, equity, relevancy, quality and efficiency in delivery of education services through construction of teachers’ houses and classrooms, provision of school furniture and water tanks to schools, enhancement of Universal Primary Education, Universal Secondary School Program and revitalizing inspection in all schools to improve academic performance of selected schools, recruitment, deployment and retention of teachers.

Education Department is composed of three sections namely; Administration, Inspectorate and Sports sections. Administration is charged with overall coordination and management of all activities in the Education Department. Inspectorate is charged with quality control of curricula and co-curricular activities (games, sports, music, dance and drama) and Special Needs Education

At institutional level, education is subdivided into Pre-primary, primary, post primary, tertiary and Vocational Learning Centers that includes the non- formal educational centers. The Department is mandated to oversee the implementation of all educational programs in the district.

At the District level, there are two (2) key positions out of seven (7) for the structure for the department that are filled giving a staffing level of 28.5%. This staffing gap seriously affects the Department to operate effectively.

Three out of five functional Centre Coordinating Tutors (CCTs) attached to Kitgum Core PTC, in Gem CC, Latolim CC and Padibe CC offer support to the implementation of the activities in the areas of capacity building, monitoring and supervision of the curriculum. A total of 10 competent retired teachers are used as Associate Assessors to support in monitoring and supervision of the curriculum.

Educational facilities in the District

Table 8: Educational facilities in the District

Learning Institution	Number
Pre-primary Schools	56
Government Aided Primary Schools	71
Private Primary Schools	6
Community Supported Primary Schools	12
Community Primary Schools within the Settlement	9

Learning Institution	Number
Government Aided Secondary schools	6
Community Secondary School	3
Private Secondary Schools	4
Vocational Schools (Private)	4
Total	171

Enrolment in educational institutions 2019

Table 9: Enrolment in educational institutions 2019

School category	Grant aided			Private/Community		
	Boys	Girls	Total	Boys	Girls	Total
ECD	0	0	0	856	801	1,657
Primary	25,220	24,888	50,108	13,701	12,617	26,318
Secondary	1,894	1,537	3,481	969	783	1,752
Accelerated Education programme	-	-	-	-	-	1,967
Total	27,164	26,425	53,589	8,816	6,606	31,935

Source: Lamwo District Education Office, 2019

Number of schools by ownership in Lamwo District

Sub County/ Town Council	Pre-Primary			Primary			Secondary			Vocational		
	Government	Private	Community	Government	Private	Community	Government	Private	Community	Government	Private	Community
Agoro	0	3	1	8	1	0	1	0	0	0	1	0
Lokung	0	4	2	13	1	0	1	0	0	0	1	0
Lamwo TC	0	6	2	3	0	0	0	0	0	0	0	0
Madi Opei	0	1	1	6	0	0	1	1	0	0	0	0
Padibe East	0	2	1	4	0	0	0	0	0	0	0	0
Padibe West	0	2	1	7	0	0	0	1	0	0	0	0
Palabek Gem	0	7	4	7	3	0	1	0	0	0	0	0
Palabek Kal	0	5	3	10	3	0	0	1	0	0	1	0
Palabek Ogili	0	5	8	5	1	9	0	0	2	0	2	0
Paloga	0	1	3	6	1	0	0	0	1	0	1	0
Padibe TC	0	7	2	4	4	0	2	1	0		2	0
	0	10	2	71	14	9	6	4	3	0	8	0

Source: Lamwo District Education Office, 2019

Pre-primary Schools

Pre-primary education caters for children between the ages of 3-5 years and this level of education is non-compulsory. In Lamwo District provision of Pre-primary education is mainly through Early Childhood Development (ECD) centres owned by community, private operators and faith-based organisations. There are currently 71 ECD centres in Lamwo District with total enrolment of 7,242. However, most of the ECD centres are located in urban centres and peri-urban areas.

In the refugee settlements, humanitarian agencies have supported the establishment of ECD Centres among the refugee communities. A total of 17 ECD centres have been established in the settlement and 2,338 children are enrolled. There is increasing demand for this level of education as a way of preparing children for quality primary school education.

Although the Ministry of Education and Sports encourages government primary schools to establish ECD annexed to the primary school, provision of ECD services in rural areas remains poor, more effort is needed to mobilise communities to support pre-primary education especially in the rural areas. Overall, access to ECD services is low for majority of children of ECD age in Lamwo District. Even where ECD services are provided, the quality of service is low with many ECD centres operating in poor facilities leading to congestion in classrooms, lack of play facilities and poor sanitation. Most ECD centres do not have enough trained caregivers, thereby undermining the quality of care and stimulation for children. These institutions operate amidst challenges including; limited access, lack of infrastructures, inadequate trained caregivers who are poorly remunerated, limited play materials and mobilization of the community for the service.

ECD Centers in Lamwo District

Table 10: ECD Centres in Lamwo District

No	ECD CENTER	LOCATION
1	ABC Nursery School	Agoro Sub County
2	Motherland Nursery School	Agoro Sub County
3	St Joseph's Nursery school	Agoro Sub County
4	St Phillip's Nursery School	Agoro Sub County
5	God Will Nursery School	Lamwo Town Council
6	God's Mercy Nursery School	Lamwo Town Council
7	Green Hill Nursery School	Lamwo Town Council
8	Jesus Care Nursery School	Lamwo Town Council
9	St Mark Nursery School	Lamwo Town Council
10	St. Luke Nursery School	Lamwo Town Council
11	St. Mary's Nursery School	Lamwo Town Council
12	The Cross Healing Nursery School	Lamwo Town Council
13	Lamwo Unity Nursery School	Lokung Sub County
14	Rock Foundation Nursery School	Lokung Sub County
15	St Paul Nursery School	Lokung Sub County

16	St Paul Nursery School	Lokung Sub County
17	St. Jildo Nursery School	Lokung Sub County
18	Foundation Base Nursery School	Madi Opei Sub County
19	Sacret Heart Nursery School	Madi Opei Sub County
20	Alaa Nursery School	Padibe East Sub County
21	Genesis Nursery School	Padibe East Sub County
22	King David Nursery School	Padibe East Sub County
23	St. Janani Nursery School	Padibe Town Council
24	Bishop's Nursery School	Padibe Town Council
25	Bright Future Nursery School	Padibe Town Council
26	Broadway Nursery School	Padibe Town Council
27	Emelda Nursery School	Padibe Town Council
28	Genrwot Nursery School	Padibe Town Council
29	Mother Magdalene Nursery School	Padibe Town Council
30	Olive Branch Nursery School	Padibe Town Council
31	St Kizito Nursery School	Padibe Town Council
32	Mama Dorina Nursery School	Padibe West Sub County
33	Rock Foundation Nursery School	Padibe West Sub County
34	St Kizito Nursery School	Padibe West Sub County
35	Great Generation Nursery School	Palabek Kal Sub County
36	Acut Lyero Nursery School	Palabek Gem Sub County
37	Beyogoyo Nursery School	Palabek Gem Sub County
38	Blessed Children Nursery School	Palabek Gem Sub County
39	Cubu Parent Nursery School	Palabek Gem Sub County
40	Gem Mede Nursery School	Palabek Gem Sub County
41	Gem Nursery School	Palabek Gem Sub County
42	Liberty Nursery School	Palabek Gem Sub County
43	Light Of God Nursery	Palabek Gem Sub County
44	Likiliki Nursery School	Palabek Gem Sub County
45	Rwot Oyee Nursery School	Palabek Gem Sub County
46	Trinity Nursery School	Palabek Gem Sub County
47	Childcare Palabek Kal N/S	Palabek Kal Sub County
48	Juland Nursery School	Palabek Kal Sub County
49	Junior Standard Nursery School	Palabek Kal Sub County
50	Palabek Parents Nursery School	Palabek Kal Sub County
51	St Daniel Comboni Nursery School	Palabek Kal Sub County
52	Dove's Valley Nursery School	Palabek Kal Sub County
53	Holy Trinity Nursery School	Palabek Kal Sub County

54	Rock View Nursery School	Palabek Kal Sub County
55	Akanyo Nursery School	Palabek Ogili Sub County
56	Geat Commission Nursery School	Palabek Ogili Sub County
57	Green Light Nursery School	Palabek Ogili Sub County
58	Otaa Nursery School	Palabek Ogili Sub County
59	Palabek Hope Nursery School	Palabek Ogili Sub County
60	Awich Nursery School	Palabek Settlement
61	Aywee Nursery School	Palabek Settlement
62	Glory Land Nursery School	Palabek Settlement
63	Unity Nursery School	Palabek Settlement
64	World View Nursery School	Palabek Settlement
65	Canaan Nursery School	Palabek Settlement
66	Ogili Hill Nursery School	Palabek Settlement
67	Atepi Nursery School	Palabek Settlement
68	Aloi Nursery School	Paloga Sub County
69	Global Nursery School	Paloga Sub County
70	St Barnabas Nursery School	Paloga Sub County
71	St. Andrew Nursery School	Paloga Sub County

Source: Lamwo District Education Office

Primary Education

This caters for children of ages between 6-12 years old and it is compulsory. It is provided by a network of government aided, community and private primary schools across the District. Currently a total of 94 primary schools serve the district as per the distribution below:

Table 11: List of Primary Schools

No	School	Sub County	Ownership
1	Abakadyak Primary School	Padibe East	Government
2	Agoro Primary School	Agoro	Government
3	Aguu Primary School	Lokung	Government
4	Akanyo Primary School	Palabek Kal	Government
5	Akeli Kongo Primary School	Lokung	Government
6	Alaa Primary School	Padibe East	Government
7	Apwoyo Primary School	Agoro	Government
8	Apyeta Primary School	Palabek Kal	Government
9	Ayago Primary School	Lokung	Government
10	Ayom Primary School	Padibe East	Government
11	Ayuu Alali Primary School	Palabek Kal	Government
12	Ayuu Anaka Primary School	Palabek Gem	Government

13	Beyogoya Primary School	Palabek Gem	Government
14	Childcare Padibe Primary School	Padibe East	Government
15	Dibolyec Primary School	Lokung	Government
16	Dicwinyi Primary School	Palabek Kal	Government
17	Gem Medde Primary School	Palabek Gem	Government
18	Gem Primary School	Palabek Gem	Government
19	Jamula Primary School	Madi Opei	Government
20	Kangole Primary School	Paloga	Government
21	Kapetta Primary School	Palabek Kal	Government
22	Katum Primary School	Padibe East	Government
23	Kirombe Primary School	Madi Opei	Government
24	Kolokolo Primary School	Padibe East	Government
25	Kwoncok Primary School	Madi Opei	Government
26	Labayango Primary School	Padibe East	Government
27	Labworoyeng Primary School	Palabek Gem	Government
28	Lacara Primary School	Padibe West	Government
29	Lagwel Primary School	Padibe East	Government
30	Lalak Primary School	Lokung	Government
31	Lamwogogo Primary School	Palabek Kal	Government
32	Lapalangwen Primary School	Palabek Kal	Government
33	Larobi Primary School	Paloga	Government
34	Latebe Primary School	Palabek Kal	Government
35	Latolim Primary School	Madi Opei	Government
36	Lawiye Oduny Primary School	Madi Opei	Government
37	Layamo Agwata Primary School	Palabek Gem	Government
38	Lelabul Primary School	Lokung	Government
39	Lelapwot Primary School	Lokung	Government
40	Likiliki Primary School	Palabek Gem	Government
41	Liri Primary School	Palabek Kal	Government
42	Logopii Primary School	Paloga	Government
43	Lomwaka Primary School	Agoro	Government
44	Loromibenge Primary School	Agoro	Government
45	Lugede Primary School	Palabek Kal	Government
46	Lugwar Primary School	Palabek Kal	Government
47	Madi Kiloc Primary School	Padibe East	Government
48	Madi Opei Primary School	Madi Opei	Government
49	Ngom Lac Primary School	Lokung	Government
50	Ngomoromo Primary School	Lokung	Government

51	Ochula Primary School	Lokung	Government
52	Ogakolacan Primary School	Padibe East	Government
53	Ogwangan Primary School	Padibe West	Government
54	Okora Primary School	Lokung	Government
55	Opoki Primary School	Padibe East	Government
56	Orii Primary School	Madi Opei	Government
57	Padibe Boys Primary School	Padibe East	Government
58	Padibe Girls Primary School	Padibe East	Government
59	Padibe Primary School	Padibe East	Government
60	Padwat Primary School	Palabek Kal	Government
61	Palabek Kal Primary School	Palabek Kal	Government
62	Palacam Primary School	Agoro	Government
63	Paloga Primary School	Paloga	Government
64	Pangira Primary School	Lokung	Government
65	Paracelle Primary School	Palabek Kal	Government
66	Pauma Primary School	Palabek Kal	Government
67	Pawach Primary School	Agoro	Government
68	Potika Primary School	Agoro	Government
69	Potwach Primary School	Lokung	Government
70	Wanglango Primary School	Madi Opei	Government
71	Ywaya Primary School	Agoro	Government
SCHOOLS IN THE SETTLEMENT			
	SCHOOLS IN THE SETTLEMENT	Sub County	Ownership
1	Awich Primary School	Palabek Settlement	Community/OPM
2	Aywee Primary School	Palabek Settlement	Community/OPM
3	Cannan Primary School	Palabek Settlement	Community/OPM
4	Gloriland Primary School	Palabek Settlement	Community/OPM
5	Ogili Hill Primary School	Palabek Settlement	Community/OPM
6	Unity Primary School	Palabek Settlement	Community/OPM
7	Worlds View Primary School	Palabek Settlement	Community/OPM
8	Progresive Primary School	Palabek Settlement	Community/OPM
COMMUNITY PRIMARY SCHOOLS			
	COMMUNITY PRIMARY SCHOOLS	Sub County	Ownership
1	Lorunya Primary School	Agoro	Community
2	Lirinya Community School	Lokung	Community
3	Abam Community School	Palabek Gem	Community
4	St. Agness Primary School	Padibe Town Council	Community

5	Cubu Community Primary School	Palabek Gem	Private
PRIVATE PRIMARY SCHOOLS			
	PRIVATE PRIMARY SCHOOLS	Sub County	Ownership
1	Broadway Primary School	Padibe Town Coucil	Private
2	Mother Magdalene Primary School	Padibe Town Council	Private
3	Global Primary School	Paloga	Private
4	Junior Standard Primary School	Palabek Kal	Private
5	Liberty Primary School	Palabek Gem	Private
6	Mt. Olive Primary School	Padibe Town Council	Private
7	Palabek Hope Primary School	Palabek Ogili	Private
8	Palabek Parents Primary School	Palabek Kal	Private
9	St. Joseph Primary School	Agoro	Private
10	Atepi Primary School	Palabek Settlement	Private

Source: Lamwo District Education Office

Under primary education, the government grant aided primary schools remained at 71 supported through the UPE programme. Every year enrolment kept increasing from 34,652 in 2015 to 50,108 in 2019 in the 9 Sub counties and the 2 Town councils. The increasing enrolment kept increasing the demand for teachers, infrastructure, text books, and sanitation facilities. The teacher pupil ratio remained high at 1: 86 and the classroom pupil ratio at 1:67. The primary education service is also provided by private schools and faith-based organizations.

In Palabek Refugee Settlements, UNHCR and NGOs directly support provision of education to refugees and a total of 4,318 (2,128f, 2,190m) from the host communities also benefit from these services. However, the challenges include inadequate classrooms and staff houses, inadequate staffing leading to high teacher pupil ratio, high absenteeism of learners, low literacy and numeracy level, poor rural parents' attitude on education and high dropout rate.

PLE Results and performance

Lamwo District performance in the Primary Leaving Examination (PLE) is still below average. The percentage of children passing (Div 1, Div 2, Div 3 and Div 4) is below the national average. However, the number of candidates registered increased from 2138 candidates in 2015 to 3865 candidates in 2019. The big increase in 2018 and 2019 however is due to the refugees being hosted in the District.

The PLE result revealed that rural primary schools performed poorly as compared to the urban and peri-urban schools. On the other side, privately owned primary schools perform much better than government aided primary schools. The table below shows the performance trend from 2015 to 2019.

Table 12: PLE Performance Trend from 2015 To 2019

Year	D1	D2	D3	D4	DU	DX	TOTAL	% DIV 1	% DIV 2	% DIV 3	% DIV 4	% in U	% DIV X	% WEIGHT

2019	50	1133	791	571	282	38	2865	1.8	40.1	28.0	20.2	10.0	1.3	50.19
2018	60	636	781	792	281	37	2587	2.4	24.9	30.6	31.1	11.0	1.5	43.51
2017	19	985	521	393	87	35	2040	0.9	49.1	26.0	19.6	4.3	1.7	54.73
2016	74	1042	563	358	148	41	2226	3.4	47.7	25.8	16.4	6.8	1.9	55.10
2015	13	702	754	398	211	60	2138	0.6	33.8	36.3	19.2	10.2	2.9	47.52

Source: Lamwo District Education Office

Generally, there has been a steady improvement in PLE performance over the last five years although the highest number of 1st grade was recorded in 2016 when the district had 74 candidates in 1st grades. On average, about 40% of the candidates obtain Div 1 and Div 2 while 10% of the candidates failed the PLE.

The poor grades have been due to a number of factors such as low staffing at schools, teachers’ and pupils’ absenteeism, inadequate staff accommodation, inadequate supervision and mentoring by most head teachers and SMCs, inadequate career guidance and counselling, late reporting to school by pupils, inadequate support by parents, inability to read and poor facilitation and logistical support for effective and regular inspection among others.

There is still need to provide school desks, recruit more teachers especially in rural schools, improve sanitation in schools, and strengthen school inspection and to provide more textbooks and non-text institutional materials, given the prevailing ratios, as compared with national targets.

Co-Curricular activities

Lamwo District has been participating in regional and national events in co-curricular activities. The District participated in regional Music Dance and Drama Completions where the district performed averagely every year. In the national events, the District participated in kids’ athletics where a number of trophies have been won by the various categories.

Secondary education

There are 6 grant aided secondary schools in the District with a total enrolment of 3,495 students. Three sub counties have no government grant aided secondary school. In the refugee settlement, only 330 of the 11,771 children of secondary school age are currently enrolled in schools, this represents only 3% of the secondary school age category. There are some private/community/NGO founded schools which include 156 Primary schools, 18 Secondary Schools and 3 Tertiary Institutions. 66 primary schools and 8 post primary schools are licensed. Grant aiding and attaching some of the community primary and secondary schools, respectively, would enhance access to schools. However, the construction of two seed schools in Sub Counties without grant aided schools is indicative for government takeover of the schools. Enrollment in secondary schools is affected by

lack of valid certificates from refugee students, challenges of equating academic of documents of refugee students and difficulties of adjusting to a new education system among others.

There are 614 teachers recruited out of 614 teachers (district quota) approved by the Ministry of Public Service leaves the district at a low staffing level for primary education. This is against 546 recruited teachers in 2015. Since 2015 to date, infrastructure development in primary schools grew from 297 permanent complete classrooms to 486, from 569 latrine stances to 896, and 872 desks to 1,217. Due to increasing enrolment every year, serious gaps still exist in schools. In secondary schools, development of infrastructure has been slow with 48 permanent complete classrooms, 64 latrine stances. Some of the classrooms, staff houses, science laboratories, libraries at some schools were left incomplete and pose a serious gap at this level. There are one hundred five (105) secondary school teachers and 10 non-teaching staff on government payroll out of a ceiling of 168 teachers. More teachers are supported by parents and utilization of USE funds in the respective secondary schools. Much of the limited community resources intended for the development of the schools is used to support the staff in form of wages and welfare.

Table 13: List of secondary schools in Lamwo District

	SECONDARY SCHOOLS	SUB COUNTY	OWNERSHIP
1	Agoro Seed Secondary School	Agoro	Government
2	Lokung Secondary School	Lokung	Government
3	Padibe Girls Comp. Secondary School	Padibe Town Council	Government
4	Padibe Secondary School	Padibe Town Council	Government
5	Palabek Secondary School	Palabek Gem	Government
6	St. Mary's College Madi Opei	Madi Opei	Government
7	EY Eric Lakidi Memorial	Palabek Gem	Private
9	Kuc Ki Gen PEAS High School	Padibe West	Private
10	Lamwo Central High School	Padibe Town Council	Private
11	St. John Secondary School	Palabek Kal	Private
12	St. Joseph Secondary School	Padibe West	Private
13	Ogili Community Secondary School	Palabek Ogili	Community
14	Paluda Secondary School	Palabek Settlement	Community/OPM
15	Palabek kal Community Seconadry School	Palabek kal	Community

Source: Lamwo District Education Office

Palabek Refugee Settlement Schools

Lamwo District has a total population of 86,153 children of school going age (3-17) of these 47,764 (23,503f, 24261m) are refugees, this represents 20% of school age population in the district. The refugee mainly from South Sudan are living in refugee settlements located in three sub-counties of Palabek Ogili, Palabek Kal and Palabek Gem. The presence of refugees in the three host sub-counties have more than doubled the number of children of school age in these communities thereby creating significant pressure on education facilities in the three sub-counties hosting refugees and other social services in the refugee hosting communities. The table below shows school age population for refugees and host communities by education levels.

Table 14: School-Aged Population in Lamwo district and refugees in 3 target Sub-counties (as of September 2019)

Education level	National*			Refugees			Total A+B
	Male	Female	Total (A)	Male	Female	Total (B)	
3-5 year-olds	4,773	4,669	9,442	6,639	6,593	13,232	22,674
6-12 year-olds	8,605	8,596	17,201	11,557	11,184	22,761	39,962
13-17 year-olds	5,893	5,853	11,746	6,043	5,728	11,771	23,517
18-24 year-olds	4,261	5,024	9,285	8,121	7,519	15,640	24,925
TOTAL (3-17 years)	19,271	19,118	38,389	24,239	23,505	47,764	86,153

Source: UNHCR data and District Education Department, 2019.

In an effort to respond to education needs of children in refugee hosting communities, UNHCR and partners NGOs are providing education services (mainly ECD, Primary and Secondary) in Palabek Refugee Settlement. However, the large number of refugees in the settlements means educational facilities are not adequate and many children do not have access to relevant education opportunities. This is reflected in the decline in Gross Enrolment Ratio (GER) for refugee children. Records from UNHCR shows that between the year 2017 and 2019, GER dropped across all education levels. GER for ECD dropped from 25% to 22% while for primary education GER dropped from 82% to 52% and for secondary from 11% to 3% in 2017. The decline in GER shows the low capacity of education partners to provide learning opportunities for the increasing number of school age children among the refugee population. The table below shows the population of school age children (refugees and host-community sub-counties) according to education levels.

Gross enrolment of Refugee and Host Community by level (September 2019)

Table 15: Gross enrolment of Refugee and Host Community by level (September 2019)

Group	Education Level	Population	Gross enrolment	Gross Enrolment Ratio (GER)	% female of gross enrolment
Refugee Palabek Settlement	Pre-primary School age (3 - 5 y/old)	13,232	2,338	17%	23%
	Primary School (6 - 12 year old)	22,761	11,848	52%	5%
	Secondary School (13 - 17 year old)	11,771	330	3%	3.30%
	Total	47,764	14,516		
Host Community (3 sub-counties in Lamwo District)	Pre-primary School age (3 - 5 year old)	9,442	6,350	67%	70%
	Primary School (6 - 12 year old)	17,201	8,596	50%	
	Secondary School (13 - 17 year old)	11,746	5,853	8.60%	8.67%
	Total	38,389	20,799		

Source: UNHCR data and Lamwo District Education Office

There are 11,848 refugee learners in Palabek Refugee Settlement in the Primary Schools. However, the high enrolment in primary level is undermined by high school dropout especially among girls at the upper primary level resulting into low completion and poor transition to post primary education. The main factor affecting access and retention in primary schools are lack of accessibility to basic education requirements

2.6.4.1.16 Special Needs & Inclusive Education

Children with special learning needs continue to be neglected by both parents and teachers despite inclusive education policy. New classrooms and latrines provide easy access for the disabled. However, materials for the very few teachers trained to handle children of higher degree of disability, visual & hearing impairments and multiple disabilities, to use are hard to get.

2.6.4.1.17 Physical Education and Sports:

The Physical Education and Sports (PES) in the school curriculum contribute to national development through promotion of team-spirit, fitness, discipline, socialization and patriotism among the learners. Sports also provide entertainment and amusement as well as creating opportunity for self-employment and livelihood for sports men and women. The educational institutions of all levels in the District provide enabling environment for the talent development through internal games and sports competitions as well as participation of the talented in district and national competitions. The insufficient funding of the sports section sometimes makes the district to present teams for only one of the three national events of Athletics, Ball Games and Music, Dance and Drama. The district could not even fill teams for the other ball games like Volleyball, Netball and Hand ball during national competitions.

2.6.4.1.18 Staffing

The sector has 4 staffing groups whose staffing level is indicated: district based 50%, primary 74%, secondary 30% and tertiary/technical 30%. The big staffing gaps deny learners adequate instruction.

Table 16: Staffing level for the Education and Sport Sector

Staffing Cadre	Approved Positions	Current Staffing	Gap
District Education Officer	1	1	0
Senior Education Officer	1	0	1
District Inspector of Schools	1	0	1
Inspector of schools	1	1	0
Education Officer I/C Special Needs	1	0	1
Education Officer I/C Guidance & Counselling	1	0	1
Sports Officer	1	0	1
SECONDARY SCHOOLS			
Head teacher (Secondary)	6	5	1
Deputy Head teacher (Secondary)	6	5	1
Education Officers	145	83	62

PRIMARY SCHOOLS			
Head teacher (Primary)	71	31	40
Deputy Head teacher (Primary)	71	9	62
Senior Education Assistant	142	99	43
Education Assistant	655	392	263

Sector development challenges/problems

- Inadequate number of teachers in the Primary Schools resulting into high Pupils: teacher ratio.
- High Teachers and Pupils absenteeism.
- Low staffing at the District Level.
- Inadequate classrooms, latrine stances, teachers’ houses, clean water source and pupil desks in schools.
- Low community contribution to schools.
- High incidences of HIV/AIDS among teachers
- School land disputes/grabbing school land.
- Poor school record and financial management.
- Unclear Foundation Bodies of many primary Schools.
- Low community support for girls’ education
- High absenteeism by both the teachers and the learners.
- Vandalism of school proper ties by the community and lack of repair of the damaged facilities, especially water tanks and hand washing facilities.

2.5.2 Water and Sanitation

Water Sector Situational Analysis

Lamwo District covers a total land area of 5,588.3 sq km, with a total population of approximately 134,431 people from the 2014 population census. The district consists of nine Sub-counties and two Town Councils. The district safe water coverage is at 87% and functionality is at 80% however, the district is hosting over 53,000 refugees from South Sudan. There is need for provision of safe water since most of the water points constructed during emergency are concentrated within former camp sites with limited access to the people in the return villages. The district Sanitation coverage is at 59%. The topography of Lamwo shows ground levels rising from the west (640 meter above sea level) to the east (2,820 meter above sea level). The areas of high ground fall almost entirely within the Forest Reserves and have a higher rainfall the surrounding plains. The district falls entirely within the Aswa catchment, draining to the south. The north-western part of the district drains to the north-west.

Most of the district is mostly underlain by metamorphic Basement complex (gneisses). Granulites facies rocks and associated rocks are found in the centre of the district and two smaller outcrops in the south-west. Pleistocene to recent sediments occur in the south and a small area in the west. Lamwo lies mostly within the zone of active stripping. It might be expected, therefore, that any aquifers in the weathered zone are fairly localised. The Depth to bedrock ranges from 3 metres below ground level (mbgl) to 78 mbgl, with an average depth to bedrock is 28.3 mbgl.

Only 16 % of the wells intersects the top of the bedrock at depths of less than 15m, suggesting that shallow hand dug wells do not have much potential and hence, there is potential for deep borehole technology.

The District main source of safe water supply is underground water with some few streams that joins river Aswa. The District safe water coverage is at 78% and functionality at 81.6%. Water transport is not common because the smaller streams are connected to feeder roads and trunk roads within the District.

Summary of Point water sources by Sub County

Sub-County	H/holds	Protected Springs			Deep Bore Holes			Shallow Wells			Rain Water Tanks		
		Functional	Non-Functional	Total	Functional	Non-Functional	Total	Functional	Non-Functional	Total	Functional	Non-Functional	Total
Agoro	3534	0	0	0	51	22	63	0	0	0	0	0	0
Lokung	3289	2	0	2	75	10	85	0	0	0	0	0	0
Lamwo TC	1619	0	0	0	27	4	31	0	0	0	0	0	0
Madi opei	2460	0	0	0	40	14	54	0	0	0	0	0	0
Padibe East	1798	0	0	0	42	5	47	0	0	0	0	0	0
Padibe TC	2044	0	0	0	40	4	44	0	0	0	0	0	0
Padibe West	2481	0	0	0	59	2	61	0	0	0	0	0	0
Palabek gem	3019	0	0	0	92	11	103	0	0	0	0	0	0
Palabek kal	2919	0	0	0	73	4	77	0	0	0	0	0	0
Palabek Ogili	1953	0	0	0	69	6	75	0	0	0	0	0	0
Paloga	2055	0	0	0	54	9	65	0	0	0	0	0	0

Source: Water Department

Summary of Safe water sources

Type of safe water source	Number
Protected springs	2
Shallow wells	0
Deep boreholes	708
Yard Taps for public use	46
Kiosks	10
Public stand posts	10
Rain water harvest tanks	0
Valley dams	10
Total	786

Source: Water Department

2.6.5.13: Review of sub-sector Sector Development Situations and previous plan performance

Table 17: Water and Sanitation Output Performance

Sector Output	FY 2017/2018			F/Y 2018/2019			F/Y 2019/2020		
	Planned Target	Achieved	%	Planned Target	Achieved	%	Planned Target	Achieved	%
Borehole Drilling	32	32	100	32	32	100	5	0	0%
Borehole Rehabilitation	26	26	100	11	11	0	7	0	0%
Latrine Construction(institutional)	1	1	100	11	11	100	13	9	69%
Hygiene and sanitation promotion	2	2	100	2	2	100	2	1	50%
Training WUC	18	18	100	24	24	100	19	18	98%

2.6.5.14 Programme development challenges/problems

- Slow bureaucratic process of procurement of works and services
- Inadequate funding to support supervision and monitoring of programs
- The challenge of community-based maintenance system for rural water sources
- Lack of alternative adequate source other than ground water for areas of difficult ground water potential.

2.6.5.15 Water sources, Accessibility and status

Water sources, accessibility and operational status has been tabulated with the sub counties of Padibe West, Lokung, Padibe East and Palabek Gem having the highest percentage however the sub counties of Paloga, Madi Opei and Agoro having the lowest percentage.

Table 39: Showing Water Source, Accessibility & Operational Status as of 30th June 2020

Sub county	2014 population	% accessibility area	Mapped water point status				
			Area in 1km	Area in 2km	Functional	Non functional	Abandoned
Agoro	18,226	11	34	48	21	28	69
Lokung	16,232	13	26	69	18	12	87
Madi Opei	11,992	5	17	30	24	11	54
Padibe East	9,143	30	8	38	5	11	43
Padibe West	12,440	28	64	54	8	9	62

Palabek Gem	14,825	9	29	95	11	20	106
Palabek Kal	14,253	9	40	69	5	14	74
Paloga	10,061	15	43	40	15	9	55
Palabek Ogili	9,485	4	14	69	7	13	76
Padibe TC	9784	25	10	35	7	14	42
Lamwo TC	7990	16	10	26	6	12	32
Total	134,431	165	295	573	127	153	700

Water and Sanitation POCC Analysis

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Availability of technical personnel. • The existence of community-based management structures like the water source committees, hand pump mechanics and village health team that support operation and maintenance of water and sanitation facilities. • Functional District Water and Sanitation committee with constitute of both district technical staff and development partners supporting WASH interventions, that review sector plans and implementation regularly • Political will that support planning and implementation of WASH interventions. • The availability of water testing kits to monitor water quality. • Availability of ground water that can be extracted for safe drinking water for human consumption • Availability of streams, dams and water ponds which support water for production and livestock 	<ul style="list-style-type: none"> ▪ Inadequate funding in the road sector as observed in the number of funding sources, ▪ Understaffing in the road sector. ▪ Inadequate road maintenance units, ▪ Poor turn – up from communities for manual road maintenance ▪ Lack of community awareness on the importance of some road structures such as storm water outlets, ▪ Lack of knowledge on the new road act 2019. Hence the resistance to the issues of road reserves, ▪ Procurement delays, resulting in late work start and inadequate funds absorption, ▪ Climate change effects, etc.
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ✓ The central government projects supporting design and implementation of pipe water supply systems for the community and refugees. ✓ The development partners supporting WASH interventions for the community and refugees ✓ The natural resources like vegetation, forest that support the preservation of water catchment zone. 	<ul style="list-style-type: none"> • The increasing costs of spare parts for water supply systems • Low capacity of the community-based management structures to maintain functionality of water and sanitation facilities • Inadequate budget support towards operation and maintenance of the water and sanitation facilities. • Negative altitudes of the community towards maintenance of water facilities.

Staffing level for works and technical services

Table 18: Staffing level for works and technical services

S/n	Staffing	Approved Positions	Filled Positions	Unfilled Positions
1	District Engineer	1	0	1
2	Senior Civil Engineer	1	0	1
3	Superintendent of Works	1	1	0
4	Senior Assistant Engineering Officer (Water)	1	1	0
5	Assistant Engineering Officer (Mechanical)	1	0	1
6	Assistant Engineering Officer (Building)	1	1	0
7	Assistant Engineering Officer (Roads)	1	0	1
8	Assistant Engineering Officer (Water)	1	1	0
9	Road Inspector	1	1	0
10	Engineering Assistant (Borehole MT)	1	1	0
11	Plant Operator	3	0	3
12	Machine Operator	1	0	1
13	Driver	7	3	4
14	Plant/Machine Attendant	3	0	3
	TOTAL	24	09	15

2.5.2 Community Development and Social Protection

Community Mobilization and Mindset Change

Community mobilization for mind-set change for development can have far-reaching repercussions on the lives of the people and society. Mind-set change brings with its great benefits, including public appreciation of the district’s development agenda and increased awareness for ownership and social accountability. It helps to enhance the well-being of the people or groups by changing their attitudes, norms, practices and behaviours. In addition, it helps build capacities of communities to assess their needs, identify options for addressing them, prioritize, leverage resources, and create sustainable solutions. Espoused in the EAC Agenda 2063 is also bring a strong cultural identity, common heritage, values and ethics and a strong sense of belonging.

Goal of the programme

The goal of this programme therefore is to empower families, communities and citizens to embrace national values and actively participate in sustainable development.

Programme Objectives

1. Enhance effective mobilization of families, communities and citizens for national development;

2. Strengthen institutional capacity of lamwo local government and non-state actors for effective mobilization of communities;
3. Promote and inculcate the National Vision and value system; and
4. Reduce negative cultural practices and attitudes.

Community Mobilisation and Mindset Change POCC Analysis

POTENTIALS	CHALLENGES
<ul style="list-style-type: none"> • Existence of the FAL programme • There are trained FAL instructors • There is an established community department in every subcounty, police and Magistrate court • Presence of the GBV referral pathway • Gender Focal Person • Presence of plans and budgets • Presence of the protection working group • There is an established community department in every subcounty, police and Magistrate court • Presence of the VAC referral pathway, OVC MIS for reporting • Presence of the LC1 structure, cultural and religious institutions • Presence of legal instruments • Presence of the district protection working group • Availability of land • Able youth • Skilled and knowledgeable technical staff • There is adequate fertile land • There is adequate rain and other water sources • Availability of skilled and trained staff at the district and sub county • Availability of financial institutions and VSLA groups to boost community savings and borrowing • Presence of CAR network, storage facilities to boost agricultural production and marketing 	<ul style="list-style-type: none"> • High rates of drop out FAL due to workload in the agriculture • Inadequate funds sent by the ministry • Lack of coordination and duplication of services • Lack of transparency • Inadequate funds sent by the ministry • Lack of coordination and duplication of services • Weak guidelines and lack of flexibility to meet the beneficiary needs • Negative attitude from the communities towards accessing family planning services • High rates of teenage pregnancies and defilement • High rates of defilement and early teenage pregnancies • Poor attitude and lack of commitment from parents towards education
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ✓ Funding from the MoGLSD ✓ Presence of development partners ✓ There is sector funds from the ministry ✓ There is sector funds from the ministry 	<ul style="list-style-type: none"> ○ Low revenue base to co fund the programme ○ Lack of incentives to motivate FAL instructors ○ Low Local Revenue allocation to support planned activities ○ Few substantially recruited CDOs

<ul style="list-style-type: none"> ✓ Presence of several livelihood programmes like YLP, UWEP, OWC, NUSAF, DRDIP etc ✓ Funding from Government of Uganda ✓ Presence of development partners like UNFPA ✓ Presence of policies towards population management. 	<ul style="list-style-type: none"> ○ Inadequate knowledge and skills in handling and managing cases ○ Poor utilization of GBV MIS for collection and entry of data ○ Failure by council to pass bye laws and ordinance ○ Few substantially recruited CDOs ○ Poor utilization of OVS MIS for collection and entry of data ○ High levels of alcoholism and drug abuse ○ Poor attitude and lack of commitment of the Youth ○ Inadequate funds to facilitate sector experts to train the youth
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Programme Situational Analysis

Table 19: Community Centre and Youth centers

SN	Institution	Number
1	Community Centers	3
2	Youth centers	4

Table 20: situational analysis of Community Centers

SN	Institution	Status
1	Palabek Kal child friendly space	Good
2	Padibe Town council child friendly space	Good
3	Lokung child friendly space	Good
4	Palabek Ogili Youth centre	New

The 1995 Constitution of Uganda, mandates the state to mobilize, organize, and empower its citizens to build an independent and sustainable foundation for development. The Local Governments Act (Cap 243) also offers a statutory role for local authorities to take lead in community governance and promote the well-being of the community. This is provided through the practical mechanisms in effective community leadership; integrating national priorities in planning and various agencies at the local level; implementing development programmes and monitoring in line with the national priorities. However, Lamwo district local governments have low resource revenues to support implementation of community mobilisation initiatives.

In addition, the Equal Opportunities Act 2007 provides for sensitizing and mobilizing communities to demand for equal treatment or consideration in the enjoyment of rights and freedoms, attainment of access to services, education, employment and physical environment as well as the participation in the social, cultural and political activities regardless of sex, age, race, colour, ethnic origin, tribe, creed, religion, health status, social or economic standing, political opinion or disability.

The district Local Government has tried inculcating the right attitudes and mind-sets through an expansive community involvement approach such as Barazas to inform bottom-up participative planning and decision-making. Government and district has also invested in the promotion of patriotism clubs to enhance civic education and initiated the Harmonized Participatory Planning Guide to deepen community involvement and ensure actors are well coordinated at local Government level.

The Sector is strategically positioned to contribute to DDP III, through increased house hold income, promoting Good Governance and Local Economic Development by promoting programmes that empower communities.

Community Development Sector enhances the efforts of individuals or groups of people within a particular geographical, psychosocial, social cultural, economic and political relation, having distinguishing characteristics to improve their conditions of living and enable them to contribute fully to national progress. This is premised on active involvement and participation of communities to promote ownership and sustainability of programmes. The Social Development Sector Investment Plan provides for interventions to address the challenges facing the achievements of social development. Community Development addresses the issues of inequality, inequity, exclusion, social protection, illiteracy, unemployment and low productivity. The Sector plays a key role in community mobilization for water and sanitation, education, production, population, food security and nutrition, HIV/AIDS, coordination, collaboration and networking with CSOs, NGOs and Private Sector Organization.

Youth

The population of Youth is high of all the total population of Lamwo district as per 2014 Population and Housing Census. Majority of these Youths are unemployed, underemployed, or disguised and these arise from the following reasons inadequate job opportunities for formal employment, lack of employable skills, inadequate opportunities for accessing loans for doing business for self-employment and lack of assets to be used as collaterals. These factors have led the young people to involve in anti- social behaviors that rob them from contributing to the socio- economic development of the district and yet this is a big labor/resource that can be targeted for wealth creation in the district.

Women

The district has a medium high population of women most of these women are illiterate, poverty stricken and others are engaged in Petty road side business. They are overburdened with household and agricultural work , agricultural labor is provided by majority women, they have no control and ownership of the productive resources like land, majority of them are the victims of sexual gender-based violence in the district. There is high fertility rate among the women with low attendance of antenatal clinics and high deliveries at homes. There are also high dropout rates among girls in schools and early marriages among them as well as some getting involved in sex work.

However, many women groups have been formed and they are participating in income generating activities and village saving schemes.

Disability

Lamwo district population of disability is ...high exhibited by physical impairment, sight, hearing and mental. Physical disability accounts for 43%, sight 18%, hearing 14% and mental low (Lamwo district gender profile 2019).

There are many disability groups formed both at district and sub county levels that can be targeted for sustainable social and economic empowerment. However, there is still marginalization and stigmatization of PWDs in communities.

Orphans and Other Vulnerable Children (OVC)

The magnitude of vulnerability of children in Lamwo district and the key drivers of this condition including poverty and HIV/AIDs.

Older Persons

The population of the older person above 65 years has reduced because of the collapse of the traditional support system leave a deplorable situation reflected in poor health conditions, poor housing conditions, poor nutrition and loneliness.

The older persons however have a lot of wisdom that can be useful in mediating conflicts in homes, communities and guide young people on positive culture that can usher in development in the communities.

Further Policy instruments for which this Sector derives its mandate include the Youth Policy, Gender Policy, Orphans and Vulnerable Children Policy, Equal opportunities Act, Older person's policy among others.

2.6 Environment and Natural Resources

Natural Resources, Environment, Climate Change, Land And Water Management

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

Goal

To reduce environmental degradation and the adverse effects of climate change as well as improve utilisation of natural resources for sustainable economic growth and livelihood security

Objectives

- 1) Ensure availability of adequate and reliable quality fresh water resources for all uses;

- 2) Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands;
- 3) Strengthen land use and management;
- 4) Maintain and/or restore a clean, healthy, and productive environment;
- 5) Promote inclusive climate resilient and low emissions development at all levels;
- 6) Reduce human and economic loss from natural hazards and disasters;
- 7) Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources.

Natural resources Analysis of LG Potentials, Opportunities, Constraints and Challenges

Table 21: Natural resources Analysis of LG Potentials, Opportunities, Constraints and Challenges

Potentials	Strategies to exploit the Potentials
<ul style="list-style-type: none"> • Adequate fertile lands that support tree planting • Favourable weather • Political good will • High revenue potentials from forest products and land resources • Land demarcations using trees 	<ul style="list-style-type: none"> • Timely implementation of tree planting and livelihood projects • Strategic engagement of political and technical staff • Establishing and strengthening of revenue checkpoints and coordination • Staff recruitment and transport facilitations • Access to weather information
Opportunities	Strategies to exploit the Opportunities
<ul style="list-style-type: none"> • Community willingness to plant trees and embrace tree planting projects • Presence of government institutions, private sectors and development partners • Presence of nursery beds • Forestry policies and laws 	<ul style="list-style-type: none"> • Collaboration and information sharing • Continuous community engagement • Awareness campaigns • Transparency and accountability
Constraints	Strategies to address the Constraints
<ul style="list-style-type: none"> • Inadequate funding to the department • Low staffing level, at only 20% • Lack of transport for the staff • Limited office space • Lack of tools and equipments 	<ul style="list-style-type: none"> • More funding for the department • Staff recruitment • Provision of motorcycles and a pickup for the department • Construction of Natural Resource Office block • Retooling based on all equipment needs of the sectors
Challenges	Strategies to address the Challenges
<ul style="list-style-type: none"> • Continuous refugee influx leading to increased demand for biomass 	<ul style="list-style-type: none"> • Engagement of refugees and hosts in tree planting for fuelwood and income generation

<p>energy and exploitation of environmental resources.</p> <ul style="list-style-type: none"> • Encroachment on riverbanks, wetlands and forest resources • Bush fires • Stray animals • Little research on tree species for energy • Land conflicts may hinder success of projects • Poor waste management structures • Lack of comprehensive natural resource data base/ information system • Low compliance to regulations and policies 	<ul style="list-style-type: none"> • Promotion of clean energy technologies • Awareness campaigns • Environmental mainstreaming in development projects • Development of byelaws • Transparent land acquisition process followed • Construction of landfills, sludge drying lagoons • Consultancy services hired to generate comprehensive database and information system • Environmental compliance monitoring
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Forestry Sub-sector

Lamwo District has 75,548 hectares of Central Forest Reserves, under National Forestry Authority (NFA) and only 11 hectares of Local Forest Reserves. Some of the Central Forest Reserves in savannah woodland vegetation have been heavily encroached by way of cultivation and settlements. In addition, most of the Local Forest Reserves have been eaten by the expansion of trading centers and Internally Displaced Peoples’ camp. Trees in public lands have not been spared either by people living in IDP for firewood, building materials, charcoal for survival. The Central government, in its effort to manage degraded community watersheds in the district has initiated Farm Income Enhancement and Forestry Conservation project (FIEFOC) among others.

Table 22: Shows forest reserves in Lamwo district

Name of Forest reserve	Location/Sub County	County	Area (ha)
Padibe	Padibe Town Coucil (Lai)	Lamwo	6
Palabek	Palabek Kal	Lamwo	5
Total			11

Table 23: Central Forest Reserves (Under National Forestry Authority)

S/No	Name	Hectares
1	Agoro Aguu	26,508
2	Lokung	1,427
3	Lalak	2,212
4	Aringa	44
5	Acwa	8,456
6	Lamwo	2,242
7	Paonyeme	2,792
8	Aram	153
	Total	43,834

Sub-sector development challenges/problems

- Inadequate funding
- Inadequate of transport logistics
- Inadequate office equipment
- Inadequate staffing

Status of on-going projects in Natural Resources

The department is currently operating and maintaining one central tree nursery in Lamwo Town Council and also supporting four (4) private nursery operators in Katum, Potika, Palabek Ogili and Lamwo Town Council. These together have seedling production capacity of about 500 thousand annually. Through Development Response to Displacement Impact Project (DRDIP) and Project for Restoration of Livelihoods in the Northern Region (PRELNOR) and support of the Natural Resource department, an average of 14 acres of tree plantations are being set up by more than 50 community groups in the district. Through technical support supervision and close monitoring of these projects, there will be significant success in terms of rise in tree cover in the district.

Land Sub-sector Situational analysis

Lamwo district has a total land area of 5,588.3 Sq Km of which 90 percent is arable and 10 percent of the land area is covered by Inselburgs and small rivers. The District Land Board has been constituted with five (5) members as required by law. Land in the District is vested in the District land board whose major function is to ensure effective management, Distribution, Physical planning, Survey and conflict resolution over land and, at sub county level, we have the sub county area land committees which back up their roles. The land board is also concerned with handling land issues within existing legislation through holding regular meetings and approval of compensation rates. The non-state players on land in the district includes, individual land lords, private surveyors, financial institutions and real estate companies. Customary land tenure system is the dominant form of land tenure system in the district followed by freehold system then lease hold. The board is set to plan and register interest in land, transfer of land interest, cause demarcation of land, cause survey of land, lease of land, do re-planning of land, order for demolition of buildings, alteration of land, sublet or sublease land, acquire land and allocate/grant land belonging to the District Local Government.

2.7 Analysis of Urban Development as guided by the Physical planning act and implementation guidelines

Lamwo District development has been highly affected by lack of Physical Planner however one Substantive District Physical planner was recruited last year 2019 and is performing very well. There are two town councils in the district both with physical development plans that were prepared in 2012 by Apas consultant limited and by Makerere university students from faculty of technology department of Architecture and Physical planning. These plans were approved by the National physical planning Board and their implementations were affected by lack of physical planner and the influence of private surveyors. Streets have been opened by the two town councils and the District Land Board as well has allocated land to developers. The physical development plan of Palabek kal town board was prepared in 2012 by Apas consultant limited and was approved by District council as required by the law but it was not properly implemented due to lack of physical planner and it is expiring in 2022 and the process of preparing a new one has started with support from Office of Prime minister under DRDIP project. Palabek Gem sub county in 2014 prepared their Physical Development Plan for the trading center by Kamap company based in Kitgum and the plan is not approved. There are many trading centers without

physical development plan. They include; Agoro, Madi Opei town board, Paloga, Padibe East, Padibe west and Palabek ogili. There are growth centers that should be plan to ensure organized development like the 25 villages that are under the mini grid solar projects.

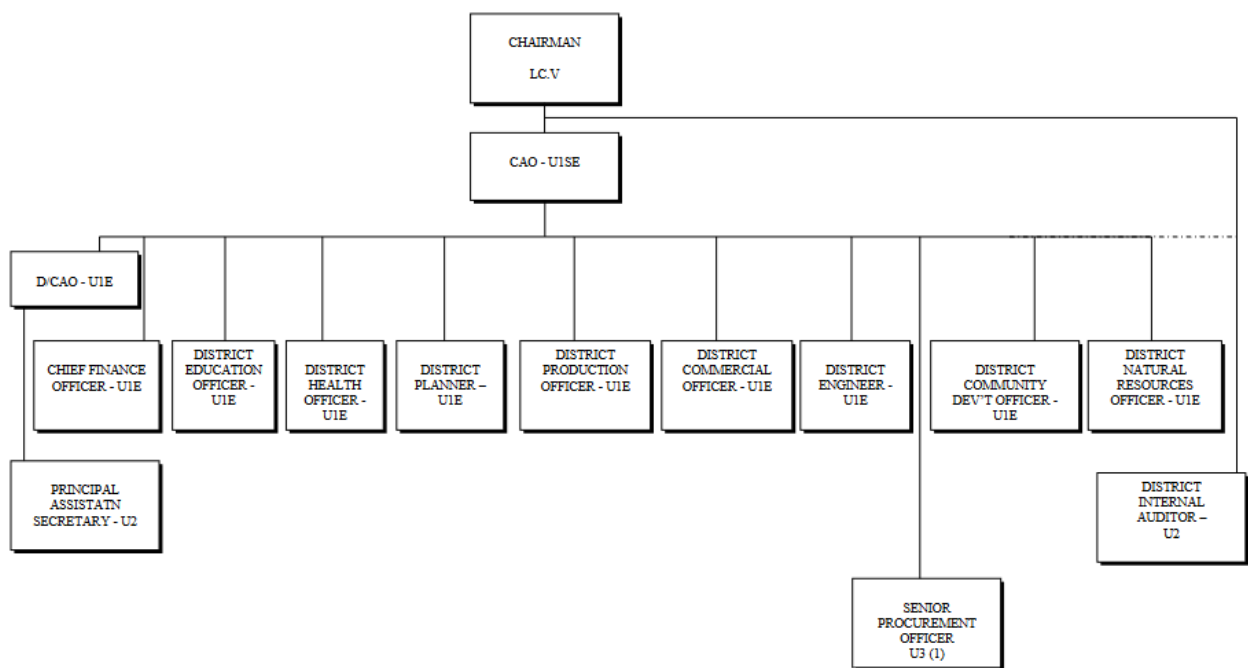
In 2017, there was of influx of refugees in the district from southern Sudan and this has greatly affected the spatial lay out of the district and this has influences many activities within the settlement like encroachment on sensitive areas, development of informal settlement characterized by temporary structures and improper utilization of land. These refugees attracted many actors to the district like civil society organizations, businessmen, job seekers hence promoting incompatible development in some parts of the district.

The preparation of district physical development plan has started in 2019 by the team from ministry of land housing and urban development under USMID-AF for refugee hosting districts with support from world bank. This include the preparation of Lamwo town council physical development plan, Palabek Ogili sub county physical development plan and systematic land adjudication and certification for Lugwar parish. Palabek ogili sub county lower local government is preparing physical development plans for two growth centers of Paluda and Palabek Nyimur Headquarters. There is need to recruit manpower for proper implementation of these plans and also to ensure that both the district physical planning committee and sub county physical planning committees are active.

2.8 Situation Analysis of LG Management and Service Delivery

2.8.1 Administrative Structure and Infrastructure at District and LLGs

Lamwo District is chaired by the District Chairperson whos is the District Political Head and on the Technical side, Chief Administrative Officer Heads all the Technical Staff who also is responsible and accountable for all finances of the District and referred to as the Accounting Officer. The Chief Administrative Officer is assisted by the Heads of Departments who handle the technical operations in the district. Below is the Approved Administrative Structure for Lamwo District Local Government



2.8.2 Staffing Structure and staffing level by function

Below is the approved staffing establishment for Lamwo District Local Government.

S/N	JOB TITLE	SALARY SCALE	APPROVED ESTAB	Filled	Vacant
	OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER				
1	Chief Administrative Officer	U1SE	1	1	0
2	Personal Secretary	U4	1	0	1
2	Driver	U8	1	0	1
	Sub-Total		3	1	2
	ADMINISTRATION DEPARTMENT				
1	Deputy Chief Administrative Officer	U1SE	1	1	0
2	Principal Assistant Secretary	U2	1	1	0
3	Senior IT Officer	U3	1	1	0
4	Senior Records Officer	U3	1	0	1
5	Senior Assistant Secretary	U3	1	1	0
6	Senior IT Officer	U3	1	1	0
7	IT Officer	U4	0	1	1
8	Records Officer	U4	1	1	0
9	Communication Officer	U4	1	0	1
10	Personnal Secretary	U4	1	0	1
11	Assistant Records Officer	U5	2	1	1
12	Senior Office Supervisor	U5	1	0	1
13	Stenographer Secretary	U5	3	2	1
14	Pool Stenographer	U6	3	0	3
15	Office Typist	U7	2	0	2
16	Office Attendant	U8	7	7	0
17	Driver	U8	11	11	0
	Sub-Total		38	28	12
	HUMAN RESOURCE DEPARTMENT				
1	Principal Human Resource Officer	U2	1	1	0
2	Senior Human Resource Officer	U3	1	0	1
3	Human Resource Officer	U4	1	1	0
	Sub-Total		3	2	1
	STATUTORY BODIES				
1	Principal Human Resource Officer/ DSC	U2	1	0	1
2	Secretary District Land Board/ Senior Assistant Secretary	U3	1	0	1
3	Assistant Records Officer	U5	1	1	0
4	Pool Stenographer	U6	1	1	0
5	Officer Attendant	U8	1	1	0
	Sub Total		5	3	2

	FINANCE DEPARTMENT				
1	Chief Finance Officer	U1E	1	0	1
2	Senior Finance Officer (Expenditure)	U3	1	0	1
3	Senior Accountant (Accounts)	U3	1	1	0
4	Finance Officer	U4	1	1	0
5	Accountant	U4	1	1	0
6	Senior Accounts Assistant	U5	6	3	3
7	Assistant Inventory Management Officer	U5	1	1	0
8	Accounts Assistant	U7	3	2	1
	Sub-Total		15	9	6
	PROCUREMENT AND DISPOSAL UNIT				
1	Senior Procurement Officer	U3	1	1	0
2	Procurement Officer	U4	1	1	0
	Sub Total		2	2	0
	PLANNING DEPARTMENT				
1	District Planner	U1E	1	0	1
2	Senior Planner	U3	1	1	0
3	Planner	U4	1	1	0
	Sub-Total		3	2	1
	WORKS DEPARTMENT				
1	District Engineer	U1E	1	0	1
2	Senior Engineer	U3	1	0	1
3	Superintendent of Works/ Sen. Asst. Eng. Off./ Civil Engineer	U4	1	1	0
4	Civil Engineer (Water)	U4	1	1	0
5	Assistant Engineering Officer (Mechanical)	U5	1	0	1
6	Assistant Engineering Officer (Water)	U5	1	1	0
7	Assistant Engineering Officer	U5	2	1	1
8	Road Inspector	U6	1	1	0
9	Engineering Assistant (Water/Borehole Technician)	U7	2	1	1
10	Plant Operator	U8	3	0	3
11	Machine Operator	U8	1	0	1
12	Driver	U8	7	3	4
13	Plant/ Machine Attendant	U8	3	1	2
	Sub-Total		25	10	15
	EDUCATION DEPARTMENT				
1	District Education Officer	U1E	1	1	0
2	Senior Education Officer	U3	1	0	1
3	Senior Inspector of Schools	U3	1	0	1
4	Sports Officer	U4	1	0	1
5	Education Officer (Special Needs & Administration)	U4	1	0	1

6	Inspector of Schools	U4	1	1	0
7	Education Officer (Guidance & Counselling)	U4	1	0	1
	Sub-Total		7	2	5
	COMMUNITY BASED SERVICES DEPARTMENT				
1	District Community Development Officer	U1E	1	1	0
2	Senior Community Development Officer	U3	1	1	0
3	Senior Probation and Welfare Officer	U3	1	1	0
4	Senior Labour Officer	U3	1	1	0
5	Probation Officer (PWDs, Family Affairs, Culture & Elderly)	U4	1	0	1
	Sub-Total		5	2	3
	NATURAL RESOURCES DEPARTMENT				
1	District Natural Resources Officer	U1E	1	0	1
2	Senior Land Management Officer	U3	1	0	1
3	Senior Environment Officer	U3	1	0	1
4	Environment Officer	U4	1	1	0
5	Forestry Officer	U4	1	0	1
6	Physical Planner	U4	1	1	0
7	Staff Surveyor	U4	1	0	1
8	Assistant Forestry Officer	U5	1	0	1
9	Forest Ranger	U7	1	0	1
10	Forest Guard	U8	1	0	1
	Sub-Total		10	2	8
	INTERNAL AUDIT UNIT				
1	District Internal Auditor	U2	1	0	1
2	Internal Auditor	U4	1	1	0
	Sub-Total		2	1	1
	PRODUCTION DEPARTMENT				
1	District Production Officer	U1E	1	1	0
2	Principal Agricultural Officer	U2	1	0	1
3	Principal Veterinary Officer	U2	1	0	1
4	Principal Fisheries Officer	U2	1	0	1
5	Principal Entomologist	U2	1	0	1
6	Senior Agricultural Officer	U3	1	1	0
7	Sen. Agricultural Engineer (Water for Production)	U3	1	0	1
8	Senior Veterinary Officer	U3	1	1	0
9	Senior Fisheries Officer	U3	1	0	1
10	Senior Entomologist	U3	1	1	0
11	Animal Husbandry Officer	U4	1	0	1
12	Fisheries Officer (Aquaculture)	U4	1	0	1
13	Entomological Officer	U4	1	0	1

14	Laboratory Technician	U5	1	0	1
15	Assistant Inventory Management Officer	U5	1	0	1
16	Laboratory Attendant	U8	1	0	1
	Sub-Total		16	4	12
	TRADE, COMMERCE, INDUSTRY AND LED DEPARTMENT				
1	District Commercial Officer	U1E	1	0	1
2	Principal Commercial Officer	U2	1	0	1
3	Senior Commercial Officer	U3	1	0	1
4	Commercial Officer	U4	1	1	0
5	Tourism Officer	U4	1	0	1
6	Wildlife Officer	U4	1	0	1
7	Conservator Officer	U4	1	0	1
	Sub-Total		7	1	6
	HEALTH SERVICES DEPARTMENT				
1	District Health Officer	U1E	1	0	1
2	Assistant District Health Officer (Environmental Health)	U2	1	0	1
3	Asst Dist Health Officer (Maternal Child Health/ Nursing)	U2	1	0	1
4	Senior Environmental Health Officer	U3	1	1	0
5	Senior Health Educator	U3	1	0	1
6	Bio-Statistician	U4	1	1	0
7	Assistant Inventory Management Officer	U5	1	0	1
8	Cold Chain Technician	U6	1	0	1
	Sub-Total		8	2	6
	Grand Total		149	71	80

2.8.3 Status of equipment and tools for Service Delivery

Lamwo District Local Government over the years has received equipment from Central Government and Development Partners especially Motorvehicles, Motorcycles, a Dump Truck and a Grader or procured some locally. Most of the equipment are in dire state as most are broken down or not being used. Most of the vehicles are old, computers gone beyond the recommended usage period of 3 – 5 years. This has been attributed to limited or no fund for effective maintenance and repair of the equipment. This has in a way affected the effectively and efficiency of service delivery in the district and Lower Local Governments.

2.9 Summary of development issues informing the Lamwo DDP III implementation

Below is a summary of development issues informing the Formulation of the DDP III

1. Low agricultural productivity and value addition, couple with poor storage infrastructure, poor market access and low competitiveness for products in domestic and external, as well as limited access to agricultural financial services and weak coordination and institutional planning

2. Inadequal School infrastructures with high learner classroom and stance ratios couple with inadequate staffing and lack of school feeding program that results in high school dropout of leaners and low low transition rates of learners.
3. Inadequate infrastructures for effective service delivery in health sub prograame couple with high disesse burden and population growth
4. Inadequate access to safe water supply in rural and urban centers
5. Inadequate access to Electricity and Energy saving stoves to domestic consumptions
6. Poor Adaptation capacity to Development of Information Management System and its components.
7. Conflicts (Land) and the Refugee influx which is at 53,806 people displaced in Lamwo District.
8. Develop and enforce service delivery standards ,laws,and regulations across the public sector in the district to response to the needs of the citizens and the private sector.
9. Rampant degradation of the environment and natural resources caused by low enforcement capacity, limited environmental education and awareness, limited alternative sources of livelihoods and low adoption of appropriate energy technologies.
10. The increasing maintenance backlogs arising from factors such as climate change (current torrential rains), excessive axle loads (over loading) and inadequate funding, coupled with under staffing, inadequate road units, inadequate community participation and refugee pressure will continue to have an adverse impacts on the implementation and achievement of the programme.
11. Low revenue base, inadequate monitoring and supervision, training and tax education for increased awareness on tax issues couple with unavailable Information Management System, Inadequate transport facilities, Laxity in internalising of the Planning and Budgeting Guidelines by some HoDs, inadequate understanding of Monitoring and Evaluation guidelines at the district, poor information management in the district, Low Local Revenue Base, Stringent Organization structure that does not effectively allow for employee promotion, no clear policy on staff retention which has led to staff turnover and brain drain when some staff are overqualified, Inadequate funds for construction of more office blocks, and Lack of office equipment and internet systems.

CHAPTER THREE: DISTRICT STRATEGIC DIRECTION AND PLAN

3.1 Adoption of National Goal, Overall Objective and Programs

3.1.1 District Vision

“A transformed, modernized and prosperous community in Lamwo District within 30 years”.

3.1.2 District Mission

“To effectively and equitably deliver coordinated quality services to the community in Lamwo District, focusing on the national priority areas”.

3.1.3 Goal

The Goal of this DDP III is “To increase average household incomes and wellbeing of the people in Lamwo District”.

3.1.4 Theme

The Theme for the DDP II is “Sustainable Development for inclusive progress, and productivity in Lamwo District”.

3.1.5 Strategic Objectives

Lamwo District has adopted all the five NDPIII Strategic Objectives into its DDPIII. These objectives meet the purpose of accelerating growth of the district economy/development, transforming the lives of the people and strengthening the district’s regional and national competitiveness. The five objectives are:

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

3.1.6 Strategies and Strategic Interventions

These strategic objectives will provide the framework for streamlining and directing district development, private sector, civil society and development partners’ investments towards:

1. Increased agricultural production/productivity and agro-processing, mineral benefits and mineral-led industrialization, digitalisation, and labour-intensive light manufacturing (including cottage industries).
2. Coordinated infrastructure investments in energy, roads, industrial parks, and mechanized irrigation schemes to support increased production/productivity for export expansion and the production of goods that are otherwise imported;
3. Increased generation of more skilled, better motivated and healthier workforce for all sectors of the economy, but particularly for industrial sector as well as a modernized agricultural sector;
4. Strengthened private sector that is able to drive growth and investment in collaboration with the district.

Lamwo DDPIII Strategies

1. Enhance value addition in key growth areas (Promotion of Agro-Industrialisation).
2. Increase Local Manufacturing activity
3. Promote mineral-based industrialisation
4. Harness the tourism potential
5. Promote export oriented growth
6. Provide a suitable fiscal, monetary and regulatory environment for the private sector to invest
7. Increase local content participation
8. Institutionalise infrastructure maintenance
9. Develop intermodal transport infrastructure
10. Increase access to reliable & affordable energy
11. Leverage urbanization for socio-economic transformation

12. Improve access and quality of social services
13. Institutionalise HR planning
14. Enhance skills and vocational Development
15. Increase access to social protection
16. Promote STEI
17. Promote development oriented mind-set
18. Maintain peace and security
19. Increase govt. participation in strategic sectors
20. Enhance partnerships with non-state actors for effective service delivery
21. Re-engineer Public service to promote investment.
22. Increase Resource Mobilization.

3.2 Adaptation of Program Objectives and Outcomes / Result Areas

3.2.1 Linkage between the Strategic Objectives and LGDP Programmes

Sn.	LGDP strategic objectives	Development strategies	LGDP programmes
1	To enhance value addition in key growth opportunities.	Promote agro-industrialization; Promoting sustainable use of natural resources; Promoting the parish model in implementation of programs	Agro-industrialization
		Build inclusive, transparent and accountable natural resource management systems in Lamwo District.	Natural resources, environment, climate change, land and water management
2	Strengthen private sector capacity to drive growth and create jobs	Provide a suitable fiscal, monetary and regulatory environment for the private sector to invest; Increase local content participation	Private Sector Development
			Tourism Development
			Minerals Development
			Digital Transformation
3	Consolidate and increase stock and quality of productive infrastructure	Institutionalize infrastructure maintenance; Develop intermodal transport infrastructure;	Integrated Transport Infrastructure and Services

		Increase access to reliable & affordable energy; Leverage urbanization for socio-economic transformation	Sustainable Urbanization and Housing
4	Increase productivity, inclusive and wellbeing of population	Improve access and quality of social services; Institutionalize HR planning; Enhance skills and vocational Development; Increase access to social protection Promote STEI; Promote devt. oriented mind-set	Human Capital Development
		Inculcate the culture of ownership of developments.	Community mobilization and mindset change
5	Strengthen the roles of the role of the state in development	Increase govt. participation in strategic sectors Enhance partnerships with non-state actors for effective service delivery Re-engineer Public service to promote invest. Increase Resource Mobilization	Governance and security strengthening Legislature, Oversight and Representation
		Strengthen accountability and citizens participations	Public Sector Transformation Development Plan implementation

3.2.2 Alignment of the Sustainable Development Goals to NDP III and DDP III Adopted Programmes

This District 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 of alignment.

Sustainable Development Goal	National Development Plan III	District Development Plan III
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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 33.4 percent to 15.5 percent;	To Increase Average Household Incomes, and wellbeing of the people in Lamwo District
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;	Increased Agricultural productivity and production for improved income , nutrition and food security
Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for people of all ages."	Improve access and quality of social services	Improve access, utilization and quality of health care services by providing quality promotive, preventive, curative, palliative, and rehabilitative health care services.
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 Schools and enforce the regulatory and quality assurance system of ECD standards	To achieve equitable access to Quality education and training to all learners.
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 to all women and girls e.g UWEP, DRDIP and other partners support to local communities including refugees.
Goal 6: Clean water and sanitation: "Ensure availability and sustainable management of water and sanitation for all."	Improve access and quality of social services	Increased access to safe water for consumption, sanitation and hygiene coverage among the community.
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	Improve access to renewable energy technologies at institutional and community level through construction of energy saving stoves, heat saving baskets, installation

	<p>and manufacturing enterprises. Increased population with access to electricity; from 21 percent to 60 percent and increase in transmission capacity; and enhanced grid reliability. Then, reduction in the share of biomass energy used for cooking.</p>	<p>of Solar Grids, use of solar systems and use of biogas technology.</p>
<p>Goal 8: Decent work and economic growth: "Promote sustained, inclusive and, full and productive employment and decent work for all."</p>	<p>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.</p>	<p>Established Lotuturu hills and other potentials into tourist attractions areas to provide employment opportunities especially women, youth and refugees. 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).</p>
<p>Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."</p>	<p>Agro-industrialization programme: aims to increase commercialization and competitiveness of agricultural production and agro processing. Mineral Development Programme: aims to increase mineral exploitation and value addition in selected resources for quality and gainful jobs in industrialization. Innovation, technology development and transfer Programme: aims to increase development, adoption, transfer and commercialization of Technologies & Innovations through the development of a well-coordinated STI eco-system. Increased coverage of the national broadband infrastructure to 45% of total number households and 70% of the total number of schools. Digital Transformation Programme: aims to increase ICT penetration and use of ICT services for social and economic development.</p>	<p>Promote value addition to local products through creation of several factories to boost incomes .Use of ICT and virtual meeting has been emphasized and expansion of broadband infrastructure with support from Partners particularly during this time of COVID-19 Pandemic.</p>

<p>Goal 10: Reducing inequalities: "Reduce income inequality within and among countries."</p>	<p>Reduced Income Inequality (Gini coefficient); from 0.41 to 0.38.</p>	<p>Encourage commercial banks to set up branches in Lamwo Town Council, Palabek Kal & Padibe T.C for inclusive financial management especially business men and women and refugees.</p>
<p>Goal 11: Sustainable cities and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable."</p>	<p>Sustainable Urbanization and Housing Programme: aims to attain inclusive, productive and livable urban areas for socioeconomic transformation.</p>	<p>Improve physical development of Padibe Town Council, Lamwo Town Council, Madi Opei, Palabek Kal and Palabek settlement (Paluda) for refugees as well as prepare a comprehensive District Physical Development Plan.</p>
<p>Goal 12: Responsible consumption and production: "Ensure sustainable consumption and production patterns."</p>	<p>Manufacturing Programme: aims to increase the product range and scale for import replacement and improved terms of trade.</p>	<p>Target to improve on the quality of what we produce and increase its consumption locally like honey products, simsim and cassava</p>
<p>Goal 13: Climate action: "Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy."</p>	<p>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.</p>	<p>Increase forest, tree, wetland coverage, and enhance income generation through integration of crop production and apiary in forestry as well as Maintain and/or restore a clean, healthy, and productive environment.</p>
<p>Goal 14: Life below water: Further information: "Conserve and sustainably use the oceans, seas and marine resources for sustainable development."</p>	<p>Stop and reverse the degradation of Water Resources. Improve coordination, planning, regulation and monitoring of water resources at catchment level.</p>	<p>Promote fish farming and sustainable exploitation of mud fish in the District.</p>
<p>Goal 15: Life on land: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land</p>	<p>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</p>	<p>District will prioritize preserving biodiversity of forest and wetland ecosystems as a percentage of total land mass. Achieving a "land degradation-neutral district" can be reached by restoring degraded forests</p>

degradation and halt biodiversity loss."		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 ,land conflicts with stronger local council judicial systems at all levels 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, development partners and CSOs to deliver services to the refugees and host community.

3.3 Adopted /Adapted NDP III PROGRAMMES AND DDP III PROGRAMME OBJECTIVES

3.3 Adopted NDP III Programmes and DDP Programme Objectives

DDPIII Programme Objectives and NDPIII

DDP contributes to NDPIII Programmes, examples	The adapted NDP III Programme Objectives	DDP Programme Objectives
Agro-Industrialization	Increase agricultural production and productivity	Increase agricultural production and productivity

DDP contributes to NDPIII Programmes, examples	The adapted NDP III Programme Objectives	DDP Programme Objectives
		Improve post-harvest handling and storage, agro-processing and value addition;
	Improve agro-processing and value addition	<p>Improve agro-processing and value addition</p> <p>Increase market access and competitiveness of agricultural products in domestic and regional markets</p> <p>Strengthen the institutional capacities for the delivery of agro-industrialization</p>
Mineral Development	Increase adoption and use of appropriate and affordable technology along the value chain	Increase adoption and use of appropriate and affordable technology along the value chain especially of mining and extraction of sand, clay and stone
	Strengthen the legal and regulatory framework as well as the human institutional capacity	Strengthen the regulatory framework as well as the human institutional capacity through inspections and monitoring
Sustainable Development of Petroleum Resources	To enhance local capacity to participate in oil and gas operations	To enhance local capacity to participate in oil and gas operations
Tourism development	<p>Promote domestic and inbound tourism;</p> <p>Increase the stock and quality of tourism infrastructure;</p> <p>Improve, develop and diversify tourism products and services; and</p> <p>Develop a pool of skilled personnel along the tourism value chain.</p>	Develop, conserve and diversify tourism products and services
Climate Change Natural Resources, Environment, and Water Management	Assure availability of adequate and reliable quality fresh water resources for all uses	Assure availability of adequate and reliable quality fresh water resources for all uses
	Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands	Increase forest, tree and wetland coverage, restore rift valley escarpment and protect hilly areas and rangelands
	Maintain and/or restore a clean, healthy, and productive environment	Maintain and/or restore a clean, healthy, and productive environment
	Reduce human and economic loss from	Reduce human and economic loss from natural hazards and disasters

DDP contributes to NDPIII Programmes, examples	The adapted NDP III Programme Objectives	DDP Programme Objectives
	natural hazards and disasters	
	Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources	Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources
Private Sector Development	Promote Local Content in public programmes	Promote Local Content in public programmes
	Strengthen the enabling environment and enforcement of standards	Strengthen the enabling environment and enforcement of standards
	Strengthen the organizational and institutional capacity of the private sector to drive growth	Strengthen the organizational and institutional capacity of the private sector to drive growth
	Sustainably lower the costs of doing business	Sustainably lower the costs of doing business
Digital Transformation	Enhance usage of ICT in national development	Enhance usage of ICT in the District development.
	Increase the ICT human resource capital	Increase the ICT human resource capital
Integrated Transport Infrastructure and Services	Prioritize transport and asset management	Prioritize transport asset management
	Optimize investments in transport infrastructure (roads) in the district	Optimize investments in transport infrastructure (roads) in the district
	Promote integrated land use and transport planning	Promote integrated transport planning (RAMPS/ADRICS)
	Reduce the cost of transport infrastructure and services	Reduce the cost of transport infrastructure and services
	Strengthen and harmonize policy, legal, regulatory and institutional framework for infrastructure and services	Strengthen regulatory and institutional framework for infrastructure and services
Sustainable Energy Development	Increase adoption and use of clean energy	Increase adoption and use of clean energy
	Promote utilization of energy efficient practices and technologies	Promote utilization of energy efficient practices and technologies

DDP contributes to NDPIII Programmes, examples	The adapted NDP III Programme Objectives	DDP Programme Objectives
Sustainable Urban and Housing Development	Increase economic opportunities in urban areas	Increase economic opportunities in rural growth centres by construction of 10 markets
	Promote green and inclusive cities and urban areas	Promote green and inclusive urban areas
	Strengthen urban policies, planning and finance	Strengthen urban planning and finance
Human Capital Development	To improve population health, safety and management	To improve population health, safety and management
	To improve the foundations for human capital development	To improve the foundations for human capital development To promote sports, recreation, and physical education
	To reduce vulnerability and gender inequality along the lifecycle	To reduce vulnerability and gender inequality along the lifecycle
	To produce appropriately knowledgeable, skilled and ethical labour force	To produce appropriately knowledgeable, skilled and ethical labour force
Community Mobilization and Mindset Change	Enhance effective mobilization of families, communities and citizens for national development	Enhance effective mobilization of families, communities and citizens for national development
	Strengthen institutional capacity of the local government and non-state actors for effective mobilization of communities	Strengthen institutional capacity of the local government and non-state actors for effective mobilization of communities
	Promote and inculcate the National Vision and value system	Promote and inculcate the National Vision and value system Reduce negative cultural practices and attitudes
Governance and Security	Strengthen policy, legal, regulatory and Institutional frameworks for effective governance and security	Strengthen policy, legal, regulatory and Institutional frameworks for effective governance and security
	Strengthen people centred security, legislation, justice, law, and order service delivery system	Strengthen people centred security, legislation, justice, law, and order service delivery system
	Strengthen transparency and accountability systems	Strengthen transparency and accountability systems

DDP contributes to NDPIII Programmes, examples	The adapted NDP III Programme Objectives	DDP Programme Objectives
	Strengthen citizen participation in democratic processes	Strengthen citizen participation in democratic processes
Public Sector Transformation	Strengthen accountability for results across government	Strengthen accountability for results across the Local Government
	Strengthen human resource management function of Government for improved service delivery	Strengthen human resource management function of the Local Government for improved service delivery
	Deepen decentralization and citizen participation in local development	Deepen decentralization and citizen participation in local development
	Increase transparency and eliminate corruption in the delivery of services	Increase transparency and eliminate corruption in the delivery of services
Development Plan Implementation	Strengthen capacity for development planning	Strengthen capacity for development planning
	Strengthen budgeting and resource mobilization.	Strengthen budgeting and resource mobilization.
	Strengthen capacity for implementation to ensure a focus on results.	Strengthen capacity for implementation to ensure a focus on results.
	Strengthen coordination, monitoring and reporting frameworks and systems	Strengthen coordination, monitoring and reporting frameworks and systems
	Strengthen the capacity of the statistical system to generate data for national development	Strengthen the capacity of the statistical system to generate data for national development

3.4 Key Development Indicators and Results

Indicators	District Status	National average (2019/20)
Life expectancy at birth	63.3	63.7
Population growth rate	3.3	3.1
Proportion of population below poverty line.	68	6.3
Proportion of Households dependent on subsistence agriculture as main source of livelihood	85	81.2
Proportion of labour force transiting to gainful employment.	32.1	52.7
Wetland Cover	7	12

Indicators	District Status	National average (2019/20)
Forest Cover	7.8	18
Households which are food secure (%)	79	69
Farmers to Extension worker ratio	1:5000	1:1,800
Proportion of people having access to electricity to national grid	8	30
% of water sources safe for human use and consumption	78	73
% access to safe water	75	19
Improved sanitation coverage (toilet)	60	34
Improved hand washing facility	12	30
Literacy levels (%)	37	76.5
Numeracy Rate	39	42.5
Maternal Mortality Rate (MMR)/100,000 births.	336	124
Infant Mortality Rate (IMR)/1,000 live births.	43	31.9
Pupil - classroom ratio	67	27
Pupil - Teacher Ratio	78	22
Sanitation (Latrine) coverage	60	56
Malaria incidence per 100,000 population	396	282.3
Neonatal mortality rate (deaths per 1,000 live births)	27	27
Under five mortality rate (U5MR)/	64	64
Underweight (Under 5-Years)	13	11
Percentage of local revenue to district budget	1.4	
Number of LED initiatives established by the LG and are functional	11	27
Number of new enterprises developed and functional	86	64
Number SACCOs registered and functional	86	11
Number of health centers with access to internet broad band	0	3.2

3.5 Summary of Adopted/Adapted Programmes, Objectives and Result (Outcomes), Interventions and Outputs.

The Success of the Lamwo DDPIII plan will be measured based on these results below in line with the programmes adapted in the district. Lamwo DDPIII adapted/localized and conceived the NDPIII Program objectives, outcomes/ results and focus to its intervention in line with its conditions as outlined in the district programme situation analysis.

3.5.1 Summary of Programmes, Objectives and Result (Outcomes), Interventions and Outputs

Agro-Industrialisation Programme

DDPIII Strategic Objective: Enhance Value Addition in Key Growth Opportunities (Promotion of agro-industrialisation)					
DDPIII Programme: Agro- Industrialization (Adopted)					
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.					
Program results (outcomes)- Adopted/Adapted	Key Outcome Indicators (Adopted/ Adapted)	Status 2019/20 (localized)	Target 2024/25 (localized)		
<ol style="list-style-type: none"> Increase the agricultural sector growth rate from 3.8 percent to 6.0 percent; Increase labour productivity in the agro-industrial value chain (value added, USD per worker) from USD 2,212 to USD 3,114; Increase the number of jobs created per annum in agro-industry along the value chain by 1,000; Reduction in the percentage of households' dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent; and Increase the proportion of households that are food secure from 60 percent to 90 percent. Increased productivity of 	Average monthly nominal household Income (Ugx)	416,000	632,044		
	Sectoral(Agric,industry,services) contribution to GDP (percent)	Agric - 22.9 Industry - 26.5 Services - 43.4	19.89 28.56 47.8		
	Manufactured exports as a percent of total exports	1.3	3		
	High technology exports (percent of manufactured exports)	3.54	5.70		
	Share of intermediate goods (inputs) in total imports (percent)	18.9	25.5		
	Percentage households dependent on subsistence agriculture for livelihood	70	50		
	Percentage of households that are food secure	60	90		

small scale farmers in the district	
Program Objectives (Adapted)	<p>Interventions:</p> <ul style="list-style-type: none"> - Strengthen agricultural extension system. - Operationalize agricultural extension. - Increase access and use of water for agricultural production. - and increase access to and use agricultural mechanization. <p>Outputs (Adopted/Adapted)</p>
Objectives 1: Increase Agricultural production and productivity	<p>Sensitized 3000 small scale farmers on selection of priority agricultural commodities</p> <p>Sensitized 3000 farmers on sustainable agricultural production by use of modern methods, e.t.c.</p> <p>Promoted large area under use of irrigation system in production</p> <p>Trained 2500 farmers on increased access and use of water for production facilities that are functional</p> <p>Sensitized 2500 farmers on improved food security</p> <p>Trained 3000 farmers on improved farming methods</p> <p>Trained 3000 farmers on pests, disease and vector controls</p> <p>Improved agricultural inputs provided to 3000 farmers</p>
Objectives 2: Improve post-harvest handling, storage of agricultural products and value addition	<p>Interventions:</p> <ul style="list-style-type: none"> - Promoted solar-powered small-scale irrigation systems for small holder farmers outside conventional irrigation schemes - Storage and distribution. - operationalize agricultural extension system. <p>Outputs (Adopted/Adapted).</p> <ol style="list-style-type: none"> 1. Trained 3000 small scale farmers on post-harvest handling practices 2. Trained 2000 farmers on climate smart agriculture 3. Livestock market constructed
Objectives 5: Increase the mobilization, access and utilization of agricultural finance	<p>Interventions:</p> <p>Strengthen farmer organizations and cooperatives; Develop and equip youth with knowledge, skills and facilities for access and utilization of modern extension services</p> <p>Outputs (Adopted/Adapted).</p> <ol style="list-style-type: none"> 1. Trained and organized 3000 farmers to stay in cooperatives 2. Sensitized 1000 youths with skills and knowledge in handling records 3. Sensitized the 3000 small-scale farmers on importance of farmers groups 4. Encouraged and linked 3000 farmers to agricultural loans
Objectives 6: Strengthen the institutional capacity for agro-industrialization	<p>Interventions:</p> <p>Recruit and facilitate agricultural extension workers up to the parish/ ward level</p> <p>Outputs (Adopted/Adapted).</p> <ol style="list-style-type: none"> 1. Paid salary for staff under program 2. Recruited 03 agricultural extension staff under the program 3. Conducted 4 monitoring of fish farmers 4. Conducted 1 census of the births, animals and crops yields (tons)

	5. Regularly vaccinated birds/ animals in Municipality	
	6. Agricultural inputs inspect by Subject Matter Specialists (SMS)	
	7. 4 Supervision and monitoring of Agro industrialization programme activities conducted	
	8. Staff trained	
Project 1	Construction of 11 Agricultural commodity Markets	
Likely risks	Community not willing to offer land	
	Markets not properly utilized	
	Poor management of the markets	
Mitigation measures	Community sensitization	
	Involvement of local leaders	
	Good siting of the markets	
Project 2	Provision of improved agricultural inputs	
Likely risks	Climate change	
	Little or no Knowledge on agronomic practices	
	Wrong selection of beneficiaries	
	Fake agricultural inputs in the markets	
Mitigation measures	Sensitization of farmers on benefits of planting,	
	Training of farmers on recommended agronomic practices	
	Procurement of seeds from the right certified source	
	Inspection of all seeds/planting materials by Agricultural officers	
Project 3	Establishment of 11 mobile plant clinics	
Likely risks	Few trained plant doctors	
	Sustainability of the clinics	
Mitigation measures	Training more Agricultural staff to become plant doctors	
	Creation of awareness in the community about the plant clinic operation	
Project 4	Provision and establishment of Value Addition and Processing facilities to 1000 Demonstration sites.	
Likely risks	Breaking down of machines due to mechanical problems	
	Poor management of facilities	
Mitigation measures	Regular service of the facilities by knowledgeable technicians	
	Selection of committed and organized groups with strong leadership	
	Close supervision of the groups	
Project 5	Construction of 51 cattle crushes and 11 dips	
Likely risks	Unwillingness of the community to offer land	
	Vandalism of the structures	
Mitigation measures	Community sensitization on the benefits of the facilities	
	Involvement of the local leaders	

Project 6	Construction of 5 mini abattoirs and 11 slaughter slabs	
Likely risks	Poor management of mini abattoir and slaughter slabs	
	Difficulty in getting land in area which is suitable	
Mitigation measures	Formation of management committee	
	Community sensitization	
Project 7	Supply of 11 solar powered Cold chain facilities	
Likely risks	Theft and vandalism of the facilities	
Mitigation measures	Sensitization of the community	
	Fencing of the facilities	
Project 8	Establishment of solar powered irrigation plant and mobile motorized irrigation kits	
Likely risks	Theft and vandalism of the facilities	
	Land wrangles due to attempt to crave for space	
Mitigation measures	Sensitization of the community	
	Fencing of the facilities	
	Formation water users committee	
Project 9	Construction of valley dams for water for agricultural production	
Likely risks	Land wrangles due to attempt to crave for space	
	vandalism of the facilities	
Mitigation measures	Sensitization of the community	
	Fencing of the facilities	
	Formation water users committee	
Project 10	Procuring laboratory equipment and chemicals, veterinary surgical kits and obstetric kits	
Likely risks	Fake chemicals and equipment	
Mitigation measures	Certifying sources of the chemicals	
	Inspection at delivery by SMS	

3.4.2 PUBLIC SECTOR TRANSFORMATION PROGRAMME

DDPIII Strategic Objective: To improve public sector response to the needs of the citizens and the private sector.				
DDPIII Programme: Public Sector Transformation (Adopted)				
Development Challenges/Issue: Develop and enforce service delivery standards, laws, and regulations across the public sector in the district to response to the needs of the citizens and the private sector.				
Program results (outcomes)- Adopted/Adapted	Key Outcome Indicators (Adopted/ Adapted)	Status 2019/20 (localized)	Target 2024/25 (localized)	
1. Increase Government effectiveness.				
2. Reduce corruption as measured by the corruption perception.	Increase district Effectiveness Index from	-0.5	0.01	
3. Increase the attractiveness of Lamwo district as an investment destination.	Reduce Corruption perception index	35	26	
	Increase the attractiveness of Lamwo	48.9	55	

	district as an investment destination		
Program Objectives (Adapted)	Interventions and Outputs (Adopted/Adapted)		
Objectives 1: Strengthen accountability and transparency for results across the district	Intervention: Review and strengthen the client chatter feedback mechanism to enhance the public demand for accountability, and enforce compliance to rules and regulation, strengthen the prevention, detection and elimination by enacting		
	Outputs (Adopted/Adapted)		
	One Client charters policy developed, Customized, disseminated, implemented and monitored.		
	Conducted 02 barazas in the district on program implementations (At the beginning of the FY and end).		
	Undertaken follow up of implementation of development programs		
	Conducted quarterly support supervision and monitoring to the district HQ staff, Urban and LLGs programs implementation		
	Quarterly report submission to MoFPED		
	Evaluation of Government programmes, projects and policies conducted		
Objectives 2: Streamline district Local Government structures and institutions for efficient and effective service delivery;	Interventions: Develop and enforce service and Service Delivery Standards (SDS), Rationalize and harmonize policies to support public service delivery,		
	Outputs (Adopted/Adapted)		
	Provided 04 technical support to heads of departments/ sections to document and implement SDS		
	Conducted 04 outreach programs on disseminating the service standards deliveries to citizens		
	Development, and dissemination service delivery standards to all schools and institutions for compliance.		
	Quarterly monitored the implementation of service delivery standards by the staff and the institutions		
	Government assets and facilities maintained (Vehicles, motorcycles, computers, etc)		
	Procured 01 brand new pick-up for improving service delivery		
	Constructed 01 office block to improve service delivery		
	Citizens' complaints concerning Maladministration in Public Offices handled		
	Assets Declarations for all leaders received and implemented on time		
	District HQs and 11 LLGs Compliance to the rules and regulations enforced		
	Disciplinary cases with complete submissions considered and concluded		
	Birth, death, and marriages registered		
LG Staff recruited			

Objective 3: Strengthen strategic human resource management function of Government for improved service delivery;	Interventions: Strengthening public sector performance management, Undertake nurturing of civil servants through patriotic and long-term national service training
Outputs (Adopted/Adapted)	
1.	Paid monthly staff salary for department
2.	Paid monthly pension to retired civil servants
3.	Paid gratuity for the newly retired civil servants
4.	Appraised all staff at the district, Urban and LLGs
5.	Held 04 rewards and sanctions committee meetings on performance
6.	Conducted 01 staff needs assessment on career development. Capacity of Human Resource Managers in the district built in Strategic Human Resource Management
7.	Organized 01 training retreat for both staff and councilors
8.	Supported selected 6 staff for professional development
9.	Human resource management Services data capture, Quarterly reporting, salary and pension paid
10.	Office support services implemented (Casual labour, cleaning, sanitation, small office equipment's etc)
11.	Payroll and Human resource Management system (Printing payroll and, pay slips)
12.	Capacity of Public officers built in performance management
13.	Attendance to duty monitored
14.	Performance Improvement based approach to Capacity Building institutionalized, induction of staff
15.	Results Oriented Framework reviewed
16.	Performance Assessment tool for HoDs and other officers across government reviewed and aligned to the emerging reforms
Objectives 4: Deepen decentralization and citizen participation in local development	Interventions: Develop a common public data/ information sharing platform
Outputs (Adopted/Adapted)	
1.	Created 01 central service delivery access point for clients
2.	Compliance to RIM standards in LGs assessed and technical support provided to address the identified gaps
3.	Monthly updated all district services access points
4.	Weekly dissemination/ or awareness of information to the public
5.	Responded to services query within a maximum 2days turnaround time
6.	Capacity of staff built in records and Information Management
Objective 5: Increase transparency and eliminate corruption in the delivery of services.	Interventions: Increase participation of non-state actors in planning and budgeting, operationalize the parish/ ward model and strengthen collaboration of all stakeholders to promote local economic development

	Outputs (Adopted/Adapted)	
1.	Organized 04 multi-stakeholders/NGOs meeting on government programs	
2.	Conducted 04 joint monitoring of government programs, Monitoring of projects under DDEG	
3.	Hold 04 meetings with private sector stakeholders to promote LED	
4.	Conducted 04 sensitizations and popularization of decentralization policy	
5.	Office equipment procured (Filing Cabinet, furniture, computers)	
6.	Government meetings, function attended	
7.	Paid Subscription to associations	
Project 1	Construction of Administration office block at both higher Local Government, Urban and Lower Local Government	
Likely risks	Delayed procurement, land conflicts and inadequate funds for the project	
Mitigation measures	Earlier submission of procurement needs, lobby for funds and land title processing.	

Climate Change, Natural Resources, Environment and Water Management

NDPIII Goal (Adopted): Increased Household Income.	
NDPIII Overall Objective (Adapted): Enhancing Value addition in Key Growth Opportunities	
Adapted Programme 1: Water, Climate Change and ENR Management	
Development Challenge/Issue: Rampant degradation of the environment and natural resources caused by low enforcement capacity, limited environmental education and awareness, limited alternative sources of livelihoods and low adoption of appropriate energy technologies	
Program Outcomes / Results (Adapted): Increased forest and wetland cover in the district	
Programme Objectives (Adapted)	Interventions and outputs (Adapted)
Adapted Objective 1:	<i>Increase forest, tree and wetland coverage in the district</i>
Adapted Intervention 1:	Strengthen conservation, restoration of forests, wetlands and water catchments and hilly and mountainous areas: (i) Promote rural and urban plantation development and tree planting including the local indigenous species; (ii) Formulate economic and social incentives for plantation forests;

	<ul style="list-style-type: none"> (iii) Establish dedicated fuel wood plantations necessary to contribute to achieving or exceeding net biomass surplus levels; (iv) Scale up agroforestry as a climate smart agriculture practice; (v) Implement national targets on threatened/endangered species, restoration of natural habitats, management of invasive alien species with support and participation of local communities and indigenous peoples; (vi) Integrate environmental management in all refugee response interventions
Adapted Output 1:	A total of 2,500 acres of woodlots established
Adapted Output 2:	12% of wetlands demarcated and restored
Adapted Output 3:	A total of 50 farmer (agroforestry) groups supported in apiary
Project 1:	Seedling production and woodlot establishment
Likely Risks	Low survival rates due to stray animals, bush fires, rainfall patterns and mismanagement. Low adoption of apiary and intercropping
Mitigation Measures	Proper timing of tree planting, motivation of nursery attendants, training and awareness campaigns
Adapted Objective 2:	<i>Maintain and/or restore a clean, healthy, and productive environment</i>
Adapted Intervention 1:	Reduce waste generation through prevention, reduction, recycling and reuse to transition towards a circular economy
Adapted Output 1:	2 landfills and sludge drying lagoons constructed and managed
Adapted Output 2:	4 waste skips, 2 trucks and loaders for waste transportation procured
Project 1:	Waste Management
Likely Risks	Improper waste dumping leading to pollution of land, water and air
Mitigation Measures	Compliance monitoring; trainings and awareness campaigns; bye law formulation; Environment committees
Adapted Objective 3:	<i>Reduce climate change vulnerability and carbon footprint</i>
Adapted Intervention 1:	Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
Adapted Output 1:	100 awareness meetings conducted on climate change and vulnerability
Adapted Output 2:	Environment committees formulated or activated in all sub counties
Project 1:	Sustainable Management of Environment and Energy resources

Likely Risks	Bush fires; low compliance to existing regulations; low adoption of energy technologies
Mitigation Measures	Compliance monitoring; trainings and awareness campaigns; bye law formulation; Environment committees
NDPIII Goal (Adopted): Increased Household Income	
N DPIII Overall Objective (Adopted): Enhancing Value addition in Key Growth Opportunities	
Adapted Programme 2: Sustainable Energy Development	
Development Challenge/Issue:	
Poor access to reliable clean energy due to over reliance on biomass sources and low awareness levels on environmental and health benefits of clean energy use	
Program Outcomes / Results (Adapted):	
Reduce share of biomass Energy used for cooking from 85% in FY2018/19 to 50% (national data)	
Increase the share of clean energy used for cooking from 15% in FY2018/19 to 50% (national data)	
Programme Objectives (Adapted)	Interventions and outputs (Adapted)
Adapted Objective 1:	<i>Promote utilization of energy efficient practices and technologies.</i>
Adapted Intervention 1:	Promote the use of energy efficient equipment for both industrial and residential consumers
Adapted Output 1:	A total of 1,000 local communities and vulnerable groups are trained on small scale and low-cost biomass and solar technologies including the production, use and sale of efficient household cooking stoves
Adapted Output 2:	Perimeter planting conducted in 30 public institutions in all relevant sectors to provide wood fuel and timber
Adapted Output 3:	All existing and new staff houses are equipped with efficient cooking stoves for firewood and charcoal
Adapted Output 4:	Awareness creation about small solar products and efficient cooking technologies among 1,200 teachers and health workers
Project 1:	Access and utilization of clean energy technologies
Likely Risks	Low rate of adoption of efficient technologies due to poor attitudes and beliefs
Mitigation Measures	Training and awareness campaigns conducted to cause attitude change

INTEGRATED TRANSPORT INFRASTRUCTURE AND SERVICES PROGRAMME

DDPIII Strategic Objective: Consolidate and increase stock and quality of productive infrastructure			
DDPIII Programme: Integrated Transport, Infrastructure and Services			
Development Challenges/Issue: The increasing maintenance backlogs arising from factors such as climate change (current torrential rains), excessive axle loads (over loading) and inadequate funding, coupled with other factors such as under staffing, inadequate road units, inadequate community participation and refugee pressure will continue to have an adverse impacts on the implementation and achievement of the programme's key result areas, outputs, and outcomes.			
Program results (outcomes)- Adopted/Adapted 1. Reduce average travel time (min per Km) 2. Reduce unit cost of building transport infrastructure, per Km 3. Increase stock of transport infrastructure 4. Increase average infrastructure life span 5. Reduce fatality and causality on roads	Key Outcome Indicators (Adopted/Adapted)	Status 2019/20 (localized)	Target 2024/25 (localized)
	Average travel time (min.) per kilometer on district roads	1.0	1.0
	Unit cost of building transport infrastructure (paved and unpaved), per Km	Paved (Bln) 0.8 Unpaved (Mln) 40	0.5 30
	Paved-Low-cost (Km)	7	13
	Unpaved (Km)	805	1030
	Average infrastructure life span:		
	Paved (Years)	-	20
	Unpaved (Years)	-	2
Fatality per 100,000 persons per year on roads	3,689	3,289	
Program Objectives (Adapted)	Interventions and Outputs (Adopted/Adapted)		
1. Optimize transport infrastructure and services investment; 2. Prioritize transport asset management; 3. Reduce the cost of transport infrastructure and services; 4. Strengthen, and harmonize policy, legal, regulatory, and institutional framework for infrastructure and services;	1. Increase capacity of existing transport infrastructure and services 2. Rehabilitate and maintain transport infrastructure 3. Strengthen local construction capacity 4. Acquire infrastructure / utility corridors Develop and strengthen transport planning capacity		
Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)	
Adapted Outputs 1	Reduced average travel time on district roads to 1 minute per kilometer.		

Output 2	Reduced unit cost of upgrading gravel roads to bituminous standards from 800 million to 500 million per kilometer over the next 5 years.	
Output 3	Reduced unit cost of rehabilitating gravel roads from the current 40 million to 30 million per kilometer over the next 5 years.	
Output 4	Increased stock of DUCA roads from the current 805 Km to 1,030 Km in the next 5 years.	
Output 5	Increased stock of urban paved roads from the current 7 Km to 13 Km in the next 5 years.	
Output 6	Increased average life span of paved roads to about 20 years in five years time.	
Output 7	Increased average life span of unpaved (gravel) roads to about 2 years in five years time.	
Output 8	Reduced fatality and casualties on roads from the current 3,689 to 3,289 for every 100,000 persons per year.	
Likely risks	Climate change (heavy rains), inadequate funding, unregulated axle overloading, poor road usage by motorists, vandalism of road furniture/safety warnings, increasing cost of road construction materials, among others.	
Mitigation measures	Adapting climate resilient roads/structures designs, road user education, government subsidies on construction materials, sourcing/lobbying for alternative road funding, strict enforcement of axle loads controls, etc.	

HUMAN CAPITAL DEVELOPMENT PROGRAMME

a) Health

NDPIII Objective 4: Enhance the productivity and social wellbeing of the population	
Programme Results over the next 5 years	HCDP Objectives
i. Reduced prevalence of under 5 stunting from 30.6 percent to 20 percent;	Objective 2: Produce appropriate knowledgeable, skilled, and ethical labor force (with strong emphasis on science and technology, Health)
ii. Reduce neonatal mortality rate from 27/1,000 live births to 19/1,000; (UDHS 2016)	
ii. Reduced under 5 mortality from 64/1000 live births to 42/1000; (UDHS 2016)	

v.	Reduced Maternal Mortality Rate from 336/100,000 to 211/100,000; (UDHS 2016)	
v.	Reduced unmet need of family planning from 16.1 to 10 percent and increase CPR from 33.9 to 50 percent; (DHIS2 2019/2020)	Objective 4: Improve population health, safety and management
vi.	Reduced mortality due to NCDs from 40 to 30 percent;	
ii.	Reduced Mortality due to high risk Communicable Diseases (Malaria, TB & HIV/AIDS) (percent) from 60 percent in 2017 to 30 percent;	
ii.	Reduce teenage pregnancy rate from 20 percent in 2019/2020 to less than 10 percent; (DHIS2 2019/2020)	
x.	Increased access to basic sanitation from (improved toilet) 19 to 40 percent and hand washing from 34 to 50 percent;	
x.	Increased proportion of the population accessing universal health care from 44 to 65 percent;	Objective 4: Improve population health, safety and management

HCD Programme Outcome Indicators (Health)

Sub-programme 1:	
Programme Objective (s) contributed to by sub-programme:	
Outcome	Indicators
Objective 1: Improve the foundations for human capital development	
	1.11 Survival rates, %
Child development in learning health and psychological wellbeing improved	1.12 Prevalence of under 5 Stunting, %
	1.13 Proportion of children able to learn, play and grow up in safe, clean and stimulating environment
Objective 2: Produce appropriate knowledgeable, skilled, and ethical labor force (with strong emphasis on science and technology, Health)	
Improved Skills Mix	2.11 Number of health workers (doctors, midwives, nurses) per 10,000 population
	2.12 Number of physicians per 10,000 population
Objective 4: Improve population health, safety and management	

Reduced Morbidity and Mortality of the population	Morbidity
	4.1 Number of new HIV infections per 1,000 susceptible population
	4.2 Tuberculosis incidence per 100,000 population
	4.3 Malaria incidence per 1,000 population
	4.4 Hepatitis B incidence per 100,000 population
	4.5 Annual Cancer Incident Cases
	4.6 Annual Cardiovascular Incident cases
	4.7 Incidence of Road accidents per 1,000
	4.8 Under 5 illnesses attributed to Diarrheal diseases, %
	Mortality
	4.9 Maternal Mortality ratio (per 100,000)
	4.10 Neonatal Mortality Rate (per 1,000)
	4.11 Under Five Mortality Rate (Per 1,000)
	4.12 Reduce NCDs Rates
4.13 Reduce mortality due to Malaria, AIDS and TB	
4.14 Mortality rate Attributed to unsafe water, unsafe sanitation, and lack of hygiene (per 100,000)	
Improvement in the social determinants of health and safety	4.15 Prevalence of teenage Pregnancy
	4.16 Prevalence of Malnutrition in the population, %
	4.17 Mortality attributed to Injuries (%)
	4.18 Prevalence of overweight/ obesity, %
	4.19 Alcohol abuse Rate
	4.20 Access to safe water supply
	4.21 Access to basic sanitation
	4.22 Prevalence of child disability
Reduced fertility and dependence ratio	4.23 Total Fertility Rate
	4.24 Adolescent fertility rate (Birth rate per 1,000 adolescent women aged 10 – 14 years, aged 15-19 years)
	4.25 Unmet need for Family Planning
	4.26 Out of pocket health expenditure (financial protection for ill health)
	4.27 % readiness capacity of health facilities to provide general services
Occupational safety and health management improved	4.28 Time lost per occupational injury
	4.29 Proportion of workplaces with occupational health services
	4.30 Occupational injury rate
	4.31 Occupational disease rate
Programme Objective (s) contributed to by sub-programme:	
Outcome	Indicators

Objective 5: Reduce vulnerability and gender inequality along the lifecycle	
All key forms of inequalities reduced	5.11 GBV prevalence
	5.12 Proportion of the population accessing Universal health care, (Universal Health Coverage Index), %
Increased coverage of social protection	5.13 Proportion of the population with access to social care services, %

3.4.5.1 HUMAN CAPITAL DEVELOPMENT (EDUCATION)

b)Education	Objective/intervention	Target/focus	Actors
	Objectives 1: To achieve equitable access to relevant quality education and training.		
	<ol style="list-style-type: none"> 1. Roll out early (EGR) Grade reading and early Grade maths (EGM) in all primary schools to enhance proficiency in literacy and numeracy 2. Equip and support all lagging schools to meet basic requirements and minimum standards in pre-primary, primary and secondary. 3. Construction of Classroom in Primary Schools 4. Construction of Staff houses in Schools 5. Construction of 5 Stance Latrine 6. Construction of a Seed Secondary School 7. Supply of 3-seater desks 8. Grant aiding of Secondary and Primary Schools 9. Establishment of Special Needs Centre in the District 	<ul style="list-style-type: none"> • Schools with high classroom pupil ratio above the district average • Sub Counties without Secondary School • Parishes without Primary School • Palabek Settlement 	<p>SFG DDEG UgIFT UNICEF Development partners Central Government LDLG</p>
	Objectives 2: Ensure delivery of relevant and quality education and training for self-development and competitiveness in the global job market	Target/focus	Actors
	<ol style="list-style-type: none"> 1. Implement a need based approach to establish a pre-school class in public schools 2. School Inspection and monitoring reports 3. Support supervision and monitoring reports 	<ul style="list-style-type: none"> • All Primary and Secondary Schools • Refugee hosting Sub Counties • Palabek Settlement 	<p>Development Partners UNICEF District Inspectorate</p>

	<ol style="list-style-type: none"> 4. Participate in Co-curricular activities, national and regional level 2. Support to IECD activities 3. Quality Enhancement Initiatives 4. Adolescent Development 5. Coordination of educational programs 6. Hold planning, coordination meetings with Head teachers and SMCs 7. Register PLE candidates and conduct PLE Examinations 8. School data collection 9. Implement ERP activities in the refugee hosting sub counties 		Education stakeholders
	Objectives 3: Enhance efficiency and effectiveness in education and sports service delivery at all levels	Target/focus	Actors
	<ol style="list-style-type: none"> 1. Impliment an intergrated ICT enabled teaching school level inspections and surpervision 2. Pay salary for teachers and staff at District Headquarter 3. Transfer UPE and USE capitation grant to Government aided schools 4. Procure ICT materials 5. Procure stationary and office equipment 6. Organise games, sports, music, dance & drama. 7. Fuel for organization and monitoring of co-curricular and other department activities. 8. Motor vehicle maintenance, repairs, car batteries, tyres and servicing 9. Construction of District Stadium 	<p>All Government aided primary and secondary Schools</p> <p>All non-government aided schools</p>	<p>Central government</p> <p>UNICEF</p> <p>Development Partners</p> <p>LDLG</p> <p>School stakeholders</p>

GOVERNANCE AND SECURTY

DDPIII Strategic Objective: To improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.

DDPIII Programme: Governannace and Security

Development Challenges/Issue: 1. Enforcement of implementation of government laws and regulations for improve service delivery to response to the needs of the citizens, and Develop and enforce service delivery standard across the public sector in the district..

Program results (outcomes)- Adopted/Adapted (i) Improvement on the Corruption Perception Index from 26 percent to 35 percent	Key Outcome Indicators (Adopted/ Adapted)	Status 2019/20 (localized)	Target 2024/25 (localized)
	(i) Improve on the Corruption Perception Index from 26 percent to 35 percent		35
Program Objectives (Adapted)	Interventions and Outputs (Adopted/Adapted)		
Strengthen transparency, accountability and anti- corruption systems	1.Strengthen the prevention, detection and elimination of corruption; 2.Strengthen and enforce Compliance to accountability rules and regulations		
Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)	
Adapted Outputs 1	Prevention, detection and elimination of corruption strengthened;		
Output 2	Enforcement of Compliance to accountability rules and regulations strengthened		
Project 1	nil		
Likely risks	Resistance from the non compliance officers, hatred and unfounded accusation		
Mitigation measures	Sensitization on attitude change		

PRIVATE SECTOR,MANUFACTURING,MINERAL &TOURISM DEVELOPMENT.

NDPIII Goal (Adopted): Increased Household Income.	
NDPIII Overall Objective (Adapted): Enhancing Value addition in Key Growth Opportunities	
Adapted Programme 1: PRIVATE SECTOR TRANSFORMATION	
Development Challenge/Issue: Low competitiveness of the private sector to drive sustainable inclusive growth.	
Program Outcomes / Results (Adapted): (i)Reduce the informal sector from 51 percent to 45 percent by2024/25;	
Programme Objectives (Adapted)	Interventions and outputs (Adapted)
Adapted Objective 1:	Promote local content in public programmes;
Adapted Intervention 1:	1.Mobilize alternative financing sources to finance private investment 2.Deepen and widen the capital markets

	3.Strengthen the legal and regulatory frameworks for Private Equity and Venture Capital 4.Build private sector capacity to access Green financing and green growth response
Adapted Output 1:	Alternative financing sources to finance private investment mobilised
Adapted Output 2:	Widedned capital market
Adapted Output 3:	legal and regulatory frameworks for Private Equity and Venture Capital strengthened.
Adapted Objective 2:	<i>Strengthen the enabling environment and enforcement of standards;</i>
Adapted Intervention 1:	1. Improve the management capacities of local enterprises through massive provision of Business Development Services geared towards improving firm capabilities through; a. Strengthening Business Development Services centres b. Establishing Business Development Services framework c. Strengthening Industry associations, chambers of commerce and trade unions
Adapted Output 1:	Improved management capacities of local enterprises
Adapted Output 2:	Business Development Services centres ,Industry associations, chambers of commerce and trade unions strengthened
Adapted Objective 3:	<i>Strengthen the role of government in unlocking investment in strategic economic sectors;</i>
Adapted Intervention 1:	1. Develop and implement a holistic local content policy, legal and institutional framework 2. Build the capacity of local construction industry to benefit from public investments in infrastructure
Adapted Output 1:	Holistic local content policy, legal and institutional framework developed
Adapted Output 2:	Capacity of local construction industry to benefit from public investments in infrastructure developed
NDPIII Goal (Adopted): Increased Household Income	
N DPIII Overall Objective (Adopted): Enhancing Value addition in Key Growth Opportunities	
Adapted Programme 2: Mineral Development	
Development Challenge/Issue: Unexploited mineral potentials across the district	
Program Outcomes / Results (Adapted): Increase the value of investment into the exploration and processing of the selected minerals	
Programme Objectives (Adapted)	Interventions and outputs (Adapted)

Adapted Objective 1:	<i>1) Increase exploration and quantification of priority minerals and geothermal resources across the country</i>
Adapted Intervention 1:	Develop and implement training and apprenticeship programmes in areas identified under 6.3.3 human resource requirements of the programme;
Adapted Programme 3:	Tourism Development
Adapted Objective 1:	1.Facilitate formation of tourism groups in targets communities (arts & crafts) 2.Develop, conserve and diversify tourism products and services;
Program Outcomes / Results (Adapted):	(ii) Increase & Maintain the contribution of tourism to total employment
Adapted Output 1:	Develop a more robust public/private sector system to collect and analyse information on the industry in a timely fashion. In particular, establish partnerships with domestic, regional and international airlines/carriers.
Adapted Output 2:	Increase the number of hotel rooms and food and beverage facilities;
Adapted Output 3:	1.Develop digital capability in the tourism industry to market and improve access to products: 2.Provide fast, accessible and reliable internet connectivity in all wildlife protected areas and other major tourists' attractions; 3.Promote use of e-tourism services 4. Develop new tourist attraction sites profiled by region to include new products such as: Community tourism
Adapted Output 4:	Diversify tourism products (eg cultural) and map potential across the country including conducting hazard risk and vulnerability mapping for tourism areas
Adapted Programme 4:	Manufacturing Development
Interventions:	Enforce the laws on counterfeits and poor quality products

Community Mobilization And Mindset Change

There is linkage between the individual program objectives, results and targets to the relevant Community Mobilization And Mindset Change including gender and equity issue, response measures / interventions and indicators to measure performance of the results. Specific strategies to address identified gender issues such as non-participation of men in family planning and interventions for addressing strategic and practical needs of the elderly, men, women, youths, children, among others which may include interventions for promoting understanding of the concept of gender and equity through campaigns, keeping the girl child in school, undertaking a gender analysis/profiling to identify the key needs of women, men, boys and children, the different roles

and responsibilities and the benefits in a given sector or activity undertaken, etc.

DDPIII Strategic Objective: (i) Enhance effective mobilization of citizens, families and communities for development.				
DDPIII Programme: Community sensitization and Empowerment				
Development Challenges/Issue:.				
Program results (outcomes)- Adopted/Adapted	Key Indicators (Adopted/Adapted)	Outcome	Status 2019/20 (localized)	Target 2024/25 (localized)
i. Increase the proportion of families, citizens and communities informed about national and community programmes from 30 to 90 percent;	Informed and active citizenry		60%	98%
ii. Increase the participation of families, communities and citizens in development initiatives by 80 percent;	Increased household saving		20%	80%
iii. Increased household savings and investments;	Increased participation of the citizen in the diaspora in development processes		40%	95%
iv. Increased adult literacy rate from 72.2 to 80 percent; and				
Program Objectives (Adapted)	Interventions and Outputs (Adopted/Adapted)			
Enhance effective mobilization of families, communities and citizens for national development	1.1 Review and implement a Comprehensive Community Mobilization Strategy 1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens 1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation 1.4 Develop a policy on Diaspora engagement 1.5 Implement the 15 Household model for social economic empowerment			
Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)		
	women mobilized to participate in development programmes	<ul style="list-style-type: none"> • Celebration of internal women’s day • Train women groups on Gender • Support women council meetings • Support women Council executive to conduct community dialogue meetings 		

	economic capacities of women and thier households strengthened	<ul style="list-style-type: none"> • Sensitizing and mobilizing women into groups • Provide grant support to women groups • Training of women groups on group dynamics and entrepeuship skills • Moniroing of group activities
	Youth mobilized to participate in development programmes	<ul style="list-style-type: none"> • Celebration of Internal Youth's day • Train Youth groups on Gender • Support Youth council meetings • Support Youth Coucil executive to conduct community dialogue meetings • Monitoring of group activities
	economic capacities of Youth and thier households strengthened	<ul style="list-style-type: none"> • Sensitizing and mobilizing Youth into groups • Provide grant support to Youth groups • Training of Youth groups on group dynamics and entrepeuship skills • Moniroing of Youth group activities
	Elderly And Disabled mobilized to participate in development programmes	<ul style="list-style-type: none"> • Celebration of internal day for Person With Disabilities • Train Person With Disabilities groups and Elderly groups on Gender • Support Persons With Disability council meetings • Support Person With Disability Coucil executive to conduct community dialogue meetings
	Economic capacities of the Elderly And Disabled and thier households strengthened	<ul style="list-style-type: none"> • Sensitizing and mobilize Person With Disabilities and Elderly into groups • Provide grant support to Person With Disabilities and Elderly groups • Training of Person With Disabilities and Elderly on group dynamics and entrepeuship skills • Moniroing of Person With Disabilities and Elderly group activities

		<ul style="list-style-type: none"> • Provide Social Assistance Grant for Empowerment(SAGE) 	
Adapted Outputs 1	literacy rate of the community Increased	<ul style="list-style-type: none"> • Mobilize and register learners • Sensitize the communities on the FAL programme • Train FAL Instructors • Provision of teaching and learning materials • Monitoring and supervision of FAL classes 	
Output 2	poor and vulnerable households in the community Economically empowered	<ul style="list-style-type: none"> • Sensitize and mobilize communities to form groups and access grant support • Promote Village Savings among the community groups • Provide business skills training to community groups 	
DDPIII Strategic Objective: (i) Objective 2: Strengthen institutional capacity of central, local government and non-state actors for effective mobilization of communities.			
DDPIII Programme: Strengthening institutional support			
Development Challenges/Issue:			
Program results (outcomes)- Adopted/Adapted v. Increased uptake and/or utilization of public services (education, health, child protection, population services, water and sanitation, livelihood programmes etc.) at the community and district levels;	Key Outcome Indicators (Adopted/Adapted)	Status 2019/20 (localized)	Target 2024/25 (localized)
	Empowered communities for participation	25%	80%
	Increased staffing levels	60%	100%
	Community Development Initiatives in place	40%	90%
Program Objectives (Adapted)	Interventions and Outputs (Adopted/Adapted)		
2. Strengthen institutional capacity of central, local government and non-state actors for effective mobilization of communities	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery 2.2 Establish and operationalize Community Development Management Information System (CDMIS) at Parish and Sub-county level 2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives		

Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)
Output 2	promote the welfare and observe the recruitment of employees in order to reduce exploitation	<ul style="list-style-type: none"> inspection of employee's welfare at workplaces Celebration of the international Labor day Monitoring and verification of employment procedures Settle greiviances between employees and employers
Output 3	Increased access to protection and legal services for children, orphans and other vulnerable children, their care givers and families	<ul style="list-style-type: none"> Carry out community sensitization on the right of the children, orphans and other vulnerable children Record and manage cases of child abuse Represent children in Court Sessions Carry out routine visit to the remand homes
	the capacity of child protection system in the district strengthened	<ul style="list-style-type: none"> Coordinate monthly child protection committee meetings Traning of child protection committee Develop the district referral pathway Train Cultural and Religious institutions in the management of child protection issues Trace and re integrate children, orphans and other vulnerable children with their families
	the capacities of families, care givers and other service providers strengthened to protect and care for children, orphans and other vulnerable children	<ul style="list-style-type: none"> Training of care givers and families on livelihood skills Economic strengthening of care givers and families who protect orphans and other vulnerable children through provision of grant support Promote food security and nutrition among the care givers and families who protect orphans and other vulnerable children Provide psychosocial support and basic care to children, orphans and other vulnerable children Promote enrollment and retention of children, orphans and other vulnerable children in schools

	the data management and usage on child protection and OVC Strengthened	<ul style="list-style-type: none"> • Train CDOs and CSO on uploading data into OVC MIS • Establish and maintain a system for data storage at the district and sub county • Provide internet connectivity at the district to improve on reporting
	prevention capacities of institutions ,structures and duty bears working in the area of Gender strenhtened	<ul style="list-style-type: none"> • Conduct community sensitization on Gender • Training of cultural and religous institutions to support Gender initiatives • Train CDOs and CSO on uploading data into MIS • Establish and maintain a system for data storage at the district and sub county • Provide internet connectivity at the district to improve on reporting
	access to basic social services and protection of women from GBV promoted	<ul style="list-style-type: none"> • Link victms of GBV to legal and health services
	Improve livelihoods and strengthen capacities of vulnerable households to GBV	<ul style="list-style-type: none"> • Provide productive skills trainings programs like vocational, entrepreneurship and business skills so that women and men get better means of livelihood • Strengthen economic capacities of vulnerable household through provision of grants • Promote food security and nutrition among the vulnerable households to GBV
	the system and capacity of the district Protection working group sterenthened	<ul style="list-style-type: none"> • Coordinate monthly and quarterly meetings on GBV • Identify and Train GBV community services providers, • Develop and maintain the district GBV referral pathway • Train Cultural and Religious institutions in the management of Gender and GBV concerns in the communities • Support re integration of separated families due to domestic violence.

	access to learning and reading environment for the pupils,students,teachers and other community promoted	<ul style="list-style-type: none"> • Construction of a Public Library • Provision of books and periodicals • Provision of computers equipment and Installation of internet 	
	community centers established and maintained for easy access of services	<ul style="list-style-type: none"> • Construction and rehabilitation of youth centers and community halls • Provide psychosocial services to the youth, women,men, elderly,disability • Provision of recreational materials and equipment 	
Project 1	staff performance improved for effective service delivery	<ul style="list-style-type: none"> • Construction of office block • Procurement of motorcycles • Procurement laptops, tablets ,Photocopier,Type Writing Machine • Procurement of office furniture 	
DDPIII Strategic Objective: (i) Objective 4: Reduce negative cultural practices and attitudes.			
DDPIII Programme: Civic Education & Mindset Change			
Development Challenges/Issue:			
Program results (outcomes)- Adopted/Adapted ix. Reduction in prevalence of negative social norms and cultural practices that perpetuate gender inequality	Key Outcome Indicators (Adopted/Adapted)	Status 2019/20 (localized)	Target 2024/25 (localized)
	Reduction in negative cultural practices	80%	40%
Program Objectives (Adapted)	Interventions and Outputs (Adopted/Adapted)		
Reduce negative cultural practices and attitudes	<ul style="list-style-type: none"> a. Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs a. Promote advocacy, social mobilisation and behavioural change communication for community development 		
Programme Outputs (Adopted/Adapted)	Outputs and Targets (localized)	Actions (Strategic Activities) (localized)	
	community centers established and maintained for easy access of services	<ul style="list-style-type: none"> • Construction and rehabilitation of youth centers and community halls • Provide psychosocial services to the youth, women,men, elderly,disability • Provision of recreational materials and equipment 	

	good cultural practices promoted preserved	<ul style="list-style-type: none"> • Construction and maintainance of cultural center and sites • Conduct exhibitions at culutural sites and centres • Support advertisement,Research and documentation at cultural sites and centers • Arrange for travel and exhibition of performnces outside the district and the country
	peaceful co existence promoted among the communities,host commuities and refugees	<ul style="list-style-type: none"> • Organize for cultural gala • Provide equipment and atire for entertainment groups

3.4.8.1 Summary Adapted objectives,interventions,targets/focus/beneficiaries and actors under Community Based & Mindset Change.

No.	Programme/ Sub-Programme (Adapted + What is Unique to the LG)	Objective/Intervention (Adapted + Peculiar to the LG)	Focus/Target (What, Where, Beneficiaries)	Actors
1	Strengthening institutional support	Objective 1: Increase access to protection and legal services for children, orphans and other vulnerable children, their care givers and families		
		Carry out community sensitization on the right of the children, orphans and other vulnerable children	All the subcounties and Town Council,Refugee settlement	Lamwo District ,Development Partners,Court,Police
		Record and manage cases of child abuse	All the subcounties and Town Council,Refugee settlement	Lamwo District ,Development Partners,Court,Police
		Represent children in Court Sessions	children who are victim of abuse	Lamwo District ,Development Partners,Court,Police
		Carry out routine visit to the remand homes	Children in conflict with the law	Lamwo District ,Development Partners,Court,Police
		Objective 2: sterenthen the capacity of child protection system in the district		
		Coordinate monthly child protection committee meetings	CDOs,Child Protection Committee,Partners	Lamwo District ,Development Partners,Police

	Traning of child protection committee		
	Develop the district referral pathway	To guide all actors	Lamwo District ,Development Partners
	Train Cultural and Religious institutions in the management of child protection issues	All subcounties	Lamwo District ,Development Partners
	Trace and re integrate children, orphans and other vulnerable children with their families	Children who are in conflict with the law	Lamwo District ,Development Partners
	Objective 3:Strengthen the capacities of families,care givers and other service providers to protect and care for children,orphans and other vuklnerable children		
	Training of care givers and families on livelihood skills	In all the community	Lamwo District ,MGLSD,Development Partners
	Economic strenghtening of care givers and families who protect orphans and other vulnerable children through provision of grant support	600ncare givers and families	Lamwo District ,Development Partners
	Promote food security and nutrition among the care givers and families who protect orphans and other vulnerable children	600 care givers and families	Lamwo District ,Development Partners
	Provide psychosocial support and basic care to children, orphans and other vulnerable children	800 children,orphans and other vulnerable children	
	Promote enrollment and retention of children, orphans and other vulnerable children in schools	All children of school going age in all the subcounties	Lamwo District ,Development Partners
	Objective 4: Strengthening the data management and usage on child protection and OVC		
	Train CDOs and CSO on uploading data into OVC MIS	CDOs	Lamwo District ,Development Partners
	Establish and maintain a system for data storage at the district and sub county	District and Subcounty	Lamwo District ,Development Partners

	Provide internet connectivity at the district to improve on reporting	Community Department	Lamwo District ,Development Partners
Objective 1: Strengthening prevention capacities of institutions ,structures and duty beares working in the area of Gender			
	Conduct community sensitization on Gender	All subcounties and town council,Refugee settlement	Lamwo District ,Development Partners
	Training of cultural and religious institutions to support Gender initiatives	All subcounties and town council,Refugee settlement	Lamwo District ,Development Partners
	Train CDOs and CSO on uploading data into MIS	CDOs in subcounties and District	Lamwo District ,Development Partners
	Establish and maintain a system for data storage at the district and sub county	District and Subcounty Community Department	Lamwo District ,Development Partners
	Provide internet connectivity at the district to improve on reporting	District Community Department	Lamwo District ,Development Partners
Objective 3: Ensuring access to basic social services and protection of women from GBV			
	Link victms of GBV to legal and health services	In all the subcounties and Town Council	Lamwo District ,Development Partners
Objective 3: Improve livelihoods and strengthen capacities of vulnerable households to GBV			
	Provide productive skills trainings programs like vocational, entrepreneurship and business skills so that women and men get better means of livelihood	All the GBV Survivors in the community	Lamwo District ,Development Partners
	Strengthen economic capacities of vulnerable household through provision of grants	All the GBV Survivors in the community	Lamwo District ,Development Partners

		Promote food security and nutrition among the vulnerable households to GBV	All the GBV Survivors in the community	Lamwo District ,Development Partners
		Objective 4: Strengthen the system and capacity of the district Protection working group		
		Coordinate monthly and quarterly meetings on GBV	GBV working group	Lamwo District ,Development Partners
		Identify and Train GBV community services providers,	In all the subcounties	Lamwo District ,Development Partners
		Develop and maintain the district GBV referral pathway	At the district and all subcounties	Lamwo District ,Development Partners
		Train Cultural and Religious institutions in the management of Gender and GBV concerns in the communities	In all the subcounties	Lamwo District ,Development Partners
		Support re integration of separated families due to domestic violence.	In all the subcounties	Lamwo District ,Development Partners
3	Community sensitization and Empowerment	Objective 1: Increase the literacy rate of the community		
		Mobilize and register leaners	Adult learners in all the subcounties including the settlement	Lamwo District ,MGLSD,OPM,UNHCR,Development Partners
		Sensitize the communities on the FAL programme	Target communities in all the subcounties including the refugee settlement	Lamwo District ,MGLSD,OPM,UNHCR,Development Partners
		Train FAL Instrutors	Registered FAL instrutors in all the learning centers including the settlment	Lamwo District ,MGLSD,OPM,UNHCR,Development Partners
		Provision of teaching and learning materials	In all the learnming centers including the refugee settelment	Lamwo District ,MGLSD,OPM,UNHCR,Development Partners
		Monitoring and supervision of FAL classes	All the learining centres and refugee settlment	Lamwo District ,MGLSD,OPM,UNHCR,Development Partners
4	Community sensitization	Objective 1:Promote the participation of Women in development programmes		

	and Empowerment	Celebration of internal women’s day	5 subcounties	Lamwo District ,Development Partners
		Train women groups on Gender	500 groups in all the subcounties including the refugee settlement	Lamwo District ,Development Partners
		Support women council meetings	25women council meetings	Lamwo District ,Development Partners
		Support women Coucil executive to conduct community dialogue meetings	25 meetings in all the subcounties	Lamwo District ,Development Partners
		Objective :2 strengthen economic capacities of women and thier households		
		Sensitizing and mobilizing women into groups	500 women groups in all the subcounties including the refugee settlement	Lamwo District ,Development Partners
		Provide grant support to women groups	500 women groups in all the subcounties including the refugee settlement	Lamwo District ,MGLSD,OPM,UNHCRDevelopment Partners
		Training of women groups on group dynamics and entrepeuship skills	500 women groups in all the subcounties including the refugee settlement	Lamwo District ,OPM,UNHCR,Development Partners
		Moniroing of group activities	500 women groups in all the subcounties including the refugee settlement	Lamwo District ,OPM,UNHCR,Development Partners
5	Community sensitization and Empowerment	Objective 1:promote the participation of Youth in development programmes		
		Celebration of Internal Youth’s day	5 subcounties	Lamwo District ,Development Partners
		Train Youth groups on Gender	400 groups in all the subcounties including the refugee settlement	Lamwo District,OPM,UNHCR ,Development Partners
		Support Youth council meetings	25 youth council meetings	Lamwo District ,Development Partners
		Support Youth Coucil executive to conduct community dialogue meetings	25 community dialogue meetings in all the subcounties including the refugee settelment	Lamwo District ,OPM,UNHCR,Development Partners

		Monitoring of group activities	400 women groups in all the subcounties including the refugee settlement	Lamwo District ,Development Partners
		Objective 2: strengthen economic capacities of Youth and thier households		
		Sensitizing and mobilizing Youth into groups	400 youth groups in all the subcounties including the refugee settlement	Lamwo District ,OPM,UNHCR,Development Partners
		Provide grant support to Youth groups	400 youth groups in all the subcounties including the refugee settlement	Lamwo District ,MGLSD,Development Partners
		Training of Youth groups on group dynamics and entrepeuship skills	400 youth groups in all the subcounties including the refugee settlement	Lamwo District ,OPM,UNHCR,Development Partners
		Moniroring of Youth group activities	400 youth groups in all the subcounties including the refugee settlement	Lamwo District,OPM,UNHCR ,Development Partners
6	Community sensitization and Empowerment	Objective 1:promote the participation of Person With Disabilities and Elderly in development programmes		
		Celebration of internal day for Person With Disabilities	5 subcounties	Lamwo District ,Development Partners
		Train Person With Disabilities groups and Elderly groups on Gender	300 groups in all the subcounties including the refugee settlement	Lamwo District ,OPM,UNHCR,other Development Partners
		Support Persons With Disability council meetings	20 Disability council meetings	Lamwo District ,Development Partners
		Support Person With Disability Coucil executive to conduct community dialogue meetings	25 community dialogue meetings in all the subcounties including the refugee settlement	Lamwo District ,OPM,UNHCR,other Development Partners
		Objective 2:strengthen economic capacities of Person With Disabilities, Elderly and thier households		
		Sensitizing and mobilize Person With Disabilities and Elderly into groups	300 Person With Disabilities and Elderly groups in all the subcounties including the refugee settlement	Lamwo District,MGLSD ,OPM,UNHCR,Development Partners

		Provide grant support to Person With Disabilities and Elderly groups	300 Person With Disabilities and Elderly groups in all the subcounties including the refugee settlement	Lamwo District ,MGLSD,OPM,UNHCR, Development Partners
		Training of Person With Disabilities and Elderly on group dynamics and entrepeuship skills	300 Person With Disabilities and Elderly groups in all the subcounties including the refugee settlement	Lamwo District ,OPM,UNHCR,Development Partners
		Moniroing of Person With Disabilities and Elderly group activities	300 Person With Disabilities and Elderly groups in all the subcounties including the refugee settlement	Lamwo District,MGLSD, OPM,UNHCR ,Development Partners
		Provide Social Assistance Grant for Empowerent(SAGE)	1,400 elderly in all the subcounties	Lamwo District,MGLSD
7	Community sensitization and Empowerment	Objective1: Economically empower the poor and vulnerable households in the community		
		Sensitize and mobilize communities to form groups and access grant support	800 groups get support from NUSAF,DRDIP, OWC,Partners Grant Support in all the communities and refugee settlement	Lamwo District,MGLSD,OPM,UNHCR, Development Partners
		Promote Village Savings among the community groups	800 groups in all the subcounties and refugee settlement	Lamwo District,MGLSD,OPM,UNHCR, Development Partners
		Provide business skills training to community groups	800 groups in all the subcounties and refugee settlement	Lamwo District,MGLSD,OPM,UNHCR, Development Partners
		Objective 2: Establish and maintain community centers for easy access of services		
		Construction and rehabilitation of youth centers and community halls	Community centers in District Head Quarters,Madi Opei,Padibe East,Padibe West,Palabek Gem,Palabek Kal,Padibe Town Council, Aceba,Abera, Potika,	Lamwo District,OPM,UNHCR, Development Partners

			Katum,Okol, Lokung East, Refugee settlement	
		Provide psychosocial services to the youth, women,men, elderly,disability	All the community centres and the refugee settlement	Lamwo District,OPM,UNHCR, Development Partners
		Provision of recreational materials and equipment	All the community centres and the refugee settlement	Lamwo District,OPM,UNHCR, Development Partners
8	Civic Education & Mindset Change	Objective 1:Promote the preservation of the good cultural practices		
		Construction and maintainiance of cultural center and sites	District headquarters,2 other sites	Lamwo District,MGLSD,OPM,UNHCR, Development Partners
		Conduct exhibitions at culutral sites and centres	District headquarters,2 other sites	Lamwo District,MGLSD,OPM,UNHCR, Development Partners
		Support advertisement,Research and documentation at cultural sites and centers	District headquarters,2 other sites	Lamwo District,MGLSD,OPM,UNHCR, Development Partners
		Arrange for travel and exhibition of perforamnces outside the district and the country	5 retreat	Lamwo District,MGLSD,OPM,UNHCR, Development Partners
		Objective :2promote peaceful co existence among the communities,host and refugees		
		Organize for cultural gala	For all cultural groups in the host community and the refugee settlement	Lamwo District,OPM,UNHCR, Development Partners
		Provide equipment and atire for entertainment groups	Identified groups within the host communities and refugee settlement	Lamwo District,OPM,UNHCR, Development Partners
9	Strengthening institutional support	Objective 1:promote the welfare and obersve the recruitment of employees inorder to reduce exploitation		
		Inspection of employee's welfare at workplaces	Both civil servants and those employed at construction sites	Lamwo District
		Celebration of the international Labor day	5 celebrations will be conducted in 5 subcounties	Lamwo District,Development Partners
		Monitoring and verification of employment procedures	At every construction site	Lamwo District

		Settle greiviances between employees and employers	At construction site and civil servants	Lamwo District
10	Civic Education & Mindset Change	Objective 1:create access to learning and reading environment for the pupils,students,teachers and other community		
		Construction of a Public Library	District Headquarters	Lamwo District,Development Partners
		Provision of books and periodicals	District Headquarters	Lamwo District,Development Partners
		Provision of computers equipment and Installation of internet	District Headquarters	Lamwo District,Development Partners
11	Strengthening institutional support	Objective 1: improve staff performance for an service delivery		
		Construction of office block	District	Lamwo District,MGLSD, Development Partners
		Procurement of motorcycles	16 motorcycles forCDOs in the district,Town Council and all the subcounties	Lamwo District,MGLSD, Development Partners
		Procurement laptops, tablets ,Photocopier,Type Writing Machine	District and Subcounties	Lamwo District,MGLSD, Development Partners
		Procurement of office furniture	District	Lamwo District,MGLSD, Development Partners

3.4.9 Development Plan Implementation (DPI) Programme

DDPIII Strategic Objective: Increase efficiency and effectiveness in the implementation of the National Development Plan			
DDPIII Programme: Development Plan Implementation (DPI) Programme)			
Development Challenges/Issue: 12.Low revenue base, inadequate monitoring and supervision, training and tax education for increased awareness on tax issues couple with unavailable Information Management System, Inadequate transport facilities, Laxity in internalising of the Planning and Budgeting Guidelines by some HoDs, inadequate understanding of Monitoring and Evaluation guidelines at the district, poor information management in the district, Low Local Revenue Base, Stringent Organization structure that does not effectively allow for employee promotion, no clear policy on staff retention which has led to staff turnover and brain drain when some staff are overqualified, Inadequate funds for construction of more office blocks, and Lack of office equipment and internet systems..			
Program results (outcomes)- Adopted/Adapted 1. Effective and efficient allocation and utilization of	Key Outcome Indicators (Adopted/ Adapted)	Status 2019/ 20 (local ized)	Target 2024/25 (localized)
	(i)Achieve at-least 80 percent of the NDPIII targets;		80

public resources	Increase the GDP growth rate in percent per annum;	6.3	7
2. Effective Public Investment Management	Increase the Revenue to GDP ratio in percent	15.6	18
3. Fiscal credibility and Sustainability	Reduction in Domestic Arrears as a percentage of total expenditure for FY N-1 from 1 percent in FY2017/18 to 0.2 percent;	1	0.2
4. Improved budget credibility	Increase the alignment between the Annual Budgets and the DDPIII percent at district and programme level	60	85
5. Improved development results	Maintain the proportion of supplementary budget expenditure (net of loan servicing) (percent)		3
6. Improved compliance with accountability rules and regulations			
7. Improved service Delivery			
8. Enhanced use of data for evidence-based policy and decision making			
9. Improved public policy debates and decision making			

Development Plan Implementation Programme Outcomes and Indicators

Programme Outcomes	Indicators
Improved development results	Proportion of NDP results on target
Sustainable economic growth and stability	GDP growth rate
	Fiscal Balance as a percentage of GDP
	Nominal Debt to GDP ratio
Improved alignment of the plans and budgets	Budget alignment to DDP (%)

Improved resource mobilisation	Revenue to GDP ratio
	Domestic revenue to GDP (%)
Improved budget credibility	Supplementary expenditure as a %ge of the initial approved budget
	Arrears as %ge of total expenditure for FY N-1
	Budget transparency index

3.4.9.2 DPI Sub- Programme Intermediate Outcome Indicators

Sub-programme 1: Development Planning, Research, Statistics and M&E	
Programme Objective (s) contributed to by sub-programme:	
Objective 1: Strengthen capacity for development planning	
Objective 5. Strengthen the capacity of the statistical system to generate data for district and national development	
Objective 6. Strengthen the research and evaluation function to better inform planning and plantation	
Intermediate Outcome	Indicators
Objective 1: Strengthen capacity for development planning	
Effective and efficient allocation and utilization of public resources	1.1 Percentage of budget released against originally approved budget.
	1.2 Percentage of funds absorbed against funds released.
	1.3 Budget alignment to DDP (%)
Effective Public Investment Management	1.4 Share of PIP projects implemented on time (%)
	1.5 Share of PIP projects implemented within the approved budget
Objective 5: Strengthen the capacity of the national statistics system to generate data for National Development	
Enhanced use of data for evidence-based policy and decision making	5.1 Proportion of DDPIII baseline indicators up-to-date & updated
	5.2 Proportion of key indicators up-to-date with periodic data
	5.3 Proportion of DDP results framework informed by Official Statistics
Objective 6: Strengthen the research and evaluation function to better inform planning and plan implementation	

Improved public policy debates and decision making	6.1 Proportion of government programmes evaluated
Sub-programme 2: Resource Mobilization and Budgeting	
Programme Objective (s) contributed to by sub-programme:	
Objective 2. Strengthen budgeting and resource mobilization	
Outcome	Indicators
Fiscal credibility and Sustainability	2.1 Revenue to GDP ratio
	2.2 Domestic revenue to GDP (%)
	2.3 External resource envelope as a percentage of the District Budget.
	2.4 Proportion of direct budget transfers to Lower Local Governments
Improved budget credibility	2.5 Budget transparency index
	2.6 Arrears as a percentage of total expenditure for FY N-1
	2.7 Compliance of the District Budget to DDP (%)
	2.8 District Budget compliance to Gender and equity (%)
	2.9 Supplementary as a percentage of the Initial budget
Sub-programme 3: Accountability Systems and Service Delivery	
Programme Objective (s) contributed to by sub-programme:	
Objective 3. Strengthen capacity for implementation to ensure a focus on results	
Objective 4. Strengthen coordination, monitoring and reporting frameworks and systems	
Outcome	Indicators
Objective 3: Strengthen capacity for implementation to ensure a focus on results	
Improved development results	3.1 Proportion of DDP results on target
Objective 4: Strengthen coordination, monitoring and reporting frameworks and systems	
Improved compliance with accountability rules and regulations	4.1 Proportion of prior year external audit recommendations implemented, %
	4.2 Percentage of internal audit recommendations implemented
	4.3 External auditor ratings (unqualified)

DPI Programme Outputs mapped against Outcomes

The table provide a mapping of DPI programme Outputs to programme outcomes

Outcome	Output
OutCome 1: Effective and efficient allocation and utilization of public resources	1.1 Aligned MDA, LGs plans and Budgets to NDPIII programmes
	1.2 Capacity building done in development planning, particularly for MDAs and local governments.
	1.3 Functional Service delivery structure at parish level
	1.4 National Human Resource Plan
	1.5 Spatial data platform developed and operationalized
	1.6 Reviewed Development Planning guidelines with integrated Migration, Refugee and other Cross cutting issues in programmes, MDA, LG Plans for NDP IV.
	1.7 Capacity building Strategy for PIM
	1.8 Curriculum for PIM for universities and tertiary institutions
	1.9 Training provided to government economists on economic policy analysis
	1.1 National Developmet Plan IV
	1.11 Alligned plans to the global agenda i.e. SDGs, Agenda 2063, APRM, EAC
	1.12 Capacity built to undertake Economic Monitoring and survaillance
	1.13 East African Monetary Union effectively implemented
OutCome 2: Effective Public Investment Management	2.1 Capacity built in contract Management of large and complex projects
	2.2 Functional Monitoring system in place at all MDAs
	2.3 PIMs Policy developed and implemented
	2.4 Upgraded and functional IBP to allow performance reporting for both MDAs and LGs.
	2.5 Capacity built in multi program planning and implementation of interventions along the value chain
	2.6 Development Committee Guidelines Reviewed and updated to Include Gender Equity, Green growth Principles and other emerging issues.
	2.7 Increased stock of bankable projects of MDAs
	2.8 Policy on licensing and permit planning, implementation of infrastructure corridors and better manage compensation for large infrastructure
	2.9 Automated Business Processes
	2.1 Reviewed Public Private Partnership (PPP) Act
	2.11 Programme Specific project preparation and appraisal manuals/guidelines

Outcome	Output
	2.13 A functional Project preparation fund for both public and private sector projects.
	2.14 Economic intergration
OutCome 3: Fiscal credibility and Sustainability	3.1 An off-budget tracking mechanism among the MDALGs.
	3.2 Appropriate Support structure along the PFM reforms.
	3.3 Automated Procurement Systems (e-GP) rolled out to all MDAs and LGs
	3.4 Capacity built among the MPs and Staff on PFM reforms
	3.5 Capacity built in Government agencies to negotiate better terms of borrowing and PPPs
	3.6 Compliance check list on all PFMA (2015) provisions.
	3.7 Electronic tax systems at National and LG levels. i.e. E-invoicing and Digital stamps
	3.8 GoU Public Financial Management (PFM) Systems integrated into one PFM system
	3.9 Governance Framework on tax expenditure is established.
	3.1 Government borrowing aligned to NDP priorities
	3.11 Integrated government tax system
	3.12 Integrated identification system developed
	3.13 IPPU ACT and regulation developed
	3.14 MDAs, LGs and Missions Abroad Complied with all PFMA (2015) provisions.
	3.15 Non-traditional financing sources developed to finance the budget (e.g. diaspora bonds, blended financing, infrastructure bonds, pension funds, a fund of funds, and sovereign wealth funds, among others)
	3.16 PFMA, PPDA and LGA regulations harmonized
	3.17 Resource mobilization and Budget execution legal framework developed and amended
	3.18 Sanctions for accumulation of domestic arrears in place
	3.19 Tax Payer engagements undertaken
	3.2 Tax Registration expansion programme fast tracked
	3.21 Asset management policy developed and implemented
	3.22 Capacity for all PFM cadres built to ensure compliance
	3.23 GoU Public Financial Management (PFM) Systems integrated

Outcome	Output
	3.24 An upgraded financial reporting system rolled out at missions abroad.
	3.25 Procurement PPDA laws, policies and regulations reviewed
	3.26 Procurement laws, policies and regulations reviewed
	3.27 Strategy for investment of short-term cash surpluses prepared and implemented
	3.28 Integrated debt management strengthened
	3.29 IFMS (Ver. 12.2.9) rolled out to all MALGs
	3.3 Increased procurement of sustainable goods, services and works
	3.31 IPSAS Accrual accounting adopted across Government. (SAMTRAC)
	3.32 Strengthened support structure in Parliament along the PFM reforms.
	3.33 Analytical report on the Cost benefit analysis for Gov't tax exemptions and Subsidies.
	3.34 Tax compliance improved through increased efficiency in revenue administration
	3.35 Monitoring and evaluation framework for Debt management strengthened
	3.36 capacity building programme for sustainable debt management developed
	3.37 Capacity Building Program (CBP) for effective implementation of the DRMS
	3.38 Revenue monitoring unit under BMAU
	3.39 Tax policy and legislative framework reviewed in line with priorities in DRM strategy
	3.4 Capacity building program for Public Procurement
	3.41 Diagnostic Assessment of the public procurement undertaken using the MAPs tools
	3.42 Policy on centralized collection of NTR
	3.43 Financing Strategy for new financing options for priority projects developed
	3.44 A policy framework for listing of public and private entities.
	3.45 Non-traditional financing sources developed to finance the budget (e.g. diaspora bonds, blended financing, , infrastructure bonds, pension funds, funds of funds, Sovereign wealth funds etc.
	3.46 Sustainable procurement practices integrated in the government procurement system

Outcome	Output
OutCome Improved budget credibility	4: 4.1 Aligned budgets to the NDP priorities
	4.2 Medium Term Budget Framework report produced
	4.3 Regular assessment of risks to the economy to enhance budget credibility conducted
	4.4 Adequacy for and equity in financing of LGs
	4.5 Assessment of the Compliance of the MDA & LG Plans and Budgets to NDPIII programmes.
	4.6 Reviewed Assessment framework for the Certificate of Compliance to NDP III programmes
	4.7 Aligned budgets to Gender and Equity
OutCome Improved development results	5: 5.1 A Reviewed institutional architecture for community Development to focus mind set change and Poverty eradication.
	5.2 Automated Procurement Systems (e-GP) rolled out to all MDAs and LGs(Not aligning with the intervention)
	5.3 GAPR reviewed to focus on the achievement of key national development results.
	5.4 Increased financing of local government investments plans
	5.5 Monitoring Report on LG implementation of NDPIII prepared.
	5.6 PFMA, PPDA and LGA regulations harmonized
	5.7 Re-orientation of community Development to focus on mindset change and poverty eradication done.
	5.8 Strategy for NDP III implementation coordination developed.
	5.9 NDPIII results and reporting framework for LGs.
	5.1 Facilitated Programme Secretariat with financial resources to be able facilitate the programme Working Groups to execute their roles as highlighted in the NDPIII programme guidelines
OutCome Improved compliance with accountability rules and regulations	6: 6.1 A Green Growth Expenditure review report
	6.2 Capacity built to conduct high quality and impact - driven performance Audits
	6.3 Inspection reports on Green growth.
	6.4 National Public Risk Management system developed in line with international best practices
	6.5 Internal Audit Service delivery standards to increase efficiency and effectiveness defined

Outcome	Output
	6.6 Internal Audit strategy developed and implemented
	6.7 Expanded Terms of Reference (TORs) for Parliamentary Committees to include consideration of the NDP.
	6.8 Audit committee manuals developed and updated.
OutCome Improved service Delivery	7:
	7.1 APEX Platform Operationalized.
	7.2 Effective Programme Secretariat
	7.3 Operational Integrated NDP M&E system
	7.4 Policy and programme evaluations conducted
	7.5 Strategy for NDP III implementation coordination developed.
	7.6 Timely and quality national development reports informing policy decisions
	7.7 Oversight Monitoring Reports of NDP III Programmes by the RDCs produced.
	7.8 Manifesto Commitments and Implementation Monitored and Evaluated
	7.9 Oversight M&E framework produced.
OutCome Enhanced use of data for evidence-based policy and decision making	8:
	8.1 NSS Integrated Long-term censuses and surveys Plan
	8.2 New global trends in statistics integrated in the Statistics academic curriculum.
	8.3 Statistics on cross cutting issues compiled and disseminated.
	8.4 Functional Community information system at parish level.
	8.5 Effective and efficient birth and death registration services at district level.
	8.6 Functional statistical units in MDAs and LGs.
	8.7 New data sources integrated in the production of Official Statistics.
	8.8 Updated UBOS Act
	8.9 Updated National Standard Indicator (NSI) framework
	8.1 Updated NSS Metadata Handbook and Compendium of Statistical Concepts and Definition
	8.11 CSOs, Private sector organizations trained in production and use of statistics
	8.12 Statistical Methodological research reports
	8.13 Statistical Rules, regulations and instruments Standardized and operationalized.

Outcome	Output
	8.14 Updated statistical standards profile.
	8.15 Government Finance Statistics produced to guide Policy analysis
	8.16 Administrative data Collected among the MDAs and LGs with a focus on cross cutting issues.
OutCome 9: Improved public debates and decision making	9.1 Big data analysis techniques incorporated in Audit and Investigations promoted
	9.2 Evaluation Capacity built in MDAs and LGs.
	9.3 Increased Performance / Value for Money Audits, Specialized Audits and Forensics investigations undertaken.
	9.4 Integrated and functional system for tracking implementation of Audit recommendations developed and rolled out.
	9.5 National Development Planning Research Agenda
	9.6 Relevant laws and regulations amended to strengthen institutional evaluation, policy evaluation, plan/program and project evaluation
	9.7 Updated terms of reference for oversight committees
	9.8 Capacity for use of big data analysis techniques in Financial Analysis and management to aid decision and policy formulation built.
	9.9 Big data analysis techniques in Audit and Investigations promoted
	9.1 Research and Evaluation Capacity built.
	9.11 The Public Sector Research and Innovations function which is aligned with the NDPIII developed and implemented
	9.12 A Centre for Public Service Policy Research and Innovations for enhanced performance developed and implemented
	9.13 Evidence based research output on financing of local governments
	9.14 Research and Evaluation Capacity in taxation built.
	9.15 Research and Evaluation Capacity built
	9.16 Process Evaluations on key interventions conducted in the 18 programs.
	9.17 High level strategic policy impact evaluations i.e. NDP evaluations, Decentralization Policy, YLP etc.

3.5.2 Human Resource Requirements to fully implement the Lamwo Plan

Below is the key skills and competencies that are required to fully implement the Lamwo DDPIII sector projects/interventions and realize expected results/outcomes for over the next five-years period FY 2020/21-FY 2024/25.

Summary of the Human Resource Requirements to fully implementation of the programmes in the DDP

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Agro-Industrialization		District Production Officer	1	0
		Principal Agriculture Officer	1	0
		Principal Veterinary Officer	0	1
		Principal Fisheries Officer	0	1
		Principal Entomologist	0	1
		Senior Agriculture Officer	0	1
		Senior Agricultural Engineer	0	1
		Senior Veterinary Officer	0	1
		Senior Fisheries Officer	0	1
		Senior Entomologist	0	1
		Animal Husbandry Officer	0	6
		Fisheries Officer Aquaculture	0	1
		Vermin Control Officer	0	1
		Artificial Insemination Technology	0	1
		Laboratory Attendant	0	1
		Veterinary Officer	1	6
		Agricultural Officer	3	4
		Fisheries Officer	1	3
		Assistant Veterinary Officer	1	6
Assistant Agricultural Officer	0	7		
Tourism Development Programme		Toursim Officer	1	0
		Wildlife Officer	0	1
		Conservator Officer	0	1
Natural Resources Environment, Climate change Land and Environment Management Programme		District Water Officer	1	0
		Assitant DWO	1	0
		Borehole Maintainance Technician	0	1
		District Natural Resources Officer	1	0
		Senior Environment Officer	1	0
		Environment Officer	1	0
		Assistant Forestry Officer	0	1
		Forestry Officer	1	0
		Senior Land Management Officer	1	0
Staff Surveyor	0	1		

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Private Sector Development		District Commercial Officer	0	1
		Principal Cooperatives Officer	0	1
		Principal Cooperatives Officer	0	1
		Senior Commercial Officer	1	0
		Commercial Officer	1	0
Integrated Transport Infrastructure and Services		District Engineer	0	1
		Senior Engineer	1	0
		Civil Engineer-Roads	1	0
		Assistant Engineering Officer- Buildings	0	1
		Assistant Engineering Officer- Town Councils	0	2
		Officer In charge Mechanical	0	1
		Grader Operator	1	0
		Dump Truck Driver	0	2
		Vibro Roller Operator	0	1
		Wheel loader Operator	0	1
		Water bowser Driver	0	1
Urban and Housing Development				
		Physical Planner	1	2
Human Capital Development		District Education Officer	1	0
		Senior Education Officer	1	0
		Senior Inspector of Schools	1	0
		Inspector of Schools	1	0
		Education Officer - SNE	1	0
		Education Officer – G&C	1	0
		Sports Officer	1	0
		District Health Officer	1	0
		Assistant District Health Officer – Environment	0	1
		Assistant District Health Officer – Maternal & Child	0	1
		Senior Environment Health Officer	0	1
		Senior Health Educator	0	1
		Biostatistician/ Health Information scientist	0	1
		Cold Chain Technician	1	0

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Community Mobilization and Mindset Change		District Community Development Officer	0	1
		Senior Labour officer	1	0
		Assistant Labour Officers	0	2
		Senior Community Development Officer	3	0
		Community Development Officers	3	3
		Senior Probation and welfare officer	1	0
		Probation and Welfare Officer	1	0
Public Sector Transformation		Principal Human Resources Officer - Management	0	1
		Senior Human Resources Officer	1	0
		Human Resources Officer	1	2
		Communications Officer	1	0
		Principal Assiatnt Secretary	1	0
		Senior Assistant Secretary	1	0
		Reccords Officer	1	0
		Assistant Records Officer	1	0
		Senior Information Technology Officer.	0	1
		Information Technology Officer	1	0
		Senior Procurement Officer	1	0
		Procurement Officer	1	0
		Drivers	8	2
Development Plan Implementation		Chief Finance Officer	1	0
		Senior Finance Officer	1	0
		Sennior Accounts Officer	1	0
		Senior Treasurers	2	0
		Accounts Assitstant	4	1
		District Planner	0	1
		Senior Planner	1	0
		Statistician	0	0
		District Internal auditor	0	1
Governance and Security		Senior Internal auditors	0	0
		Internal auditor	1	0
		Secretary District Land Board	0	1

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
		Principal Human Resources Officer – DSC	0	1
		Assistant Records Officer	0	1
		Office Attendant	1	0
		Pool Stenographer	1	0
TOTAL			71	87

3.6 Summary of all projects by Programme

Below are the projects to be implemented over the next five years

Programmes	Sn.	List of Projects	Ugx. ('000')
Agro-Industrialization	1.	Construction of 11 Agricultural commodity Markets	1,320,000
	2.	Construction of 51 Cattle Crushes	1,020,000
	3.	Construction of 11 Cattle dips	660,000
	4.	Installation of 11 Solar powered irrigation plant and mobile motorized irrigation kits	825,000
	5.	Construction of 11 Valley dams	330,000
Natural Resource, Env. Climate & Land Mgt.	6.	Drilling of 50 deep boreholes	1,350,000
	7.	Construction of 5 pipes water schemes	2,500,000
	8.	Rehabilitation of 50 deep boreholes	450,000
	9.	Construction of 5 public sanitation facilities	140,000
	10.	Retooling: Office furniture	50,000
	11.	Tree planting of 100,000 in open/ roads reserves	10,000
	12.	Titling of 25 government lands and properties	25,000
	13.	Training of Environmental committee	10,000
	14.	Establishment of tree nursery beds in Divisions	40,000
Integrated Transport infrastructures and services	15.	Rehabilitation of climate resilient district and community access roads	10,081,684
	16.	Low-cost Sealing of Urban Unpaved Roads	2,818,885
	17.	Maintenance of district, urban and community access roads	1,196,665
Public Sector Transformation	18.	Construction of Administration Block	1,025,000
	19.	Equipment: Purchase of Motorcycles (No.7)	150,000
	20.	01 double cabin pick-up procured	180,000
	21.	Retooling: Office furniture	35,000
Human Capital Development	22.	Construction of 30 Classroom in Schools	1,425,000
	23.	Construction of 5 two unit staff houses in Schools	600,000
	24.	Construction of 75 drainable 5 stance latrines in Schools	375,000
	25.	Construction of 2 Seed Secondary Schools in Lamwo District	4,000,000
	26.	Supply of three seater desks in Schools	200,000
	27.	Fencing of Apyeta HC II	25,000
	28.	Fencing of Madi Kiloc HC II	25,000

	29.	Construction of Out Patient Department at Katum HC III	60,000
	30.	Construction of Maternity Block at Pangira HC II	380,000
Community Mobilization and Mindset change	31.	Training of youth groups on Entrepreneurship skills	50,000
	32.	Facilitate FAL facilitators	20,400
	33.	Provision of Business skills training to Community	10,000
	34.	Sensitization of community on FAL activities	40,000
	35.	Retooling: Projector & Accessories	20,000
	36.	Construction of a youth center	300,000
	37.	Establishment of a police post	200,000
	38.	Construction of a comm'ty center	300,000
	39.	Purchase of land for the Comm'ty centers	20,000
	40.	Training of youth groups	70,000
	41.	Sensitization of community on FAL activities	60,000
	42.	Training Local Leaders on Gender Based Violence	50,000
	43.	Capacity Building for the CDO	40,000
Development Plan Implementation	44.	Procurement of Departmental Vehicle	250,000
	45.	Retooled offices; 02 ICT/Laptops + 2 desktops	20,000
	46.	Retooled offices; 01 printers and accessories	6,000
Total			32,763,634

3.7 Spatial illustration of the proposed investments showing their locations on the LG map

Programmes	Feature Names	Coordinates		Location				Status	Proposed Investments
		X	Y	LG	SC	Parish	Village		
Agro – Industrialization	Commodity Markets			Lamwo	All the Sub Counties			Not Started	Construction of 11 Agricultural commodity Markets
	Cattle Crushes			Lamwo	All the Sub Counties	All the Parishes			Construction of 51 Cattle Crushes
	Cattle Dips			Lamwo	All the Sub Counties			Not Started	Construction of 11 Cattle dips
	Solar powered irrigation plant and mobile motorized irrigation kits			Lamwo	All the Sub Counties			Not Started	Installation of 11 Solar powered irrigation plant and mobile motorized irrigation kits

Programmes	Feature Names	Coordinates		Location				Status	Proposed Investments
		X	Y	LG	SC	Parish	Village		
	Valley dams			Lamwo	All the Sub Counties			Not Started	Construction of 11 Valley dams
Natural Resource, Environment, Climate Change, Land and Water Resources Management	Deep boreholes			Lamwo	All the Sub Counties	All the parishes		Not Started	Drilling of 51 deep boreholes
	Pipes water schemes			Lamwo	Padibe, Lamwo, Madi Opei and Palabek Kas Town Councils			Not Started	Construction of 5 pipes water schemes
	Deep boreholes			Lamwo	All the Sub Counties	All the parishes		Not Started	Rehabilitation of 51 deep boreholes
	Public sanitation facilities			Lamwo	Paloga, Lokung, Padibe West, Palabek Gem and Palabek Ogili Sub Counties			Not Started	Construction of 5 public sanitation facilities
Integrated Transport Infrastructure and Services	climate resilient district and community access roads			Lamwo	All the Sub Counties	All the parishes		Not Started	Rehabilitation of climate resilient district and community access roads
	Low-cost Sealing of Urban Unpaved Roads			Lamwo	Agoro SC and Palabek Kal Town Council			Not Started	Low-cost Sealing of Urban Unpaved Roads
Human Capital Development	Classroom in Schools			Lamwo	Padibe East, Palabek Ogili, Agoro, Lokung			Not Started	Construction of 30 Classroom in Schools
	Two unit staff houses in Schools			Lamwo	Padibe East, Palabek Ogili, Agoro, Lokung			Not Started	Construction of 5 two unit staff houses in Schools
	Drainable 5 stance latrines in Schools			Lamwo	All the Sub Counties			Not Started	Construction of 75 drainable 5 stance

Programmes	Feature Names	Coordinates		Location				Status	Proposed Investments
		X	Y	LG	SC	Parish	Village		
									latrines in Schools
	Seed Secondary Schools			Lamwo	Padibe East and Paloga			Not Started	Construction of 2 Seed Secondary Schools in Lamwo District
	Health Facility			Lamwo	Palabek Ogili	Apyeta		Not Started	Fencing of Apyeta HC II
	Health Facility			Lamwo	Padibe West	Madi Kiloc		Not Started	Fencing of Madi Kiloc HC II
	Health Facility			Lamwo	Padibe West	Katum		Not Started	Construction of Out Patient Department at Katum HC III
	Health Facility			Lamwo	Lokung	Pangira		Not Started	Construction of Maternity Block at Pangira HC II
Community Mobilization and Mindset Change.	Youth center			Lamwo	Lamwo TC	Olebi	Ongalo	Not Started	Construction of a youth center
	Community Centre			Lamwo	Palabek Ogili	Refugee Settlement		Not Started	Construction of a comm'ty center

CHAPTER FOUR: DPP III IMPLEMENTATION, COORDINATION AND PARTNERSHIP FRAMEWORK

4.0 Introduction

This section presents the implementation arrangements, coordination and partnership framework for executing the development plan. It spells out 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 Lamwo District Development Plan III Implementation and coordination Strategy

Lamwo District Development Plan III adopted an approach where both economic growth and poverty eradication strategies will be used to achieve its vision and development goal. The focus of the plan is more on achieving accelerated and sustainable development in the priority growth areas, creation of gainful employment and household incomes for improved quality of life.

Lamwo district as a strategy will ensure that it works with her development partners. The plan has strongly emphasized the importance of Private Public Partnership in achieving the goal of this development plan.

Accountability and good governance will be very critical to enhance resource mobilization for implementing the planned interventions. The plan intends to implement both down ward and upward accountability with regular feedback meetings.

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The district is fully aware that increasing incomes of the people beyond subsistence level and stimulating growth will require government to allocate more resources in harnessing the existing investment potentials and opportunities as well as addressing some of the development constraints/challenges of the district.

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 budget conference. The district shall promote joint planning and budgeting so that scarce resources are put to optimal use by aligning development interventions with the DDP III.
- ✓ 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 envelopes and key activity areas whenever requested. This will have to be captured in the BFP and annual budgets as off budget support to enhance effective monitoring and avoid duplication of resources in the same programmes 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 the sector 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 amount of resources received in the quarter, key outputs delivered, and lesson learnt.
- ✓ Mapping development partners. This is so imperative for effective coordination and it aids planning for all stakeholders especially the district local government. The mapping exercise will help identify sub counties with fewer services to target for future development.

4.2 Institutional Arrangements

Implementation of the Lamwo District Development Plan III 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 like the district and lower local councils, executive committees and standing committees of the councils, district and sub-county technical planning committees, procurement committee and management committees for health, education and water facilities for the smooth implementation of the plan. These structures will be empowered with the relevant laws and regulations that govern their operations to enable them perform their mandates effectively.

Heads of departments will spearhead implementation of the planned priorities in the development in their respective departments under the overall ambit 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;

S/N	Institution	Role
1	<p>The District Technical Planning Committee: The District Technical Planning Committee is composed of all heads of departments and sectors plus co-opted members. The committee is chaired by CAO and Planning Unit is the secretariat and it meets monthly. The DTPC will perform the following functions in implementation of the plan.</p>	<ul style="list-style-type: none"> ○ Create awareness for the full understanding and appreciation of the plan. ○ Ensure efficient allocation of resources through better coordination and budgeting. ○ Reduce administrative cost through elimination of duplication and unnecessary over laps in programme implementation by stakeholders. ○ Initiate procurement and disposal requirements and forward to PDU (procurement plan) based on approved budget. ○ Prepare statement of requirements for procurements to PDU and certify invoices for payment to service providers. ○ Harmonize management, supervision, coordination and reporting arrangements for the DDP implementation. ○ Discuss quarterly progress reports, including challenges and propose way forward to improve future implementation. ○ Supervision and inspection for compliance and standards in service delivery. Quality assurance for the planned outputs. ○ Resource mobilization and accountability for funds received and spent on quarterly bases to all stakeholders including the community beneficiaries.
2	<p>The District Executive Committee: The District Executive Committee is composed of all the LCV secretaries. The committee is chaired by the LCV chairperson and the CAO is the secretary. All</p>	<ul style="list-style-type: none"> - Oversee the implementation of council’s policy including the DDP III - Monitor the implementation of council programmes and take action where necessary - Review the budget performance - Discuss quarterly progress reports, including challenges and propose way forward

	heads of departments are co-opted members and the committee is expected to meet at least monthly basis. The DEC will play the following role in the implementation of the plan;	<ul style="list-style-type: none"> - Consider and evaluate the performance of the council against the approved work plans and programmes - Initiate, encourage and support self-help projects and mobilize people, materials and technical assistance in relation to the self-help projects - Monitor and supervise projects and other activities being implemented.
3	<p>Council and Standing Committees</p> <p>The Local Governments Act provides for the establishment of the Council and its Standing Committees. The council and its sectoral standing committees shall undertake the following responsibilities;</p>	<ul style="list-style-type: none"> ▪ Authorize public expenditure and exercise general control over public revenues ▪ Approve annual plans and budgets ▪ Approve policies and bylaws that may be relevant in implementation ▪ Departmental quarterly work plans and budgets reviews and approval ▪ Reporting to the council on status of implementation ▪ Discuss quarterly progress reports, including challenges and propose way forward ▪ Monitor project implementation in the district and report accordingly ▪ Report any deviation from approved work plans and budgets ▪ Approval of work schedule and quarterly work plans for implementation ▪ Review monthly revenues, expenditure returns, contracts and PAC reports.
4	<p>Contracts Committees</p> <p>The Public Procurement and Disposal of Public Assets Act, 2003 was enacted to regulate policies and practices in respect to public procurement and disposal activities. This is to promote economy and efficiency in procurement through fair, transparent and nondiscriminatory manner. The DCC will carry out procurement of goods and services required. The functions of the DCC and user departments are as follows;</p>	<ul style="list-style-type: none"> • Approve recommendations from PDU and award contracts • Approval of District Annual Procurement Plans • Approval of evaluation reports and verifying asserts for disposal • Approval of negotiation team • Approval of bidding and contracts documents • Approval of members of evaluation committee • Ensuring compliance with the guidelines, the Act and regulations

5	<p>The Budget Desk : The Budget Desk Team shall be appointed by CAO to coordinate budgeting process. The role and responsibility of budget desk include;</p>	<ul style="list-style-type: none"> - Ensuring that departmental plans and budgets are realistic - Ensuring that departmental work plans and budgets are aligned to the DDP - Coordinating the preparation of departmental annual work plans and budgets and ensuring that development partners’ resources are integrated - Ensuring that the local government budgeting cycle is followed and stakeholders are updated on the planning process.
6	<p>Bidders and Service Providers Bidders and service providers will be expected to execute most of the planned activities in the DDP III. The district will work through pre-qualified firms and registered firms to handle procurement of goods and services required. The role and responsibility of bidders/service providers shall include</p>	<ul style="list-style-type: none"> ▪ They will be expected to provide works, services and supplies of high quality and accept full responsibility for works, services and supplies provided ▪ Comply with the professional standards of their industry or of any professional body of which they are members ▪ Bidders and providers shall not offer gifts to staff of procuring and disposing entity ▪ Comply with the laws of Uganda and any contract awarded ▪ Avoid association with business and organizations which are in conflict with the law ▪ Pay all tax obligations that are due.

4.3 DDPIII Integration and Partnership Arrangements

The District will continue coordinating the efforts of all actors in the implementation of the Development Plan. The Departments will hold quarterly coordination meetings that involve all the stakeholders in the Sector/department. These will report in the District coordination meetings and standing committees as well as the District Council. There will also be coordination Meetings of partners: The District will continue coordinating the efforts of all actors in the implementation of the Development Plan III. This will ensure that there is no duplication of interventions by the various actors. The District pledges to continue to provide a conducive environment for other players like the Civil Society Organizations, FBO and the private sector in order to complement district efforts in the delivery of the District Development Plan aspirations, especially those players responding to refugees in Palabek settlement and host communities. There will be both in and off budget support in financing the DDPIII FY 2020/21-2024/25.

The District administration will continue to promote team work among all players for example team work within the departments, team work between departments, team work between the technical and Political Leadership, team work between the district and Lower Local Governments, and, team work between the district and Civil Society organizations and Private Sector.

4.3.2 Pre-Requisites for Successful DDPIII Implementation

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

- Behaviour change amongst the community. There is need to mobilize the population for behaviour 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 earlier morning drinking of alcohol. 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 including the settlement.
- 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 following will also be prerequisites for a successful implementation of this DDPIII plan.

- ✓ Availability and timely release of resources by MoFPED and other MDAs, development partners and UN agencies
- ✓ Improved staffing level across all departments
- ✓ Improved use and application of information, communication technology
- ✓ Change of financing mechanism from funding to financing of all projects and running them as a business
- ✓ Provision of conducive working environment
- ✓ Enhance coordination of Government and Non-Government efforts that promote Public Private Sector growth and competitiveness. By specifying the roles of Government and Non-Government actors in creating synergies that enhance the contribution of the Private sector Led to Lamwo's economic development and transformation;
- ✓ Promote and Accelerate Agro- Industrialization
- ✓ Identify and address barriers that impede the Private Sector's capacity to exploit market opportunities.
- ✓ Foster competitiveness of the Lamwo markets and attract increased Local investment, Regional and foreign direct investment.
- ✓ Harness the Private Sector's potential to foster socioeconomic transformation, particularly through increased entrepreneurship, innovation, productivity, employment creation, and value addition and skills development.
- ✓ There will be effective mainstreaming of all cross cutting issues in departmental plans, implementation and reports.
- ✓ There will be district ownership and accountability for results by key stakeholders
- ✓ There will be reinvigorated and sustained leadership commitment at all levels
- ✓ The key stakeholders will collect and submit performance data to their respective sectors in a timely manner to enable timely analysis, reporting and use of information.
- ✓ Functionality and utilization of available media within the district for community mobilization, sensitization and dissemination of sustainability strategies of all projects and programmes including DRDIP, DDEG, UNHCR, WFP, UNICEF.

CHAPTER FIVE: DDP III FINANCING FRAMEWORK AND STRATEGY

5.1 Financing Framework

Adequate financing arrangements are crucial for the effective and successful implementation of the plan. Accordingly, Lamwo DDPIII defines a financing Framework for the 5 years; presented in a matrix/table showing resources and projections by main sources; GOU and district LG, including existing and potential development partners such as NGOs/ CBOs, FBOs, and Private sector. The section also presents an overview of Development resources and projections and 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 FY 2020/21-2024/25.

Table 24: Summary of funding by source for the next five years with costing assumptions (‘000)

Sources of Financing	FY2020/21	FY2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total	(%) Share by source
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Central Gov't Transfers	58,825,852	61,767,145	64,855,502	68,098,277	71,503,191	325,049,966	93.63%
Local Revenue	230,000	241,500	253,575	266,254	279,566	1,270,895	0.37%
External Financing	3,769,320	3,957,785	4,155,676	4,363,458	4,581,633	20,827,872	0
TOTAL	62,825,172	65,966,430	69,264,753	72,727,989	76,364,390	347,148,733	100%

The Total available funding for the DDPIII plan in the next 5 years is estimated at UGX 347,065,849,000 and the funding gaps is UGX 7,620,500,000 (Un funding priorities). Also, as seen above, DDPIII ensured that the budget indicated some funds for the refugee response activities / actions as identified above.

5.1.1 Central Government Transfers

Discretionary Government Transfers

Sources of Financing	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total	(%) Share by source
District Unconditional Grant (Non-Wage)	621881	652,975	685,624	719,905	755,900	3,436,285	17.09%
Urban Unconditional Grant (Non-Wage)	71,702	75,287	79,051	83,004	87,154	396,199	1.97%
District Discretionary Development Equalisation Grant	1,085,898	1,140,193	1,197,203	1,257,063	1,319,916	6,000,272	29.84%
Urban Unconditional Grant (Wage)	125,181	131,440	138,012	144,913	152,158	691,704	3.44%
District Unconditional Grant (Wage)	1,676,336	1,760,153	1,848,160	1,940,568	2,037,597	9,262,815	46.07%
Urban Discretionary Development Equalisation Grant	37,017	38,868	40,811	42,852	44,994	204,542	1.02%
Animal and Crop Husbandry related Levies	21,000	22,050	23,153	24,310	25,526	116,038	0.58%
TOTAL	3,639,015	3,820,966	4,012,014	4,212,615	4,423,245	20,107,855	100%

Conditional Government Transfers

Sources of Financing	FY2020/21	FY2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total	(%) Share by source
Sector Conditional Grant (Wage)	8,934,766	9,381,504	9,850,580	10,343,108	10,860,264	49,370,222	56.41%
Sector Conditional Grant (Non-Wage)	2,113,345	2,219,012	2,329,963	2,446,461	2,568,784	11,677,565	13.34%
Sector Development Grant	2,676,638	2,810,470	2,950,993	3,098,543	3,253,470	14,790,115	16.90%
Transitional Development Grant	19,802	20,792	21,832	22,923	24,069	109,419	0.13%
Pension for Local Governments	221,751	232,839	244,480	256,705	269,540	1,225,314	1.40%
Gratuity for Local Governments	1,871,859	1,965,452	2,063,725	2,166,911	2,275,256	10,343,203	11.82%
TOTAL	15,838,161	16,630,069	17,461,573	18,334,651	19,251,384	87,515,837	100%

Other Government Transfers

Sources of Financing	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total	(%) Share by source
Northern Uganda Social Action Fund	1,677,998	1,761,898	1,849,993	1,942,492	2,039,617	9,271,998	4.26%
Support to PLE (UNEB)	11,500	12,075	12,679	13,313	13,978	63,545	0.03%
Uganda Road Fund (URF)	1,632,133	1,713,740	1,799,427	1,889,398	1,983,868	9,018,565	4.15%
Uganda Women Entrepreneurship Program (UWEP)	150,000	157,500	165,375	173,644	182,326	828,845	0.38%
Youth Livelihoods Project (YLP)	150,000	157,500	165,375	173,644	182,326	828,845	0.38%
Project for Restoration of Livelihoods in Northern Region (PRELNOR)	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	5,525,631	2.54%
Development Response to Displacement Impacts Project (DRDIP)	34,692,046	36,426,648	38,247,981	40,160,380	42,168,399	191,695,454	88.12%
Infectious Diseases Institute (IDI)	56,000	58,800	61,740	64,827	68,068	309,435	0.14%
TOTAL	39,369,677	41,338,161	43,405,069	45,575,322	47,854,088	217,542,318	100%

5.1.2 Locally Raised Revenues

Sources of Financing	FY2020/21	FY2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total	(%) Share by source
Local Service Tax	60000	63,000	66,150	69,458	72,930	331,538	26.09%
Land Fees	2,200	2,310	2,426	2,547	2,674	12,156	0.96%
Application Fees	6,000	6,300	6,615	6,946	7,293	33,154	2.61%
Business Licenses	13,199	13,859	14,552	15,279	16,043	72,933	5.74%
Miscellaneous and Unidentified taxes	90,000	94,500	99,225	104,186	109,396	497,307	39.13%
Sale of Non Produced Products	36,601	38,431	40,353	42,370	44,489	202,244	15.91%
Animal and Crop Husbandry related Levies	21,000	22,050	23,153	24,310	25,526	116,038	9.13%
Group Registration	1,000	1,050	1,103	1,158	1,216	5,526	0.43%
TOTAL	230,000	241,500	253,575	266,254	279,566	1,270,895	100%

5.1.3 External Financing

Sources of Financing	FY2020/21	FY2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total	(%) Share by source
ADB	15,000	15,750	16,538	17,364	18,233	82,884	39.79%
UNICEF	839,623	881,604	925,684	971,969	1,020,567	4,639,447	22.27%

UNHCR	294,049	308,751	324,189	340,398	357,418	1,624,806	7.80%
UNPF	465,449	488,721	513,158	538,815	565,756	2,571,900	12.34%
UNCDF	113,336	119,003	124,953	131,201	137,761	626,253	3.00%
GAVI	26,863	28,206	29,616	31,097	32,652	148,435	0.70%
USAID	2,000,000	2,100,000	2,205,000	2,315,25	2,431,0	11,051,263	53.06%
DFID	15,000	15,750	16,538	17,364	18,233	82,884	0.40%
TOTAL	3,769,320	3,957,785	4,155,676	4,363,45	4,581,6	20,827,872	100%

5.2 Summary of Programme Costs for the five Years

Sources of Financing	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total	(%) Share by source
Agro-Industrialization	1,098,966	1,153,914	1,211,610	1,272,191	1,335,800	6,072,481	1.75%
Mineral Development	23,500	24,675	25,909	27,204	28,564	129,852	0.04%
Tourism Development	24,500	25,725	27,011	28,362	29,780	135,378	0.04%
Natural Resources, Environment, Climate Change, Land And Water Management	1,206,325	1,266,641	1,329,973	1,396,472	1,466,296	6,665,707	1.92%
Private Sector Development	80,542	84,569	88,798	93,237	97,899	445,045	0.13%
Integrated Transport Infrastructure And Services	14,989,868	15,739,361	16,526,329	17,352,646	18,220,278	82,828,483	23.87%
Sustainable Urban Development	1,061,000	1,114,050	1,169,753	1,228,240	1,289,652	5,862,695	1.69%
Digital Transformation	101,400	106,470	111,794	117,383	123,252	560,299	0.16%
Human Capital Development	25,630,573	26,912,102	28,257,707	29,670,592	31,154,122	141,625,095	40.81%
Community Mobilization And Mindset Change	14,071,582	14,775,161	15,513,919	16,289,615	17,104,096	77,754,373	22.40%
Public Service Transformation	3,356,657	3,524,490	3,700,714	3,885,750	4,080,038	18,547,649	5.34%
Development Plan Implementation	586,707	616,042	646,844	679,187	713,146	3,241,927	0.93%
Governance And Security	578,554	607,482	637,856	669,749	703,236	3,196,876	0.92%
TOTAL	62,810,174	65,950,683	69,248,217	72,710,628	76,346,159	347,065,860	100%

5.3 Summary of Project Costs for the five Years

Project Name	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	GoU budget	LG Budget	Dev't Partners	Unfunded	PROJECT COST
Agro-industrialization										

Project Name	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	GoU budget	LG Budget	Devt Partners	Unfunded	PROJECT COST
Project 1: Construction of 11 Agricultural commodity Markets	120	240	360	240	240	1,320				1,320
Project 2: Construction of 51 Cattle Crushes	200	200	220	200	200	1,020				1,020
Project 3: Construction of 11 Cattle dips	60	120	180	120	120	660				660
Project 4: Installation of 11 Solar powered irrigation plant and mobile motorized irrigation kits	75	150	150	150	225	825				825
Project 5: Construction of 11 Valley dams	30	60	90	60	60	330				330
Programme Description: Natural Resource, Environment, Climate and Land Mgt.										
Project 1: Drilling of 50 deep boreholes	270	270	270	270	270	1,350				1,350
Project 2: Construction of 5 pipes water schemes	500	500	500	500	500	2,500				2,500
Project 3: Rehabilitation of 50 deep boreholes	90	90	90	90	90	450				450
Project 4: Construction of 5 public sanitation facilities	28	28	28	28	28	140				140
Project 5: Retooling: Office furniture	-	-	30	10	10	50				50
Project 6: Tree planting of 100,000 in open/ roads reserves	2	2	2	2	2	10				10
Project 7: Titling of 25 government lands and properties	5	5	5	5	5	25				25
Integrated Transport, Infrastructure and Services										
Rehabilitation of climate resilient district and community access roads	2016.4	2016.4	2016.4	2016.4	2016.4	10,082				10,082
Low-cost Sealing of Urban Unpaved Roads	563.8	563.8	563.8	563.8	563.8	2,819				2,819
Maintenance of district, urban and community access roads	239.4	239.4	239.4	239.4	239.4	1,197				1,197
Public Sector Transformation										
Construction of Administration Block	205	205	205	205	205	1025				1,025

Project Name	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	GoU budget	LG Budget	Dev't Partners	Unfunded	PROJECT COST
Equipment: Purchase of Motorcycles (No.7)	-	-	75	75	-	150				150
01 double cabin pick-up procured	-	-	-	180	-	180				180
Retooling: Office furniture	-	-	-	20	15	35				35
Human Capital Development										
Construction of 30 Classroom in Schools	285	285	285	285	285	1,425				1,425
Construction of 5 two unit staff houses in Schools	120	120	120	120	120	600				600
Construction of 75 drainable 5 stance latrines in Schools	75	75	75	75	75	375				375
Construction of 2 Seed Secondary Schools in Lamwo District	-	1,000	1,000	1,000	1,000	4,000				4,000
Supply of three seater desks in Schools	-	50	50	50	50	200				200
Fencing of Apyeta HC II	-	-	-	25	-	25				25
Fencing of Madi Kiloc HC II	-	-	-	-	25	25				25
Construction of Out Patient Department at Katum HC III	-	-	60	-	-	60				60
Construction of Maternity Block at Pangira HC II	-	-	-	380	-	380				380
Community Mobilisation and Mindset Change										
Construction of a youth center	-	-	300	-	-	300				300
Establishment of a police post	-	100	100	-	-	200				200
Construction of a comm'ty center	-	-	-	300	9	300				300
Purchase of land for the Comm'ty centers	20	-	-	-	-	20				20
Development Plan Implementation										
Procurement of Departmental Vehicle	-	-	-	250	-	250				250

Costing Assumptions:

1. Implementation approaches will be scaled up to attain the higher targets and impact.

2. Internal resource mobilization will be increased including sustained GOU budgetary support
3. The implementing Departments and partners will have adequate absorptive capacity of available allocated and released resources.
4. Both on-budget and off-budget support will fund the DDP III
5. Total fulfillment of commitments from all development partners
6. Projects funding to remain normal e.g DRDIP, UNHCR and UNICEF funding levels to be sustained
7. Exchange rate of 1 USD \$= 3800 UGX to remain
8. Nominal Inflation at an average of 6% per year

In addition to the DDP III financing Framework, the Annualised Work Plan and Cost Implementation Matrix (CIM) are provided in the list of Appendices.

5.4 Programme funding gaps and strategies for bridging the gaps

Programme	Gaps (‘000)	Strategies
Agro-Industrialization	6,072,481	Public Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
Mineral Development	129,852	Encourage private sector to invest, improving mineral sites
Tourism Development	135,378	Encourage private sector to invest, improving tourism infrastructure
Natural Resources, Environment, Climate Change, Land And Water Management	6,665,707	Lobbying development partners to support investments in environment, climate change and water catchment Management.
Private Sector Development	445,045	Public Private Partnerships, Strengthening capacity of private sector, lobbying and advocating for long term financing to support private investment.
Integrated Transport Infrsatructure And Services	82,828,483	Lobbying and advocating for central support in provision of road equipments, engage development partners to support improvement of road infrastructure.
Sustainable Urban Development	5,862,695	Mobilize and sensitize communities to construct decent housing, encourage private sector to invest in low cost housing units, Urban authorities to invest in low cost housing and gazette urban areas for greening and attract future investments
Digital Transformation	560,299	Lobbying and advocating for rural internet connectivity to bridge the gap of connectivity, engage development partners to support alternative sources of energy like solar.
Human Capital Development	141,625,095	Lobbying and advocating central government to support construction and upgrading of Padibe HC

		IV to a District Hospital Private, Encourage private sector to invest in health and education, engage other development partners to support health, education and programme and develop bankable project proposals in health, education and water
Community Mobilization And Mindset Change	77,754,373	Lobbying funding for construction cultural museum, Advocate to Ministry of Gender, Labour and Social Development to increase funding for vulnerable groups, engage other partners to invest in social protection
Public Service Transformation	18,547,649	Lobbying and advocating for additional funding central government for underserved areas, Increase allocation to lower local governments lagging behind in service delivery, engage other development partners to support interventions in these areas
Development Plan Implementation	3,241,927	Improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions
Governance And Security	3,196,876	Improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions

5.5 Resource mobilization strategy

Lamwo district will utilize Central Government releases including sector and special grants to implement this DDP III as a main source of funding including external financing. Local revenue mobilization will be another main source of financing and mobilizing adequate domestic revenue to finance DDP III priorities. Donor resources and CSO budgets will be mainstreamed into the Medium-Term Expenditure Frameworks (MTEFs) and district budgets especially on-budget support by UNHCR and UNICEF. The Lamwo District Local Government will enforce the international agreements such as Agenda 2030, Paris Partnership Agreement of 2005 requiring development partners to use country systems (specifically local government decentralized systems) and align their plans with district priorities to ensure all development resources are pulled and channeled to implement district Local Government priorities.

The District will also prioritize increased use of Public Private Partnership arrangements and acquisition of loans directly or indirectly through sectors where necessary to finance this plan. All district partners will align their priorities and funding to this District Development plan III. The DDPIII financing strategies clearly reflected how the district will relate with the Annual Work plan and Annual Budgets of Central Governments, as well as budgets of other key development partners. The potentials/ possibilities that are there to attract off-budget financing of LGDP by development partners (including CSOs) are also specified in the list of Appendices.

5.5.1 Intergration of Demographic Dividends (DD) Development issues FY 2020/21-2024/25

DD RESULT AREA	PRIORITY AREAS	INTERVENTIONS	
Change in Population Age Structure / Family Planning	Reduced infant/child mortality	Promote comprehensive Massive Immunization of children.	
		Construction of a maternity ward in all HC IIIs	
		Promote nutrition for mothers and young children	
	Reduced maternal mortality		Promote the attendance of the 8 Anti Natal Care and post-natal care
			Support and maintain maternity wards + presence of skilled mid wives
			Support and maintain the referral systems for the health facilities. M
			Promote the male involvement in supporting their pregnant wives
			Promote the establishment of Male action group to address issues of reproductive health and behavior change within the community
	Local, cultural, and religious leaders are supportive of family planning		Engagement and sensitization of the local, cultural and religious leaders on positive attitude towards the uptake of family planning.
			Involvement of Men in promoting the uptake of family planning.
			Involvement of the leaders in Local Government Planning Processes
	Reduced child marriages and teenage pregnancy		Enact ordinances/by-laws to ensure that all school going children go to school
			Sensitize parents on protection and guiding children against child marriages and teenage pregnancy and advocate for behavior change.
			Advocate for promotion of childrens right and protection like against child labour
			Advocate for the reduction of GBV within the communities
			Sensitization of Parents, Girls and boys about the dangers of child marriages and teenage pregnancy.
Engagement of School Management Committee (SMC) on protection and guidance of children in schools including training on Senior Men and Women teachers			
Promoting livelihood programme within families in the communities. (advocate for family projects to increase family income)			

Healthy and productive labor force.	Ensure a healthy and productive youth group	Empowerment of youth in SMEs to improve youth livelihood.
		Establishment and empowering of Youth Cooperatives to support youth
		Establishment of youth recreation and guiding centers
A well-educated, skilled, productive, entrepreneurial and innovative workforce	Promote appropriate skilling and re-tooling	Promoting capacity building and trainings to acquire required skills
		Establishment of vocational schools in the district
	Keep all children in school up to completion	<ul style="list-style-type: none"> • Implement the school feeding policy in schools • Promote and roll out the bursary and scholarship system to support students to access free education. • Establish and maintain a conducive environment for both boys and girls in schools like changing rooms. • Enactment and promotion of ordinances and bylaws to keep children in schools. • Sensitisation of parents and communities on the benefits of education. • Advocating for the provision of parental guidance to children by the parents and community.
Investments in high multiplier industries	Invest in value chain analysis and addition in agriculture	Training of the community on commercialising agriculture (farming as a business)
		Provision of subsidies and financial support to businesses.
		Exposure visits to successful businesses
		Promote value addition to products
		Promote and support the establishment of SMEs to process locally produced goods like value additional SMEs for the sim sim seeds.
		Promote the establishment and enrollment into cooperatives for better marketing and good prices.
	Improved market linkages for farm products	Linking farmers to markets
Promoting access to credit facilities		
Construction of a markets for trade.		
Effective and efficient delivery		Training of district leaders on their roles and responsibilities

of service across all departments	Strengthened role of leaders in promoting service delivery	Exposure visits to other districts
		Involvement of the district leaders in the planning and implementation processes at all levels
	Increased citizen participation	Community barazas to promote community accountability system
		Utilization of the Bottom-up Planning Process in Development Planning
		Strengthening of stakeholder involvement in development and implementation of the different projects.
Develop a community feedback system within the community		

5.5.2 Intergration of GOU and UNFPA 9th Country Programme (2021-2025)

No.	Development Issues	Recommendation action(s) needed to be to address development issues)	Responsible Person
1	Implanon generally out of stock	Need for blind push of implanon to all districts when it becomes available in the Country	FP Specialist at CO
2	Health not defined in terms of productivity	Need a lot of advocacy work with communities to get them to understand that health direct impact on productivity and health of population can actually be measured in terms of productivity of that community	NPC/DLGs
3	More focus required to move health and GBV issues from being institutional issues	Allocate more resources for community engagements with targeted information aimed at improving behaviors that promote the health and GBV outcomes at community levels	DLGs
4	Little investments in the role of political leaders in improving SRHR/GBV outcomes	Invest more resources towards supporting the role of political leaders in improving SRHR/GBV outcomes including monitoring of service delivery and community engagement activities	Fund code managers/DLGS
5	Political leaders less accountable for the SRHR/GBV outcomes of their constituents	Need to hold Political leaders to be more accountable for the SRHR/GBV outcomes of their constituents including sharing with them key statistics on SRHR/GBV regularly and requiring them to	Fund code managers/DLGS/DOs

		account to the communities for the performance on these indicators. LC Is and LC IIIs to be held accountable for all maternal deaths in their localities and to ensure that every couple or mother has a plan for delivery	
6	Limited involvement of parents on interventions of sexuality education	Increase the level of involvement of parents on interventions regarding sexuality education	Fund code managers/DLGS/DOs
8	Matrons in schools not trained on proper communication to adolescents on issues of sexuality	Need to train matrons in schools on proper communication to adolescents on issues of sexuality	Fund code managers/DLGS/DOs
9	Newsletters on sexuality no longer sent to schools	Revitalize newsletters on sexuality and growing up in schools	Fund code managers/DLGS/DOs
10	Limited integration of SRHR/GBV issues in government and donor programs aimed at poverty alleviation	Need to integrate SRHR/GBV issues in government and donor programs aimed at poverty alleviation and introduce a clause on how particular groups have articulated SRHR/GBV issues in the assessment of their applications for such grants	MDA/DLGs
11	Most School environments not friendly for girl child learning	Make school environments more friendly for girl child learning such as having changing rooms, availability of emergency sanitary pads etc	MDA/Fund code managers/DLGS/DOs
12	Health facilities not attractive to pregnant women to come for services	Make maternities more attractive to pregnant women to come for services –QoC MH	MoH/Fund code managers/DLGS/DOs
13	Limited studies on the key drives for some behaviors that negatively impact on SRHR/GBV issues and have persisted in communities despite several interventions by many programs	Undertake comprehensive ongoing/operational research to understand the key drives for some behaviors that negatively impact on SRHR/GBV issues and have persisted in communities despite several interventions by many programs	MDA/DLGs
14	Male engagement on their responsibility for maternal health is still limited	Strengthen make engagement to make them appreciate that they have a big their responsibility as regards maternal health	MoH/Fund code managers/DLGS/DOs
15	Champions for SRHR/GBV were trained some years ago but were not supported and followed up	Identify, train, support and follow up Champions for SRHR/GBV in communities	MDA/Fund code managers/DLGS/DOs
16	There is no clear strategy for measuring and documenting	Design deliberates strategies to measure and document women	MoH/UNFPA/DLGs

	women and couples that use natural methods of family planning	and couples that use natural methods of family planning	
17	Limited involvement of CDO's in FP and other SRHR issues	Packages FP and SRHR information for CDO's so that they integrate it in all community development programs	MDA/Fund code managers/DLGS/DOs
18	There is still limited appreciation of the work of UNFPA at community/village level	Step up communication strategies for making the work of UNFPA more visible at village level	IPs/DO's/DLGS
19	No follow of new FP users by the providers =	Initiate deliberate follow of new FP users by the providers to check on how well they are doing, any challenges, address any fears or concerns they may have	DLGS/IPs/DO's
20	Attitude of health workers is one of the factors that makes women and young people to shy away from health facilities	Design programs aimed at improving the attitude of health workers so as to make health facilities user friendly women and young people	MDA/Fund code managers/DLGS/DOs
21	Limited support for decentralized response to COVID-19	Increase support for decentralized response to COVID-19 especially in case of 2 nd wave	MDA/Fund code managers/DLGS/DOs
22	Limited interaction between political, cultural and religious leaders on SRHR/GBV interventions	Design strategies that bring the political, cultural and religious leaders to work in unison on SRHR/GBV interventions	MDA/Fund code managers/DLGS/DOs
23	District family planning advocacy group in place but lacks funding for advocacy	Identify resources to functionalize the district family planning advocacy group	Fund code managers/DLGS/DOs
24	Some districts were supported to develop CIP for FP	Identify resources to operationalize the CIP for FP	Fund code managers/DLGS/DOs
25	Limited use of the clan structure in addressing SRHR/GBV issues	Need to actively make use of the strong the clan structure in addressing SRHR/GBV issues	Fund code managers/DLGS/DOs
26	No strategies for collecting GBV data from cases that only seek assistance from religious leaders	Develop strategies for collecting GBV data from cases that only seek assistance from religious leaders	MGLSD/DLGS/DOs

CHAPTER SIX: MONITORING AND EVALUATION FRAMEWORK

6.1 Monitoring and Evaluation Arrangements

For DDP III to be complete, there must be a Monitoring and Evaluation (M&E) strategy that will enable stakeholders to regularly and systematically track implementation of selected priorities and assess progress of the plan with regard to the agreed objectives and outcomes. As critical part of DDPIII, M&E strategy are therefore required to be develop. The expectation also is to have refugee identified issues become a critical element in the monitoring and evaluation of projects/programmes in the district. In order to maximize harmony between Lamwo district and National Government M&E systems, the district M&E strategy is in line with the M&E Framework for the National Development plan both in structure and in indicator stipulation. The district M&E strategy will help Lamwo District and other development actors to know, among others, the extent to which:

- ✓ The planned activities have been implemented
- ✓ The resources (funds, materials, or human resources) made available for plan implementation were adequate and timely
- ✓ Implemented activities resulted into the planned outputs.

- ✓ Realized Outputs resulted into envisaged outcomes.
- ✓ The plan met its goal, i.e. whether the plan brought about the desired changes in the lives of the targeted beneficiaries.
- ✓ M&E strategy will also serve other governance and administrative capacity enhancement objectives at different levels of local and national governments as well as those of other development partners..

The DDP III Values and Principles in Monitoring and Evaluation Strategy shall be based on the following values and principles:

- Simplicity and lucidity: M&E strategy should be simple and unambiguous but effective enough to capture the pertinent information required to guide planning and decision making at the various levels of local governments
- Involvement of stakeholders including target beneficiaries: The strategy will facilitate the participation of stakeholders and target beneficiaries in different processes of monitoring and evaluation. Participation of target beneficiaries (either directly or through representatives) is meant to enhance accountability and ownership of development activities.
- Sustainability: The strategy should provide for enhanced ownership of development activities as well as building capacity of stakeholders involved in the implementation of the DDPIII.
- Evidence Based: As much as possible grassroots data will be used to support performance monitoring and evaluation.
- Timeliness: It is crucial that timely monitoring and evaluation functions are executed in time to enable effective learning, timely flexibility and ensure accountability

The DDPIII Monitoring and Evaluation Strategy shall also includes;ex-ante evaluation, routine reporting, periodic reviews, and ex-post evaluations of planned Programmes and projects, the monitoring and evaluation strategy shall also provide mechanisms for;conducting pre-implementation appraisal (evaluation of project ideas and feasibility assessments; etc.),judging on Plan implementation (inputs, activities and outputs),assessing relevance of Programmes and activities,assessing value and quality of results (intermediate and final outcomes),assessment of efficiency (concerning use of resources) and effectiveness; and assessment of impacts and their sustainability.The followings Elements of the DDPIII M&E Strategy and its structures will include;objectives of the M&E strategy,stakeholders in the DDPIII M&E Function,development of Lamwo M&E System,reporting Arrangements,results and Reporting Matrix. Institutionally, the district local government M&E strategy is required to feed into the NDP M&E results framework. At the national level, upward reporting shall be coordinated by the Ministry of Local Government. Under this responsibility, the Ministry of Local Government, as the leader of the local government department, shall be tasked to consolidate M&E information concerning development activities and feed it to the department reporting channels at the national level.

Besides MoLG, other line ministries, departments and agencies will integrate Lamwo district M&E reports in their periodic Programme reports. The overriding strategy is not to duplicate monitoring and reporting efforts and frameworks, but to maximize synergies.

Internally, the monitoring and evaluation mandate in Lamwo district Local Governments includes the local government councils, standing committees, executive committee, chief administrative offices, technical planning committees, etc. At the same time, Programme monitoring is also a

technical role embedded in Programme/project execution frameworks and general service delivery mechanisms of the district local government as well as those of collaborating CSOs and Development Partners.

The expectation is also that gender and equity issues become a critical element in the monitoring and evaluation of projects/programmes. Projects/programmes to be evaluated for their impact on gender equality, integration of gender and equity concerns as an integral part of the LG Monitoring and Evaluation framework so that women and men benefit equally and inequality is not perpetuated.

Table 13: Main stakeholders and frameworks relevant to DDPIII M&E strategy.

DDPIII M&E Stakeholders and Frameworks Relevant to Lamwo district M&E strategy Institution	Framework	Key features
Lamwo Dist.HLG Council	Internal LG reporting System	<input type="checkbox"/> Internal quarterly performance report produced by respective LG departments for submission to their councils through different Standing Committees. CSO reports should also be included in the respective department submissions
PBS standardized reports	<input type="checkbox"/> PBS standardized reporting framework provides for quarterly reporting of government expenditure on budgetary priorities	
CSOs and Community institutions	Social Accountability mechanisms such as Barazas and community dialogue forums;	<input type="checkbox"/> Decentralisation policy invokes participatory involvement of grassroots actors and beneficiaries in the monitoring and oversight function of development activities. CSOs empower the citizenry to demand accountability and participate in service delivery
MoFPED and Local government Councils	PBS standardized Reports	<input type="checkbox"/> The Programme Budgeting System generates standardized reports that can be used by LGs to track performance on financial expenditure as well as

		physical performance of key LG invest-ments.
Line ministries	Results-based MIS	<input type="checkbox"/> Some of the MISs for line ministries are operationalised through district departments (e.g. health, water, education, road fund, etc.). These departments produce regular quarterly management reports.
Different project structures etc.)	Project-based monitoring and reporting mechanisms	<input type="checkbox"/> Project –based monitoring and reporting mechanisms are as varied as the number of Programmes and projects running in a specific local government. The mechanisms are normally

The DDPIII M&E System comprises of the Management Information System (MIS) that needs to at higher and lower local government levels for internal management of the DDPIII as well as for reporting on the DDPIII performance. Therefore, in developing of the DDPIII M&E strategy, Lamwo district will link both local government Management Information systems and NDP M&E system which will entail;development of performance indicators that are SMART (which should include baseline indicators) and can track cross cutting issues as well,setting performance targets that will be used to assess performance;earmarking methodologies, participants and tools to be used in conducting different M&E activities;setting the timeframes for different M&E activities/ events,identifying centres for receiving information generated by M&E events among others.

6.2 Progress Reporting

There will be weekly reports in Senior Management meetings, monthly Reports in District Technical Planning Committee meetings, Quarterly Performance Reports, half year Reports and Annual Reports to MoFPED and other MDAs. These reports will also indicate the cumulative progress by the department during the course of the Financial Year in line with the annual work plan, derived from DDP III.The user’s departments in Lamwo district will be inform of the Results and Reporting Matrix in Appendix (data collection arrangement, periodicity/frequency of collection, responsible center as required.

6.2.1 Quarterly Progress Reports/Annual Performance Report

The District through the Planning Unit shall compile Quarterly Performnace Reports that shall form the Annula Performance Report for the District. This shall be done for the five years of implementation of the DDP III.

6.2.2 Joint Annual Review of LGDP

There will be annual joint reviews for implementation of the DDPIII and all stakeholders shall be involved. The review will be based on the cumulative quarterly performance reports produced by the district planning departments (DPDs) as well as on the first-hand experiences shared by Lamwo district implementing agencies. The annual joint review meetings shall be organized in May/ June of each Financial Year and will be attended by all key development actors in the district including representatives of Town Council and LLGs, CSOs, FBOs, CBOs, PSO, and selected citizens interest groups (youth groups, women groups, Persons living with Aids (PLAs), Persons living with disabilities (PLWD), etc.). The district management and coordination budgets should provide for this activity.

6.2.3 Mid-Term Review

Mid term and end of plan evaluation will be led by the District Planning Departments (DPD). Mid-term reviews of DDPIII will be conducted two-and-a-half years into the Plans' implementation cycle (FY 2022/2023) and it will correspond with NDP midterm reviews. The purpose of the mid-term review is to assess progress of DDP III implementation against the set objectives. It is not expected that MTR exercise will come up with new priorities that will result into significant changes in development priorities included in the 5-year priorities although it will provide opportunity for implementers to communicate emerging situations which may have influence on the 5-year priorities including emergency development interventions taken up by a Lamwo district during the first two and a half years. The MTR exercise may also result into some changes in the set targets in line with changing situations and or emerging issues. The guidelines for MTR will be issued by NPA at the start of each MTR exercise and these will provide further guidance on the level of changes that can be expected to come from the MTR exercise.

Besides determining interim progress of Programmes and projects, a mid-term report review will include an assessment of challenges that could have inhibited the implementation of identified priority interventions, document lessons learned to improve implementation of remaining period of the plan and to inform the production of the next DDP IV. After production, MTR reports will be presented to HLG leadership and administrative machinery including the DTPC, DEC, and councils. In addition, MTR reports will be discussed by joint forums comprised of all development stakeholders participating in the DDPIII process. A copy of the DDPIII midterm review report will be presented to NPA, and ministries, departments and agencies to inform the production of the next NDP and MDA Strategic Plans.

6.2.4 End of Term Evaluation

The DDPIII end-of-plan evaluation will be conducted after five years of the Plan's implementation. The end-of plan evaluation will assess the overall effectiveness of the DDPIII against its objectives and targets, and where possible, explore the short-term / intermediate impacts. The purpose of conducting the end of plan evaluation is to take stock of the total achievements over the five-year period in addition to generating lessons and recommendations to inform implementation of the subsequent DDPs. NPA shall provide technical guidance and backstop the DPD in quality control of end-of plan evaluation reports.

6.2.5 Results Framework

The results framework for the DDP III was consolidated for all the adopted programmes for the five years. To facilitate alignment with the NDP Results framework, Lamwo district will adopt the Results Framework as that of NDPs. Each department implementing the DDPIII plan activities completed a Results Framework for the activities under its dominion. The matrix will be the primary guide for operationalizing the DDPIII M&E strategy. The Results Framework is attached in the Annexure.

6.3 Communication and Feedback Strategy/ Arrangements

Beyond production of M&E reports, it is critical that all stakeholders in the Lamwo DDPIII process are adequately informed about the content of these reports. In this case, 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. In addition, it is essential that stakeholders do understand and comply with the objectives, the targeted long-term outcomes and the strategic directions pursued in the DDPIII. On the other hand, an effective Communication strategy will also serve to actualize the required bottom-up influences presumed in the DDPIII conceptual framework where Lamwo district local government priorities are expected to inform the selection of national development priorities. In addition, this strategy goes a long way in ensuring that access to information is promoted in the district which will help to serve the following purposes; dissemination of district Programmes/ projects ,create awareness amongst the local citizens,creation of awareness on the expected roles of the stakeholders in the implementation of the local government Programmes/projects, including LLGs, CSO, and community members,effective management of people’s expectations with regard to delivery of public services, strengthening public ownership of the plans,enhancing accountability and transparency in the implementation of the DPIII plans,Providing information for the NDP and the MDA strategic plans formulation.

The following are the Values and Principles Guiding the DDPIII Communication and Feedback Arrangements.Overall, the DDPIII communication strategy shall serve the principles and values of the decentralization policy in district including;effective citizen participation and representation.accountability, transparency and value for money,equity in service delivery and effective management of the totality of state and non-state activities at the local level.Communication strategy for the DDPIII plan shall include;identify stakeholders and assign roles/ responsibilities for implementing the Communication Strategy,definition of key messages to be communicated,identify potential communication methods and means for disseminating information such as Public Baraza as well as mechanisms for obtaining feedback.

ANNEXES: PROJECT PROFILES**Annex 1: Project Profiles****Human Capital Development - Health**

PROJECT SUMMARY	
Project Title	Fencing of Health facility
LGDP program description	
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	Apyeta HCII
Estimated Project Cost	UGX 25 million
Current stage of project implementation at commencement of LGDP	Phase 1

Funding secured	25 million
Total funding gap	UGX.00
Project duration	Start date:2022/2023
	End date:2022/2023
Officer responsible	District Health Officer.
PROJECT INTRODUCTION	
Problem statement	There was need to do soil testing to ascertain the nutrient levels and deficiencies in the soil to determine the types of enterprises to undertake. Existence of pests and Diseases in both crop and livestock that require diagnosis for proper management
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department takes samples to Kabarole or Entebbe to diagnose most of the diseases which is expensive travelling but also samples losing shape before reaching the lab hence affecting the accuracy of the results. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done in a phased manner. <p>Challenges:</p> <ul style="list-style-type: none"> The funds available are not enough to complete the project in a single financial year
Relevance of the project idea	Increased accessibility to Laboratory services.
Stakeholders	<p>Direct Beneficiaries: - Extension Officers.</p> <p>Indirect beneficiaries- farmers.</p> <p>Likely project affected persons: None</p>
Project objective, Outcomes, Outputs	<p>Objective:</p> <ul style="list-style-type: none"> To detect specific soil requirements for the Different enterprises. <p>Outcomes: -</p> <ul style="list-style-type: none"> Improved soil fertility management amongst farmers. Diseases Dragonized and managed. <p>Outputs:</p> <ul style="list-style-type: none"> Soil testing carried out to establish deficiencies
Project inputs/ activities/interventions	Inputs: Funds to procure reagents and Equipment
	Activities: making designs, Bills of quantities, and drawings.
	Interventions: Promote the use of inputs like fertilizers, pesticides fungicides to manage some conditions.
STRATEGIC OPTIONS	
Strategic options	<ul style="list-style-type: none"> Training farmers on conservation of Nutrients in the soil.

	<ul style="list-style-type: none"> • Training farmers on management of diseases. 									
Coordination with government agencies	Guidelines from MAAIF on equipping labs and operating plant clinics.									
PROJECT ANNUALISED TARGETS(OUTPUTS)										
Project annualized target	Output	Year 1	Year 2	Year 3	Year 4					
	Output: Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.	Phase 1 construct ion up to roofing.	Phase 2. This involved finishing including shutters, plastering and flooring	Annex of the lab consisting of offices block constructed up to roofing.	Plastering and finishes .it also includes commissioning and handover of the project.					
ESTIMATED PROJECT COST AND FUNDING SOURCES										
Project annualized cost	Output	Source	Cum.ex p Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Rec urre nt %	Cap ital %
		GOU	205m	45 m	80m	45m	35m			
			M	NIL	NIL	NIL	UG X.	NI L		
		Donor None	NIL	NIL	NIL	NIL	NIL	NI L		
		Total	UGX. 205m	UG 45 M	UG 80M	UG 45M	UG X. 35M	NI L		
PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS										
Percentage progress	Output	Year 0	Year 1	Year 2	Year3	Year 4	Yr 5			
	Overall project progress %	NIL	25%	50%	75%					
RESULT MATRIX										
Result matrix	Objective Hierarchy and description	Indicators			Means of verification	Baselin e	Targe t	Ass um ptio ns		
	Goal:									
	Outcomes:									
	Outputs									

				-		

PROJECT SUMMARY	
Project Title	Construction of Outpatient Department block
LGDP program description	
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	Katum HCIII
Estimated Project Cost	UGX 120 million
Current stage of project implementation at commencement of LGDP	Phase 2
Funding secured	60 million
Total funding gap	UGX.00
Project duration	Start date:2020/2021 End date:2021/2022
Officer responsible	District Health Officer.
PROJECT INTRODUCTION	
Problem statement	There was need to do soil testing to ascertain the nutrient levels and deficiencies in the soil to determine the types of enterprises to undertake. Existence of pests and Diseases in both crop and livestock that require diagnosis for proper management
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department takes samples to Kabarole or Entebbe to diagnose most of the diseases which is expensive travelling but also samples losing shape before reaching the lab hence affecting the accuracy of the results. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done in a phased manner. <p>Challenges:</p> <ul style="list-style-type: none"> The funds available are not enough to complete the project in a single financial year
Relevance of the project idea	Increased accessibility to Laboratory services.
Stakeholders	<p>Direct Beneficiaries: - Extension Officers.</p> <p>Indirect beneficiaries- farmers.</p> <p>Likely project affected persons: None</p>
Project objective, Outcomes, Outputs	Objective:

	<ul style="list-style-type: none"> To detect specific soil requirements for the Different enterprises. <p>Outcomes: -</p> <ul style="list-style-type: none"> Improved soil fertility management amongst farmers. Diseases Dragonized and managed. <p>Outputs:</p> <ul style="list-style-type: none"> Soil testing carried out to establish deficiencies 									
Project inputs/ activities/interventions	Inputs: Funds to procure reagents and Equipment									
	Activities: making designs, Bills of quantities, and drawings.									
	Interventions: Promote the use of inputs like fertilizers, pesticides fungicides to manage some conditions.									
STRATEGIC OPTIONS										
Strategic options	<ul style="list-style-type: none"> Training farmers on conservation of Nutrients in the soil. Training farmers on management of diseases. 									
Coordination with government agencies	Guidelines from MAAIF on equipping labs and operating plant clinics.									
PROJECT ANNUALISED TARGETS(OUTPUTS)										
Project annualized target	Output	Year 1	Year 2	Year 3	Year 4					
	Output: Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.	Phase 1 construct ion up to roofing.	Phase 2. This involved finishing including shutters, plastering and flooring	Annex of the lab consisting of offices block constructed up to roofing.	Plaste ring and finishes .it also includes comm issioni ng and handover of the projec t.					
ESTIMATED PROJECT COST AND FUNDING SOURCES										
Project annualized cost	Output	Source	Cum.ex p Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Rec urre nt %	Capita l %

		GOU	205m	45 m	80m	45m	35m			
			M	NIL	NIL	NIL	UG X.	NI L		
		Donor None	NIL	NIL	NIL	NIL	NIL	NI L		
		Total	UGX. 205m	UG 45 M	UG 80M	UG 45M	UG X. 35M	NI L		
PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS										
Percentage progress	Output	Year 0	Year 1	Year 2	Year 3	Year 4	Yr 5			
	Overall project progress %	NIL	25%	50%	75%					
RESULT MATRIX										
Result matrix	Objective Hierarchy and description	Indicators			Means of verification	Baseline	Target	Assumptions		
	Goal:									
	Outcomes:				,					
	Outputs									
						-				

PROJECT SUMMARY	
Project Title	Fencing of Health facility
LGDP program description	
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	Madi Kiloc HCII
Estimated Project Cost	UGX 25 million
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	25 million
Total funding gap	UGX.00
Project duration	Start date:2022/2023
	End date:2022/2023

Officer responsible	District Health Officer.				
PROJECT INTRODUCTION					
Problem statement	There was need to do soil testing to ascertain the nutrient levels and deficiencies in the soil to determine the types of enterprises to undertake. Existence of pests and Diseases in both crop and livestock that require diagnosis for proper management				
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department takes samples to Kabarole or Entebbe to diagnose most of the diseases which is expensive travelling but also samples losing shape before reaching the lab hence affecting the accuracy of the results. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done in a phased manner. <p>Challenges:</p> <ul style="list-style-type: none"> The funds available are not enough to complete the project in a single financial year 				
Relevance of the project idea	Increased accessibility to Laboratory services.				
Stakeholders	<p>Direct Beneficiaries: - Extension Officers.</p> <p>Indirect beneficiaries- farmers.</p> <p>Likely project affected persons: None</p>				
Project objective, Outcomes, Outputs	<p>Objective:</p> <ul style="list-style-type: none"> To detect specific soil requirements for the Different enterprises. <p>Outcomes: -</p> <ul style="list-style-type: none"> Improved soil fertility management amongst farmers. Diseases Dragonized and managed. <p>Outputs:</p> <ul style="list-style-type: none"> Soil testing carried out to establish deficiencies 				
Project inputs/ activities/interventions	Inputs: Funds to procure reagents and Equipment				
	Activities: making designs, Bills of quantities, and drawings.				
	Interventions: Promote the use of inputs like fertilizers, pesticides fungicides to manage some conditions.				
STRATEGIC OPTIONS					
Strategic options	<ul style="list-style-type: none"> Training farmers on conservation of Nutrients in the soil. Training farmers on management of diseases. 				
Coordination with government agencies	Guidelines from MAAIF on equipping labs and operating plant clinics.				
PROJECT ANNUALISED TARGETS(OUTPUTS)					
Project annualized target	Output	Year 1	Year 2	Year 3	Year 4
	Output:	Phase 1 construct	Phase 2. This involved	Annex of the lab	Plaste

	Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.	ion up to roofing.	finishing including shutters, plastering and flooring	consisting of offices block constructed up to roofing.	ring and finishes .it also includes commissioning and handover of the project.
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ESTIMATED PROJECT COST AND FUNDING SOURCES

Project annualized cost	Output	Source	Cum.exp Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Recurrent %	Capital %
		GOU	205m	45m	80m	45m	35m			
			M	NIL	NIL	NIL	UG X.	NI L		
		Donor None	NIL	NIL	NIL	NIL	NIL	NI L		
		Total	UGX. 205m	UG4 5M	UG 80M	UG 45M	UG X. 35M	NI L		

PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS

Percentage progress	Output	Year 0	Year 1	Year 2	Year3	Year 4	Year 5
	Overall project progress %	NIL	25%	50%	75%		

RESULT MATRIX

Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseline	Target	Assumptions

	Goal:					
	Outcomes:		,			
	Outputs	.				
				-		

PROJECT SUMMARY	
Project Title	Construction of Maternity block
LGDP program description	
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	Pangira HCII
Estimated Project Cost	UGX 380 million
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	380 million
Total funding gap	UGX.00
Project duration	Start date:2021/2022 End date:2021/2022
Officer responsible	District Health Officer.
PROJECT INTRODUCTION	
Problem statement	There was need to do soil testing to ascertain the nutrient levels and deficiencies in the soil to determine the types of enterprises to undertake. Existence of pests and Diseases in both crop and livestock that require diagnosis for proper management
Situation Analysis	Past achievements to address the problem: <ul style="list-style-type: none"> The department takes samples to Kabarole or Entebbe to diagnose most of the diseases which is expensive travelling but also samples losing shape before reaching the lab hence affecting the accuracy of the results. Ongoing intervention: <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done in a phased manner. Challenges: <ul style="list-style-type: none"> The funds available are not enough to complete the project in a single financial year
Relevance of the project idea	Increased accessibility to Laboratory services.

Stakeholders		Direct Beneficiaries: - Extension Officers. Indirect beneficiaries- farmers. Likely project affected persons: None								
Project objective, Outcomes, Outputs		Objective: <ul style="list-style-type: none"> To detect specific soil requirements for the Different enterprises. Outcomes: - <ul style="list-style-type: none"> Improved soil fertility management amongst farmers. Diseases Dragonized and managed. Outputs: <ul style="list-style-type: none"> Soil testing carried out to establish deficiencies 								
Project inputs/ activities/interventions		Inputs: Funds to procure reagents and Equipment								
		Activities: making designs, Bills of quantities, and drawings.								
		Interventions: Promote the use of inputs like fertilizers, pesticides fungicides to manage some conditions.								
STRATEGIC OPTIONS										
Strategic options		<ul style="list-style-type: none"> Training farmers on conservation of Nutrients in the soil. Training farmers on management of diseases. 								
Coordination with government agencies		Guidelines from MAAIF on equipping labs and operating plant clinics.								
PROJECT ANNUALISED TARGETS(OUTPUTS)										
Project annualized target	Output	Year 1	Year 2	Year 3	Year 4					
	Output: Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.	Phase 1 construct ion up to roofing.	Phase 2. This involved finishing including shutters, plastering and flooring	Annex of the lab consisting of offices block constructed up to roofing.	Plasteri ng and finishes .it also includes commis sioning and handove r of the project.					
ESTIMATED PROJECT COST AND FUNDING SOURCES										
Project annualized cost	Output	Source	Cum.ex p Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Recurre nt %	Cap ital %
		GOU	205m	45 m	80m	45m	35m			
			M	NIL	NIL	NIL	UG X.	NI L		

		Donor None	NIL	NIL	NIL	NIL	NIL	NI L		
		Total	UGX. 205m	UG 45 M	UG 80M	UG 45M	UG X. 35M	NI L		
PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS										
Percentage progress	Output	Year 0	Year 1	Year 2	Year3	Year 4	Yr 5			
	Overall project progress %	NIL	25%	50%	75%					
RESULT MATRIX										
Result matrix	Objective Hierarchy and description	Indicators			Means of verification	Baseline	Target	Assumptions		
	Goal:									
	Outcomes:				,					
	Outputs									
						-				

PROJECT SUMMARY	
Project Title 1	Drilling of 50 deep boreholes
LGDP program description	Water Resources Management
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	03
Location	Villages in Lamwo District
Estimated Project Cost	UGX. 1,350,000,000
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	UGX: 249,500,000
Total funding gap	UGX.1,000,000,000
Project duration	Start date:2022/2023
	End date:2023-2025

Officer responsible	District Water Officer.
PROJECT INTRODUCTION	
Problem statement	There was need to provide clean safe water to the growing population in rural growth centers and influx of refugees from the neighboring country hence inadequate water supply to the population.
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department constructed deep boreholes to increase on the water coverage to the community. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has drilled eight new deep boreholes <p>Challenges:</p> <ul style="list-style-type: none"> Inadequate funds to facilitate construction of water supply systems. Low ground water potential to meet the current water demand.
Relevance of the project idea	Increased access to safe water to the community of Lamwo District hence reduction in water related diseases.
Stakeholders	<p>Direct Beneficiaries: - Community</p> <p>Indirect beneficiaries- Staff.</p> <p>Likely project affected persons: None</p>
Project objective, Outcomes, Outputs	<p>Objective:</p> <ul style="list-style-type: none"> To provide clean and safe water for the community of Lamwo district within a walkable distance. <p>Outcomes: -</p> <ul style="list-style-type: none"> Reduced walking distance to surcharge for water. Improved economic activities since less time will be allocation to look for clean water. <p>Outputs:</p> <ul style="list-style-type: none"> Fifty deep boreholes constructed.
Project inputs/ activities/interventions	Inputs: Resources, materials, water and human resources
	Activities: Prepare terms of reference, prepare designs, Bills of quantities, and drawings. The construction of deep boreholes which shall comprise of apron, runway , soak pits, U2 pump parts including handle, water tank, pedestal, stainless steel pipes, uPVC pipes ,Upvc pipes with stainless coupling, stainless steel rods and pump buckets.
	Interventions: Construction of the water supply facilities.

STRATEGIC OPTIONS										
Strategic options			<ul style="list-style-type: none"> Capacity building of community based management structures. Operation and maintenance plan developed 							
Coordination with government agencies			Guidelines from Ministry of Water and Environment on water supply development.							
PROJECT ANNUALISED TARGETS(OUTPUTS)										
Project annualized target	Output	Year 1	Year 2	Year 3	Year 4					
	Output: Deep boreholes drilled and installed with hand pumps.	Phase 1 Siting, drilling and installation of boreholes.	Phase 2. The Siting, drilling and installation of boreholes.	Project Siting, drilling and installation of boreholes	Last stage, Project completion and commissioning and handover of the project.					
ESTIMATED PROJECT COST AND FUNDING SOURCES										
Project annualized cost	Output	Source	Cum.exp Up to 2024/25	Yr. 1 (000')	Yr. 2 (000')	Yr. 3 (000')	Yr. 4 (000')	Yr. 5 (000')	Recurrent %	Capital %
		GOU	1,350m	270m	270m	270m	270m	270m		
		Donor None	NIL	NIL	NIL	NIL	NIL	NIL		
		Total	UGX 1,350m	UGX 270m	UGX 270m	UGX 270m	UGX 270m	UGX 270m		
PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS										
Percentage progress	Overall project progress %	Cum.%tage	Year 1	Year 2	Year3	Year 4	Year 5			
	22%	100%	20%	20%	20%	20%	20%			
RESULT MATRIX										
Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseline	Target	Assumptions				
	Goal:	Increased access to safe water to the community of Lamwo	Number of Water facilities constructed and functional	70%	90%	Availability of water				
	Outcomes:	Improved livelihood of the community	Reduced burdens of							

			water related diseases within the community			
	Outputs	Fifty boreholes drilled and installed	Number of boreholes constructed, Supervision and monitoring reports	Nil	50	Availability of funds

PROJECT SUMMARY	
Project Title 2	Construction of five piped water supply system
LGDP program description	Water Resources Management
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	03
Location	Rural Growth Centers in Lamwo
Estimated Project Cost	UGX. 2,500,000,000
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	UGX: 500,000,000
Total funding gap	UGX.2,000,000,000
Project duration	Start date:2022/2023 End date:2023-2025
Officer responsible	District Water Officer.
PROJECT INTRODUCTION	
Problem statement	There was need to provide clean safe water to the growing population in rural growth centers and influx of refugees from the neighboring country hence inadequate water supply to the population.
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department constructed deep boreholes to increase on the water coverage to the community. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has drilled production wells and design piped water system ready for implementation once funds are available. <p>Challenges:</p>

	<ul style="list-style-type: none"> The funds available are not enough to complete the project in a single financial year. Low ground water potential to meet the current water demand. 				
Relevance of the project idea	Increased access to safe water to the community of Lamwo District hence reduction in water related diseases.				
Stakeholders	Direct Beneficiaries: - Community Indirect beneficiaries- Staff. Likely project affected persons: None				
Project objective, Outcomes, Outputs	Objective: <ul style="list-style-type: none"> To provide clean and safe water for the community of Lamwo district within a walkable distance. Outcomes: - <ul style="list-style-type: none"> Reduced walking distance to surcharge for water. Improved economic activities since less time will be allocation to look for clean water. Outputs: <ul style="list-style-type: none"> Five Piped water supply system constructed. 				
Project inputs/ activities/interventions	Inputs: Resources, materials, water and human resources				
	Activities: Prepare terms of reference, procurement, Feasibility studies, prepare designs, Bills of quantities, and drawings.				
	Interventions: Construction of the water supply facilities.				
STRATEGIC OPTIONS					
Strategic options	<ul style="list-style-type: none"> Capacity building of community based management structures. Operation and maintenance plan developed 				
Coordination with government agencies	Guidelines from Ministry of Water and Environment on water supply development.				
PROJECT ANNUALISED TARGETS(OUTPUTS)					
Project annualized target	Output	Year 1	Year 2	Year 3	Year 4
	Output: Carried out environmental impact assessment, structural drawings and bills of	Phase 1 Feasibility studies and designs prepared with approval for	Phase 2. The actual implementation phase 1 commences.	Project Implementation phase 2.	Last stage, Project completion and commissi

	quantities and launching of the project.	the water supply systems.			oning and handover of the project.
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ESTIMATED PROJECT COST AND FUNDING SOURCES

Project annualized cost	Output	Source	Cum.ex p Up to 2024/25	Yr. 1 (000')	Yr. 2 (000')	Yr. 3 (000')	Yr. 4 (000')	Yr. 5 (000')	Recur rent %	Ca pit al %
		GOU	2500m	500m	500m	500m	500m	500m		
		Donor None	NIL	NIL	NIL	NIL	NIL	NIL		
		Total	UGX 25000m	UGX 500m	UGX 500m	UGX 500m	UGX 500m	UGX 500m		

PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS

Percentage progress	Overall project progress %	Cum.%tag e	Year 1	Year 2	Year3	Year 4	Ye ar 5
	20%	100%	20%	20%	20%	20%	20%

RESULT MATRIX

Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseline	Target	As su mp tio ns
	Goal:	Increased access to safe water to the community of Lamwo	Number of Water facilities constructed and functional	70%	90%	Availa bility of water
	Outcomes:	Improved livelihood of the community	Reduced burdens of water related diseases within the community			
	Outputs	Five piped supply water schemes constructed	Number of pipes water constructed Supervision and monitoring reports	Nil	5	Availa bility of funds

PROJECT SUMMARY	
Project Title 3	Construction of five drainable latrines
LGDP program description	Water Resources Management
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	03
Location	Rural Growth Centers in Lamwo
Estimated Project Cost	UGX. 140,000,000
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	UGX: 20,000,000
Total funding gap	UGX.120,000,000
Project duration	Start date:2022/2023 End date:2023-2025
Officer responsible	District Water Officer
PROJECT INTRODUCTION	
Problem statement	Low latrine coverage in the District which is the source of fecal oral disease burden to the community especially in market places.
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department constructed drainable toilets in the market places for communal use. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> Drainable latrine to be constructed at Lugwak market this financial year. <p>Challenges:</p> <ul style="list-style-type: none"> Low latrine coverage and inadequate funding to increase access to improved sanitation facilities.
Relevance of the project idea	Increased access to improved sanitation facilities to the community of Lamwo District hence reduction in water related diseases.
Stakeholders	<p>Direct Beneficiaries: - Community</p> <p>Indirect beneficiaries- Staff.</p> <p>Likely project affected persons: None</p>
Project objective, Outcomes, Outputs	<p>Objective:</p> <p>Increase access to improved sanitation in rural areas by promoting appropriate sanitation technologies.</p> <p>Outcomes: -</p>

	<ul style="list-style-type: none"> Reduced fecal oral disease burdens in the community <p>Outputs:</p> <ul style="list-style-type: none"> Five drainable latrines constructed in public places
Project inputs/ activities/interventions	Inputs: Resources, materials, water and human resources
	Activities: Prepare terms of reference, procurement, Feasibility studies, prepare designs, Bills of quantities, and drawings.
	Interventions: Construction of the sanitation facilities.

STRATEGIC OPTIONS

Strategic options	<ul style="list-style-type: none"> Capacity building of community based management structures. Operation and maintenance plan developed
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Coordination with government agencies	Guidelines from Ministry of Water and Environment on water supply development.
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PROJECT ANNUALISED TARGETS(OUTPUTS)

Project annualized target	Output	Year 1	Year 2	Year 3	Year 4
	Output: drawings and bills of quantities prepared and launching of the project.	Construction of drainable latrine	Construction of drainable latrine	Construction of drainable latrine	Construction of drainable latrine

ESTIMATED PROJECT COST AND FUNDING SOURCES

Project annualized cost	Output	Source	Cum.ex p Up to 2024/25	Yr. 1 (000')	Yr. 2 (000')	Yr. 3 (000')	Yr. 4 (000')	Yr. 5 (000')	Recur rent %	Capit al %
		GOU	140m	28m	28m	28m	28m	28m		
		Donor None	NIL	NIL	NIL	NIL	NIL	NIL		
		Total	UGX 140m	UGX 20m	UGX 20m	UGX 20m	UGX 20m	UGX 20m		

PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS

Percentage progress	Overall project progress %	Cum.%tag e	Year 1	Year 2	Year3	Year 4	Year 5
	20%	100%	20%	20%	20%	20%	20%

RESULT MATRIX

Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseline	Target	Assu mpti ons
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	Goal:	Improved sanitation coverage	Number of Water facilities constructed and functional	70%	90%	Availabi ty of fund
	Outcomes:	Improved livelihood of the community	Reduced burdens of water related diseases within the community			
	Outputs	Five drainable latrines constructed in public places	Number of sanitation facilities constructed Supervision and monitoring reports	Nil	5	Avai labili ty of fund s

PROJECT SUMMARY	
Project Title	Construction of Administration Block at the District Headquarter
LGDP program description	Public Sector transformation
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	District Headquarters Lamwo TC
Estimated Project Cost	UGX. 959 M
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	300m
Total funding gap	UGX.659 M
Project duration	Start date:2020/2021 End date:2022/2023
Officer responsible	Deputy Chief Administrative Officer
PROJECT INTRODUCTION	
Problem statement	There was need to expand office space for staff in Administration department as majority are housed in various departmental building within the district. This has been due to the fact since the creation of Lamwo District, no staff block has been construction for the Administration staff such as CAO, DCAO, PAS, SAS, PHRO, PHRO-DSC, Procurement Officer, Record Officer etc
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department has been housed in the council block with many of its staff allocated in different departmental block spread across the district Headquarters. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done in a phased manner. <p>Challenges:</p> <ul style="list-style-type: none"> The funds available are not enough to complete the project in a single financial year. The funds are from the DDEG Conditional equalization grant which in itself is coming to an end.
Relevance of the project idea	Increased effectiveness of service delivery and retention of staff as all would have their offices to offer service delivery to the citizens

Stakeholders	Direct Beneficiaries: - Administrative Officers under the CAO. Indirect beneficiaries- Other staff and citizens. Likely project affected persons: None
Project objective, Outcomes, Outputs	Objective: <ul style="list-style-type: none"> To provide office space to administrative staff employed in the district. Outcomes: - <ul style="list-style-type: none"> Improved service delivery Safe custody of Government assets. Improved control of staff by supervisor. Outputs: <ul style="list-style-type: none"> Improved service delivery carried out and asset kept in safe custody.
Project inputs/ activities/interventions	Inputs: Funds for the construction of the Block
	Activities: making designs, Bills of quantities, and drawings and Awards of Contracts.
	Interventions: Promote effective service delivery in the district

STRATEGIC OPTIONS

Strategic options	<ul style="list-style-type: none"> Good coordination in the department. Improved Service delivery within the district.
Coordination with government agencies	Guidelines from MoLG on construction of Administrative Block design structure.

PROJECT ANNUALISED TARGETS(OUTPUTS)

Project annualized target	Output	Year 1	Year 2	Year 3	Year 4
	Output: Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.	Phase 1 construction up to floor complete.	Phase 2. construction up to roofing complete	Annex of the Administrative consisting block constructed up to roofing, also involved finishing including shutters, plastering and flooring	Plastering and finishes, installation and it also includes commissioning and handover of the project.

ESTIMATED PROJECT COST AND FUNDING SOURCES

Project annualized cost	Output	Source	Cum.exp Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Recurrence %	Capital %
		GOU	959m	300m	300m	300m	59m			
			M	NIL	NIL	NIL	UGX .	NIL		
		Donor None	NIL	NIL	NIL	NIL	NIL	NIL		
		Total	UGX. 959m	UG4 300 M	UG 300M	UG 300M	UGX . 59M	NIL		

PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS

Percentage progress	Output	Year 0	Year 1	Year 2	Year3	Year 4	Yr 5
	Overall project progress %	NIL	25%	50%	75%	100%	

RESULT MATRIX

Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseline	Target	Assumpti
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						on
	Goal:					s
	Outcomes:					
	Outputs					

PROJECT SUMMARY	
Project Title	Construction of 30 Classrooms in Schools
LGDP program description	Human Capital Development
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	Identified Primary Schools in the District
Estimated Project Cost	UGX. 1,425 M
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	500m
Total funding gap	UGX.925 m
Project duration	Start date:2020/2021 End date:2022/2025
Officer responsible	District Education Officer.
PROJECT INTRODUCTION	
Problem statement	Lamwo District has limited classroom for learners in a number of schools in the District. The pupil classroom ratio stands at 1:67 and there is need to construct more classrooms to reduce the ratio to 1:53
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The department takes samples to Kabarole or Entebbe to diagnose most of the diseases which is expensive travelling but also samples losing shape before reaching the lab hence affecting the accuracy of the results. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done in a phased manner. <p>Challenges:</p> <ul style="list-style-type: none"> The funds available are not enough to complete the project in a single financial year
Relevance of the project idea	Increased access to education and retention of learners
Stakeholders	<p>Direct Beneficiaries: - Learners</p> <p>Indirect beneficiaries- Teachers and other school stakeholders</p> <p>Likely project affected persons: School Stakeholders</p>
Project objective, Outcomes, Outputs	<p>Objective:</p> <ul style="list-style-type: none"> To improve on the classroom learner ratio. <p>Outcomes: -</p> <ul style="list-style-type: none"> Improved classroom learner ratio. Increased access and retention of learners. <p>Outputs:</p> <ul style="list-style-type: none"> Classrooms built in schools
Project inputs/ activities/interventions	<p>Inputs: Funds to finance construction works</p> <p>Activities: planning, Bills of quantities, and drawings.</p>

		Interventions: Procurement processes adhered to and support supervision and monitoring construction works.								
STRATEGIC OPTIONS										
Strategic options		<ul style="list-style-type: none"> • Orientation of local communities and School Management Committees • Training School Management Committees and Parents Teachers Association Committee. 								
Coordination with government agencies		Guidelines from MoES.								
PROJECT ANNUALISED TARGETS(OUTPUTS)										
Project annualized target	Output		Q1	Q 2	Q 3	Q 4				
	Output: Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.		Phase 1 construction up to roofing.	Phase 2. This involved finishing including shutters, plastering and flooring	Plastering and finishes	Commissioning and handover of the project.				
ESTIMATED PROJECT COST AND FUNDING SOURCES										
Project annualized cost	Output	Source	Cum.exp Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Recurr ent %	Cap ital %
		GOU	500 m	100 m	100 m	100 m	100 m	100 m		
		Donor	925 m	185 m	185 m	185 m	185 m	185 m		
		Total	UGX. 1,425 m	UG 285 m	UG 285 m	UG 285 m	UGX. 285 m	UGX. 285 m		
PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS										
Percentage progress	Output	Year 0	Year 1	Year 2	Year3	Year 4	Yr 5			
	Overall project progress %	NIL	25%	50%	75%	90%	100%			
RESULT MATRIX										
Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseli ne	Target	Assumptio ns				
	Goal:									
	Outcomes:	Improved Teacher staff house ratio	Available staff houses		5 blocks of 2-unit staff houses constructed	Constructio ns shall be done as scheduled				
	Outputs	Improved enrolment of the learners	Learners enrolment in schools			Drop out due to insufficient classrooms				

PROJECT SUMMARY	
Project Title	Construction of 15 two-unit Staff houses in Schools
LGDP program description	Human Capital Development
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	Identified Primary Schools in the District
Estimated Project Cost	UGX. 2,250 m
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	750 m
Total funding gap	UGX.1,500 m
Project duration	Start date:2020/2021
	End date:2022/2025
Officer responsible	District Education Officer.
PROJECT INTRODUCTION	
Problem statement	Lamwo District has limited staff houses in all the schools in the District. The staff house teacher ratio stands at 1:6 and there is need to construct more staff houses to reduce the ratio to 1:1
Situation Analysis	<p>Past achievements to address the problem:</p> <ul style="list-style-type: none"> The teachers were initially sharing the existing rooms in the schools and in some cases, the school management hire houses outside the school or at the nearby trading centres. <p>Ongoing intervention:</p> <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done yearly in schools until completed in the 5 years. <p>Challenges:</p> <ul style="list-style-type: none"> The funds available are not enough to complete the project in all the schools that require staff houses.
Relevance of the project idea	Reduce staff absenteeism from schools and increase syllabus coverage and learners' achievements.
Stakeholders	<p>Direct Beneficiaries: - Learners</p> <p>Indirect beneficiaries- Teachers and other school stakeholders</p> <p>Likely project affected persons: School Stakeholders</p>
Project objective, Outcomes, Outputs	<p>Objective:</p> <ul style="list-style-type: none"> To improve on the staff house ratio. <p>Outcomes: -</p> <ul style="list-style-type: none"> Reduce teacher's absenteeism. Increased syllabus coverage in all classes Improve teacher's efficiency and effectiveness. <p>Outputs:</p> <ul style="list-style-type: none"> Improved learners' achievements

Project inputs/ activities/interventions		Inputs: Funds to finance construction works								
		Activities: planning, Bills of quantities, and drawings.								
		Interventions: Procurement processes adhered to and support supervision and monitoring construction works.								
STRATEGIC OPTIONS										
Strategic options		<ul style="list-style-type: none"> Orientation of local communities and School Management Committees Training School Management Committees and Parents Teachers Association Committee. 								
Coordination with government agencies		Guidelines from MoES.								
PROJECT ANNUALISED TARGETS(OUTPUTS)										
Project annualized target	Output		Q1	Q2	Q3	Q4				
	Output: Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.		Phase 1 construction up to roofing.	Phase 2. This involved finishing including shutters, plastering and flooring	Plastering and finishes	Commissioning and handover of the project.				
ESTIMATED PROJECT COST AND FUNDING SOURCES										
Project annualized cost	Output	Source	Cum.exp Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Recurrent %	Capital %
		GOU	750 m	150 m	150 m	150 m	150 m	150 m		
		Donor	1,500 m	300 m	300 m	300 m	300 m	300 m		
		Total	UGX. 2,250 m	UG 450 m	UG 450 m	UG 450 m	UGX. 450 m	UGX 450 m		
PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS										
Percentage progress	Output	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5			
	Overall project progress %	NIL	25%	50%	75%	90%	100%			
RESULT MATRIX										
Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseline	Target	Assumptions				
	Goal:									
	Outcomes:	Improved Teacher staff house ratio	Available staff houses		5 blocks of 2-unit staff houses constructed	Constructions shall be done as scheduled				
	Outputs	Improved performances of the learners	Learners attendance			Poor performance due to teacher's absenteeism				

PROJECT SUMMARY

Project Title	Construction of 75 blocks of 5 Stance latrines in Schools
LGDP program description	Human Capital Development
Vote function	Lamwo District
Vote function code	879
Implementing Agency	Lamwo District Local Government
Project Code	
Location	Identified Primary Schools in the District
Estimated Project Cost	UGX. 375 M
Current stage of project implementation at commencement of LGDP	Phase 1
Funding secured	120 m
Total funding gap	UGX.255 m
Project duration	Start date:2020/2021 End date:2022/2025
Officer responsible	District Education Officer.
PROJECT INTRODUCTION	
Problem statement	The latrine coverage in schools in Lamwo District is very low compared with the national standards. A number of latrines collapsed during heavy rains and many got filled up at a rate that the district may not replace as soon as it happens. The increase in enrolment has also affected the latrine learner ratio that stand at 1: 68.
Situation Analysis	Past achievements to address the problem: <ul style="list-style-type: none"> The available stances were being shared by both boys and girls and in some schools even teachers. Ongoing intervention: <ul style="list-style-type: none"> The department has done BOQs and design for the project and the construction will be done in a phased manner. Challenges: <ul style="list-style-type: none"> The funds available are not enough to complete the project in all the schools that lake adequate latrine stances
Relevance of the project idea	Increased access to education and retention of learners
Stakeholders	Direct Beneficiaries: - Learners Indirect beneficiaries- Teachers and other school stakeholders Likely project affected persons: School Stakeholders
Project objective, Outcomes, Outputs	Objective: <ul style="list-style-type: none"> To improve on the learner stance ratio. Outcomes: - <ul style="list-style-type: none"> Improved learner stance ratio. Increased access and retention of learners. Outputs: <ul style="list-style-type: none"> Improve learners achievements
Project inputs/ activities/interventions	Inputs: Funds to finance construction works Activities: planning, Bills of quantities, and drawings. Interventions: Procurement processes adhered to and support supervision and monitoring construction works.
STRATEGIC OPTIONS	
Strategic options	<ul style="list-style-type: none"> Orientation of local communities and School Management Committees Training School Management Committees and Parents Teachers Association Committee.
Coordination with government agencies	Guidelines from MoES.
PROJECT ANNUALISED TARGETS(OUTPUTS)	

Project annualized target	Output		Q1	Q 2	Q 3	Q 4				
	Output: Carried out environmental impact assessment, structural drawings and bills of quantities and launching of the project.		Phase 1 construction up to roofing.	Phase 2. This involved finishing including shutters, plastering and flooring	Plastering and finishes	Commissioning and handover of the project.				
ESTIMATED PROJECT COST AND FUNDING SOURCES										
Project annualized cost	Output	Source	Cum.exp Up to 2024/25	Yr. 1	Yr. 2 (000')	Yr. 3 (000')	Yr. 4	Yr. 5	Re current %	Capital %
		GOU	120 m	24 m	24 m	24 m	24 m	24 m		
		Donor	255 m	51 m	51 m	51 m	51 m	51 m		
		Total	UGX. 375 m	UG 75 m	UG 75 m	UG 75 m	UG 75 m	UG 75 m		
PLANNED CUMULATIVE IMPLEMENTATION PERCENTAGE PROGRESS										
Percentage progress	Output	Year 0	Year 1	Year 2	Year3	Year 4	Yr 5			
	Overall project progress %	NIL	25%	50%	75%	90%	100%			
RESULT MATRIX										
Result matrix	Objective Hierarchy and description	Indicators	Means of verification	Baseline	Target	Assumptions				
	Goal:									
	Outcomes:	Improved latrine stance ratio	Available latrines		75 blocks of 5 stance latrine constructed	Constructions shall be done as scheduled				
	Outputs	Increased retention of learners	Learners attendance			Lack of latrine made learners leave schools				

Annex 2: Results Framework

Key Result Areas (KRA) Indicators			Baseline	NDPIII Targets				
			FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Goal: Increased household incomes and improved Quality of life	Household incomes	Income per Capita (USD)	864	949	1,006	1,065	1,135	1,219
		Real GDP growth rate	6.2	4.51	5.99	6.38	7.00	7.20
		Population below the poverty line (percent)	21.4	25.39	21.4	20.55	19.57	18.87
		Income Inequality (Gini coefficient)	0.41	0.49	0.43	0.42	0.38	0.37
		Gender Inequality Index (GII)	0.523	0.520	0.515	0.510	0.505	0.50
		Share of working population (percent)	79.0	80.6	82.2	83.8	85.5	87.2
		Share of national labour force employed less subsistence (percent)	47.5	48.5	49.4	50.4	51.4	52.4
	Quality of life	Human Development Index Score	0.52	0.56	0.58	0.60	0.62	0.64
		Population growth rate (percent)	3.0	3.0	3.0	2.8	2.7	2.5
		Homicide rate per 100,000 People	11	10.54	10.08	9.62	9.16	8.7
Objective 1: Enhance value addition in Key Growth Opportunities	Agro and Mineral based industrialization	Average monthly nominal household Income (Ugx)	416,000	401,667	482,297	548,408	587,840	632,044
		Sectoral Contribution to GDP (percent)						
		Agriculture	22.9	21.22	20.88	20.54	20.22	19.89
		Industry Services	26.5	27.55	27.81	28.05	28.31	28.56
		43.4	44.18	45.07	45.97	46.89	47.8	

		Manufactured exports as a percent of total exports	12.3	13.53	14.88	16.37	18.01	19.81	
		High technology exports (percent of manufactured exports) ¹	3.54	3.89	4.28	4.71	5.18	5.70	
		Share of intermediate goods (inputs) in total imports (percent)	18.9	22.14	22.97	23.8	24.6	25.5	
	Tourism	Foreign exchange earnings from Tourism (USD billion)	1.45	1.5840	1.631	1.689	1.774	1.862	
		Share of Tourism to GDP (percent)	7.3	7.8	7.9	8.0	8.1	8.5	
	ICT	Contribution of ICT to GDP	2.0	2.67	2.89	3.13	3.40	3.69	
	Land	Percentage of titled land	21	24	29	32	35	40	
	Objective 2: Strengthen private sector capacity to drive growth and create jobs	Private sector growth	Saving as a percent of GDP	16	16.35	16.79	17.36	18.57	19.91
Foreign Direct Investment (percent of GDP)			2.9	3.069	3.176	3.388	3.63	4.15	
Gross Capital Formation as percent of GDP			24.2	26.44	26.76	27.08	27.41	27.7	
Energy			Annual % change	11.2	8.4	12.9	13.5	16.0	17.4
			% of GDP	11.7	10.9	10.5	10.7	10.8	11.2
Exports as percent of GDP			Merchandise	12.7	4.33 ¹	83 ^{14.}	15.35	5.89 ¹	6.45 ¹
			Goods & services	26.24	28.67	29.53	30.41	31.3	32.26
			Youth unemployment rate	13.3	12.2	11.6	11.0	10.5	9.7

		(percent)							
Objective 3: Consolidate & increase stock and quality of Productive Infrastructure	Energy	Energy generation capacity (MW)	984						
		Households with access to electricity (percent)	21	40	45	50	55	60	
		Cost of electricity (USD cents)	Residential	23	19.4	15.8	12.2	8.6	5
			Industrial (large)	9.8	8	7	6.7	5.5	5
			Industrial (Extra-large)	8	7	6.5	6.3	6.0	5
			Commercial	17	14.6	12.2	9.8	7.4	5
		Reduce average travel time (min per Km)	1.0	1.0	1.0	1.0	1.0	1.0	
		Increase average infrastructure life span (Tarmac roads & Gravel roads (first class murrum))						20	
	Reduce unit cost of building transport infrastructure, per Km	0.8	0.5	0.5	0.5	0.5	0.5		
	Increase stock of transport infrastructure-Kms of DUCA Roads and Kms of paved urban roads	805	1030	1030	1030	1030	1030		
Road		7	13	13	13	13	13		

		Reduce fatality and causality on roads	3,689	3,289	3,289	3,289	3,289	3,289	
	ICT	Proportion of area covered by broad band services	41	50.8	60.6	70.4	80.2	90	
		Internet penetration rate (internet users per 100 people)	25	30	35	43	46	50	
		Unit cost of internet (USD)	237	210.6	177.2	143.8	110.4	70	
		Water for production	Water usage (m ³ per capita)	30.27	41.82	42.9	44.28	51.06	59.1
	Cumulative WfP Storage capacity (million m ³)		39.32	54.32	55.72	57.52	66.32	76.82	
Objective 4: Enhance the productivity and social wellbeing of the population	Labour productivity and Employment	Labour productivity (GDP per worker - USD)	Agric	2,212	2,527	2,656	2,757	2,919	3,114
			Industry	7,281	8,162	8,446	8,622	8,971	9,413
			Services	3,654	3,925	4,063	4,135	4,276	4,456
		Labour Force Participation Rate (LFPR)		52.3	56	59.9	64.1	68.6	73.4
			Employment Population Ratio	47.5	51.3	55.4	59.8	64.6	69.8
		Health	Life expectancy at birth (years)	63.3	64.6	66.0	67.02	68.7	70
			Infant Mortality Rate/1000	43	41.2	39.4	37.6	35.8	34
			Maternal Mortality Ratio/100,000	336	311	286	261	236	211
			Neonatal Mortality Rate (per 1,000)	27	22	21	20	19	18
			Total Fertility Rate	5.4	5.0	4.9	4.8	4.6	4.5
			U5 Mortality Ratio/1000	64	59	55	50	46	42
		Education	Primary to secondary school transition rate	61	6	68	71	7	7
			Primary	38	40	41	45	50	55

	Survival rate,percents	Secondary	77	79	82	86	90	95
	Ratio of ST graduates to Hu EI/STEM manities		2:5	2:5	3:5	3:5	3:5	3:5
	Quality adjusted years of schooling		4.5	4.6	5.0	5.3	6.0	7.0
	Proportion of Schools primary schools attaining BRMS2, %		50	54	58	62	66	70
	Literacy rate		73.5	74.1	75.3	76.9	78.4	80.0
	Proportion of the population participating in sports and exercises		40.9	43	45.1	50	55	60.9
	Employers satisfied with the TVET training (percent)		40	44	48.4	52.6	58	65
Energy	Electricity consumption per capita (Kwh)		100	150	200	300	400	578
	Forest cover (percent of		12.4	12.5	12.8	13.1	14.1	15

		total land area)							
		Wetland cover (percent)		8.9	9.08	9.20	9.32	9.45	9.57
Water and Environment	Safe Water coverage (percent)	Rural		73	75.4	77.8	80.3	82.6	85
		Urban		74	79.2	84.4	89.6	94.8	100
	Sanitation coverage (improved toilet)			19	23	28	32	37	45
	Hygiene (Hand washing)			34	36	38	42	46	50
Social protection coverage(percent)	Proportion of population accessing social insurance, percent		5.0		7.5	10.0	12.5	15.0	20
	Health insurance		2		7.5	10	15	20	25
	Percent of population receiving direct income support		0.5		0.7	2.5	3.0	6.5	8.0
	Proportion of eligible population with access to social care services, percent		N/A		5.0	7.5	10.0	12.5	15.0
	Extent of hunger in the population (percent)		40		36	32	28	24	20
	Stunted children U5 (percent)		29		27	25	23	21	19

Objective 5: Strengthen the role of the State in development	Tax Revenue to GDP ratio (percent)	12.58	12.04	12.36	12.77	13.32	13.81
	Public resources allocated to Local Government (percent)	12.25	18.38	22.05	24.26	29.11	30
	Cost of electricity for all processing and manufacturing enterprises (USD cents)	8	7	5	5	5	5
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