



THE REPUBLIC OF UGANDA

MARACHA DISTRICT LOCAL GOVERNMENT

DISTRICT DEVELOPMENT PLAN III

2020/21 - 2024/25

***Vision:** A Model District in Uganda with a Healthy, Wealthy,
Knowledgeable
And Peaceful People by 2040*

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

APPROVED BY MARACHA DISTRICT COUNCIL

2020

Fig 1

MARACHA DISTRICT

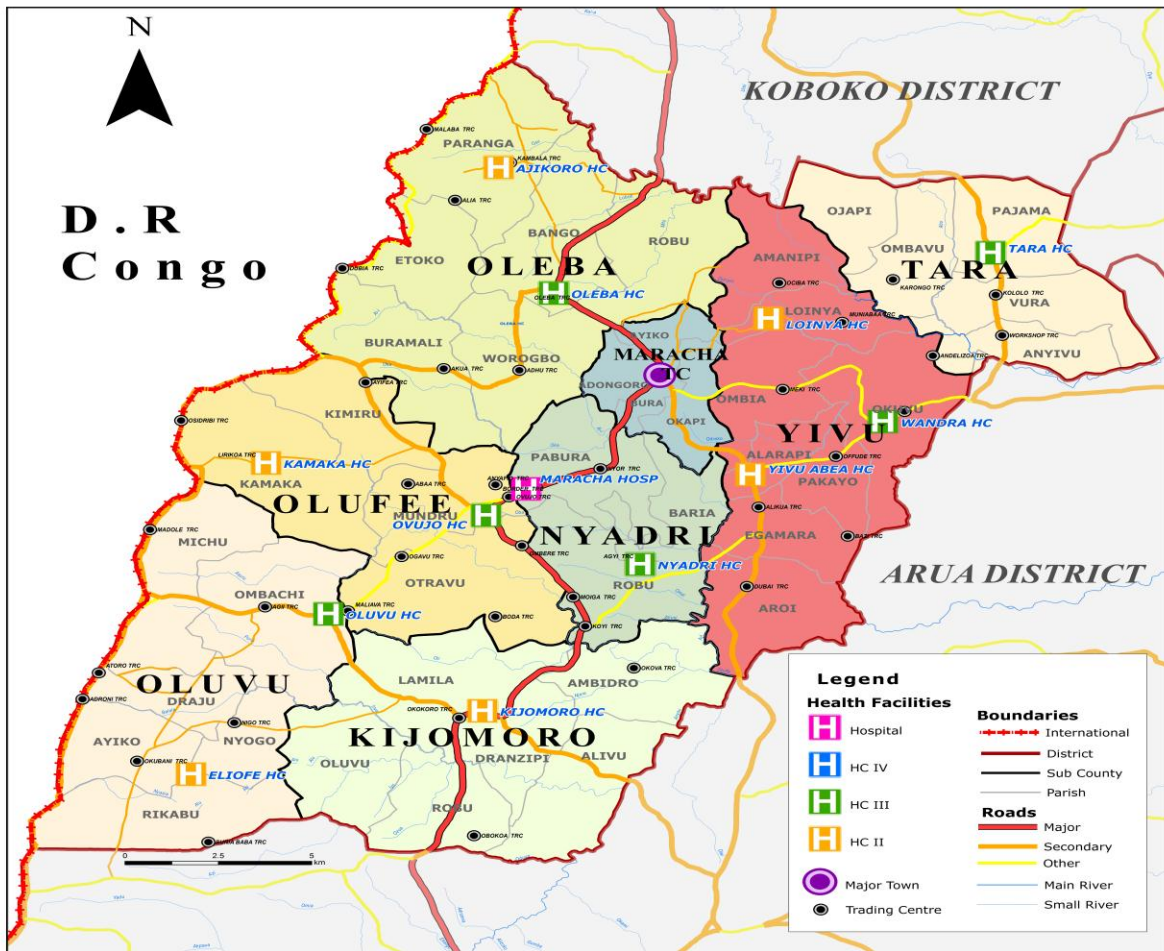
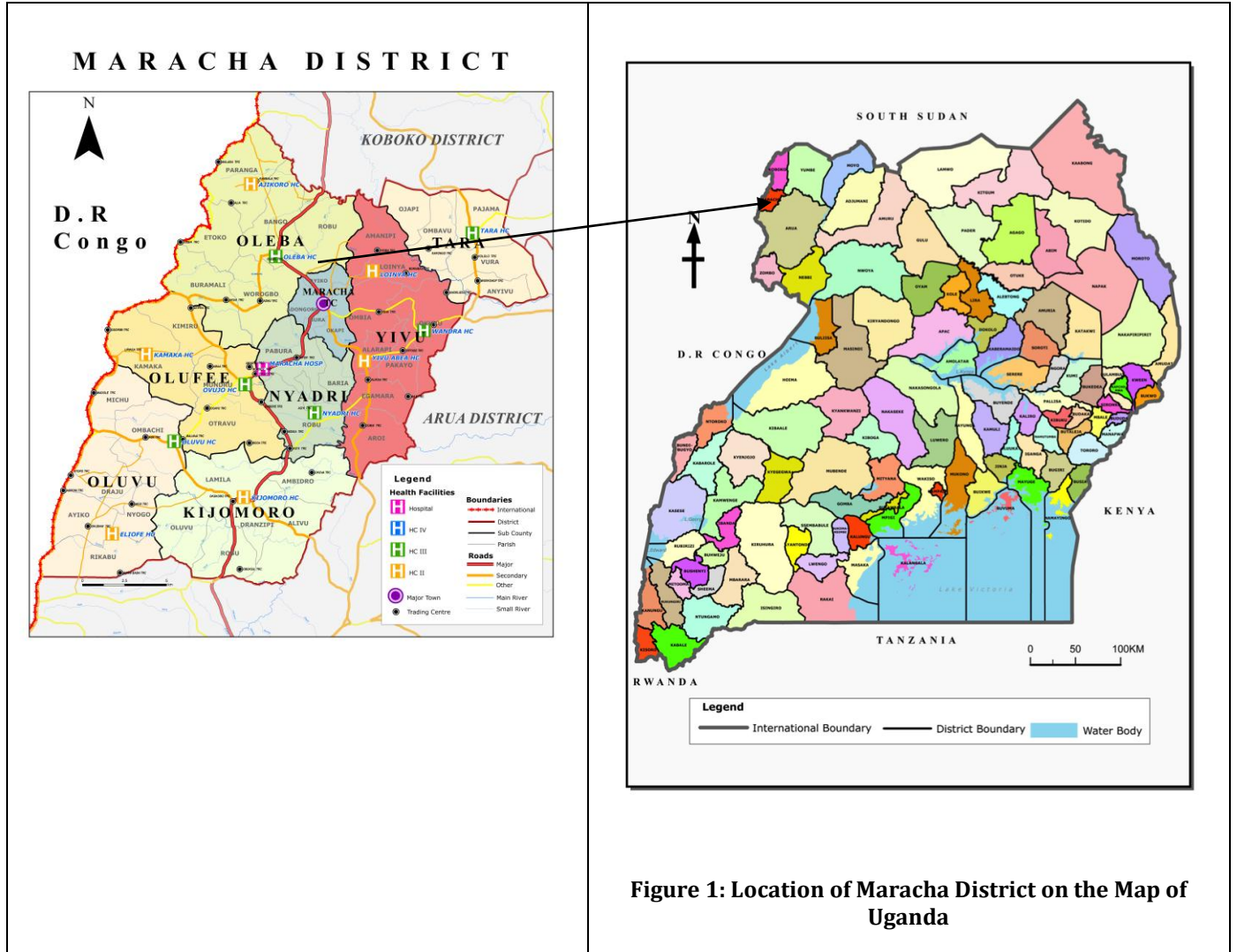


Figure 2: The Map and Location of Maracha District on the Map of Uganda



Maracha District Local Government

Vision

“A Model District in Uganda with a Healthy, Wealthy, Knowledgeable and Peaceful people by 2040”.

Mission

“To increase and sustain access to socio-economic services to the population of Maracha and create prime conditions for Investment, peace, good governance and development”.

FOREWORD

The five year development plan is drawn to serve as a framework for guiding development interventions in the district .It's upon this that annual plan and budgets of the district are made. This plan is has been prepared within the framework of the Third National Development Plan (NDPIII) 2020/21 – 2024/25

The plan presents continued commitment of the District leadership in building partnerships with the Central Government and other Development partners to create wealth for all and eradicate extreme poverty and hunger in line with the National Development Plan which underscoring Uganda's vision 2040 of “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years. The DDP expresses the desires and aspirations of the people of Maracha and how they intend to mobilize both internal and external resources to reach their desired development destiny. The aspiration of the central government and that of the entire Maracha community is embodied in our vision “a Model District in Uganda with a Healthy, Wealthy, Knowledgeable and Peaceful people by 2040”. In order to attain this vision the District is guided by its mission; to increase and sustain access to socio-economic services to the population of Maracha and create prime conditions for Investment, peace, good governance and development.

The DDP has taken stock of the main achievements made in the past financial years and the strategic and operational challenges faced in managing development interventions in the District. A lot of progress has been made through the various government programs in increasing access to primary health care, primary education, improved access to safe water and agricultural extension services, improved road network roads, and increased access to credit through microfinance and livelihood programs. Despite the achievements, the district is still faced with the increasing and daunting challenges of poverty characterized by food insecurity, low households incomes, limited access to social services, poor governance, low capacity of the local private sector, HIV/AIDS pandemic, unemployment and low literacy rates.

The plan is aimed at consolidating the achievements so far made and finding realistic strategies to address the gaps existing and mitigate the adverse effects these impediments have on sustainable service delivery in the District. I am pleased to acknowledge that the DDP has become an important vehicle for policy coherence. This has been manifested through the wide consultative process that it takes to involve many stakeholders including development partners and the Civil Society fraternity.

It's our wish that this plan will address the needs of the community we serve. I therefore call upon all the entire members of the council, technical team, NGO's, Private sector and other well-wishers to direct their efforts towards successful implementation of the plan.

My government is committed to the operation and maintenance of all investments to ensure that they continue to serve the present and eventually the future generation.

I thank all stakeholders and the people of Maracha District for their participation in the Planning Process and Congratulate the Maracha community for the job well accomplished during the first 10 years of Maracha District's existence.

A handwritten signature in blue ink, appearing to read 'Adiga Wilfred Lawrence', with a stylized flourish at the end.

Hon. ADIGA WILFRED LAWRENCE

DISTRICT CHAIRMAN – MARACHA DISTRICT.

Acknowledgement

I am pleased to have presided over the process of preparing this comprehensive integrated District Development Plan for the period (2020/21-2024/25) for Maracha District. This Third District Development Plan (DDP) is people focused and was prepared in a participatory manner evolving from the needs of communities expressed through the Lower Local Government Planning Structures up to the point when these needs were received and integrated into the plans of District Departments. Despite the scarcity of resources, the plan is envisaged to transform the livelihoods of the people of Maracha District underscoring the national vision 2040 of “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years.

The plan is a strategic framework for resource allocation and utilization as we fight the biting poverty and hunger in the District in order to achieve the National objective to create wealth for all in the medium term as spelt out in the second national development plan.

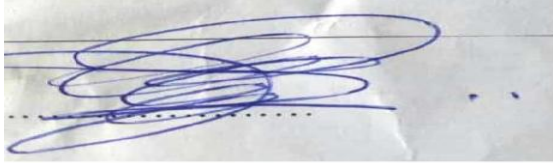
I would like to acknowledge the invaluable facilitation and guidance offered by the District Planning Dept Staff, who were instrumental in organizing and supporting the needs identification process in and with the beneficiary communities.

I am grateful to the District Technical Planning Committee which I chair for tirelessly attending the planning meetings and consolidating their sector Plans for inclusion into the overall DDP. During the planning process, the DTPC constituted themselves into Sector Working Groups (SWGs) which ably incorporated the concerns and plans of our development partners from the NGOs/ CBOs Community. It is my pleasure to sincerely thank all those NGOs/ CBOs whose representatives participated actively in reviewing the Sector Plans for the technical assistance in reviewing and production of the plan.

I sincerely thank the District Budget Desk for ably providing the required technical guidance and facilitation throughout the process including the compilation of the Sectoral drafts into this DDP. I am indebted to the Honorable District Councilors for their invaluable contribution into the DDP of fulfilling its statutory function of discussing the plan and duly approving it as a working document.

We expect to receive substantial support from the Central Government. The Ministries will not only provide us with Policy guidelines but also the day to day guidance in the implementation of our Development plan activities.

I therefore acknowledge and endorse this Strategic Maracha District Development plan for the period 2020/21 -2024/25 as a working document to guide all interventions for sustainable Development over the Medium term.

A handwritten signature in blue ink, consisting of several overlapping loops and lines, positioned above a horizontal dashed line.

OKUMU CHRISTOPHER

Chief Administrative Officer/Accounting officer – Maracha District

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List of Acronyms

ADB	-	African Development Bank
ANC	-	Anti-Natal Care
ART	-	Anti-Retroviral Treatment
AWP	-	Annual Work Plan
BCC	-	Behaviour Change and Communication
CAO	-	Chief Administrative Officer
CBG	-	Capacity Building Grant
CBP	-	Capacity Building Plan
CBO	-	Community Based Organization
CDD	-	Community Driven Development
CEFORD	-	Community Empowerment for Rural Development
CF	-	Community Facilitators
CFO	-	Chief Finance Officer
CNDPF	-	Comprehensive National Development Plan Framework
CPC	-	Community Procurement Committee
CPMC	-	Community Project Management Committee
CSO	-	Civil Society Organization
DDPIII	-	Third District Development Plan
DCDO	-	District Community Development Officer
DDP	-	District Development Plan
DDP II	-	District Development Plan II
DDP III	-	District Development Plan III
DE	-	District Engineer/Economist
DEC	-	District Executive Committee
DEO	-	District Education Officer/District Environment Officer
DFA	-	District Farmers Association
DFF	-	District Farmers Forum
DFI	-	District Farm Institute
DHI	-	District Health Inspector

DHMT	-	District Health Management Team
DHO	-	District Health Officer
DHSP	-	District Health Support Program
DHSSP	-	District Health Services Support Program
DHT	-	District Health Team
DIS	-	District Inspector of School
DMIC	-	District Marketing Information Committee
DPAC	-	District Public Accounts Committee
DRDIP	-	Development Response to Displacement Impact Project
DSOER	-	District State of Environment Report
DTPC	-	District Technical Planning Committee
DWO	-	District Water Officer
DANIDA	-	Danish International Development Association.
POCC	-	Potential Opportunities Challenges and Constraints
LGDP	-	Local Government Development Plan
LPG	-	Liquid Petroleum Gas
EIA	-	Environmental Impact Assessment
EMCBP	-	Environment Management Capacity Building Program
FAL	-	Functional Adult Literacy
FEW	-	Field Extension Worker
FFS	-	Farmer Field schools
FY	-	Financial Year
GIZ	-	Deutsche Gesellschaft fuer Internationale Zusammenarbeit GmbH
GoU	-	Government of Uganda
Ha	-	Hectares
HC	-	Health Centre
HLG	-	Higher Local Government
HIV	-	Human Immuno Virus
ICT	-	Information Communication Technology
IEC	-	Information Education and Communication

IOM	-	International Organization of Migrant
IPF	-	Indicative Planning Figure
ITN	-	Insecticide Treated Nets
JCRC	-	Joint Clinical Research Centre
KPA	-	Key Performance Area
KPI	-	Key Performance Indicators
LC	-	Local Council
LEC	-	Local Environmental Committee
LED	-	Local Economic Development
LGDP II	-	Local Government Development Program II
LGMSDP	-	Local Government Management & Service Delivery programme
LLG	-	Lower Local Governments
LRE	-	Local Revenue
LREP	-	Local Revenue Enhancement Plan
LWF	-	Lutheran World Federation
MAAIF	-	Ministry of Agriculture, Animal Industry and Fisheries
MDG	-	Millennium Development Goals
MoLG	-	Ministry of Local Government
MTI	-	Medical Team International
NAADS	-	National Agricultural Advisory Development Services
NDP	-	National Development Plan
NDP II	-	National Development Plan II
NDP III	-	National Development Plan III
NEMA	-	National Environment Management Authority
NEA	-	National Environment Act
NFA	-	National Forestry Authority
NGO	-	Non – Governmental Organization
NURI	-	Northern Uganda Resilience Initiative
NUSAF III	-	Northern Uganda Social Action Fund III
OPD	-	Out Patient Department

OPM	-	Office of the Prime Minister
PDCs	-	Parish Development Committees
PEAP	-	Poverty Eradication Action Plan
PFA	-	Prosperity for All
PHC	-	Primary Health Care
PIC	-	Project Implementation Committee
PMA	-	Plan for Modernization of Agriculture
PMTCT	-	Prevention of Mother to Child Transmission
PLWHA	-	People living with HIV/AIDS
POCC	-	Potential Opportunities Challenges and Constrains
PRDP	-	Peace Recovery and Development Programme
PWD	-	Persons With Disabilities
RGC	-	Rural Gross Centre
RWT	-	Rain Water Tank
S/C	-	Sub County
SDG	-	Sustainable Development Goals
SHS	-	Shillings
SRS	-	Self Reliance Strategy
SSS	-	Senior Secondary School
STI	-	Sexual Transmitted Infection
RISE	-	Response to Increased Demand on Gov't Services & Creation of Economic Opportunities
TB	-	Tuberculosis
UDHS	-	Uganda Demographic Health Survey 2006
UNDP	-	United National Development Programme
UNFPA	-	United Nations Population Fund
USMID	-	Uganda Support to Municipal Infrastructure Development
USMIDAF	-	Uganda Support to Municipal Infrastructure Dev't Additional Funding
UG	-	Uganda
UNMHCP	-	Uganda National Minimum Health Care Package

UPE	-	Universal Primary Education
UPPAP	-	Uganda Participatory Poverty Assessment Project
VCT	-	Voluntary Testing and Counseling
VEDCO	-	Volunteer Efforts for Development Concerns
VHTs	-	Village Health Teams
WB	-	World Bank
WCS	-	Wildlife Conservation Society
WTI	-	Windle Trust International
WUC	-	Water User Committee

EXECUTIVE SUMMARY

The Local Governments Act (CAP 243) mandates District Councils to prepare comprehensive and integrated Development Plans incorporating plans of Lower Level Local Governments for submission to the National Planning Authority with the Local Government budget for the ensuing Financial Year taking into account the approved Five –year development plan of the Local Government.

This Third 5-Year Development Plan for the period 2020/21 – 2024/25 is intended to consolidate on the achievements and maintain development programs that have been put in place especially under first DDPII and to perfectly execute those identified by stakeholders in their various planning levels and meetings to foster development in the District. The plan has been drawn following consultations with various stakeholders such as the community, sub-counties, Non-Governmental Organizations, Private sectors, Councilors and relevant sector technocrats .

➤ Maracha District Vision:

“A Model District in Uganda with a Healthy, Wealthy, Knowledgeable and Peaceful people by 2040”.

This Vision provides the long term goal of the District in order to;

- a. Re-engineer the Public service to promote investment.
- b. Harness the tourism potential
- c. Enhance partnerships with non-state actors for effective service delivery
- d. Promote the Development of Transport Infrastructure in the District;
- e. Eradicate poverty in households through promoting increased community uptake of Government services, such as Agriculture cluster Development project, NUSAF4, and DDEG Livelihood component etc.
- f. Improve the household income levels through promoting economic and competitive agricultural services.
- g. Sustainably promote the use of natural resources for socio-economic development,
- h. Support and promote HIV/AIDS responsive service deliveries in the District;
- i. Gender responsive development in order to improve the quality of lives of the people of the District.
- j. Good governance at all levels of the Local governments.
- k. Promote improved community access to social services;

1. Support Manpower planning and Development drives for improved service delivery to the Local population.

➤ This Vision can only be achieved through the overall goal of the District which is;

“To promote provision of adequate, sustainable, reliable and efficient socio-economic services to all the people in the district for improved standards of living and promote prosperity for all by the year 2040”

Therefore the DDP provides an over-arching framework to guide public action so as to improve upon all the associated factors to eradicate poverty in Maracha District.

This goal calls for the commitment of the Stakeholders to achieve this overall goal and the specific sector goals and objectives. The district is committed through the realization of the mission for which it exists

➤ Mission Statement

“To increase and sustain access to socio-economic services to the population of Maracha and create prime conditions for Investment, peace, good governance and development”.

The process for the DDP preparation was participatory and it involved a rigorous analysis of existing situation on a sector by sector basis, a critical analysis of the core development challenges and poverty issues, setting up of a strategic interventions (vision, strategic and intermediate objectives), identification of medium term priorities and action plans within the National Development Plan framework guided by the medium term expenditure ceilings.

The first section is the policy framework that defines the development context for the district. It covers among other things the analysis of problems, opportunities, constraints, policies and institutional setting. Emanating from the contextual analysis, the path of development is determined in-terms of general priorities and courses of action.

The overall development challenges include the following;

1. Food insecurity;
2. Low household incomes;
3. Inadequate access to social services;
4. Accelerating environmental degradation due to pressure on land coupled with unfriendly human activities;

5. Governance issues and HIV/AIDS, malaria and other communicable diseases
6. High redundancy and laziness amongst the productive age bracket/Youth unemployment
7. Poor operation and maintenance of investments
8. Gender inequality in the roles, responsibilities, sharing of benefits, privileges, opportunities and access to and control over resources

Sources of Development Challenges:

- ✓ High rate of idleness and laziness amongst the productive age group is the main cause of food insecurity amongst the population as this group does not embrace all works.
- ✓ Low levels of production mainly for subsistence is the main cause of low household incomes as most that is produced is often consumed.
- ✓ Lack of adequate social services and the traditional culture is affecting the uptake of social services by the Local Population. However, remarkable strides in addressing this challenge have been witnessed since the creation of Maracha District in 2015/16 financial year.
- ✓ High population growth rate and the High population density in addition to the lack of alternative energy sources are exerting significant pressures on the little available natural resources thus leading to their Degradation.
- ✓ New leadership with minimum experience and skills in effective leadership management is the main cause of governance issues in the District. There is need to avail leadership skills and training opportunities to improve upon the governance issues in the Local Government.
- ✓ Culture and high poverty levels are the main causes of the prevalence of HIV/AIDS in the locality. There is need to promote community interventions that are geared towards improving the income levels of the population. Some cultural practices like women inheritances need to be avoided to reduce the HIV/AIDS prevalence in the District.
- ✓ Unequal gender relations between men and women in terms of roles, power and responsibilities.

In order to deal with these problems the district has formulated a strategic development framework, which spells out the direction it will take to tackle the identified problems. But before reaching this final destination, there are long term and intermediate results that have to be realized. These are embodied in

the strategic and intermediate objectives that are directly targeted to tackle the current negative conditions or problems.

Overall Development Strategies are;

- ✓ Improve Service Deliveries through sustainable service delivery.
- ✓ Promote good leadership through democratic and effective local governance.
- ✓ Reduce inequality & vulnerability through responsive development planning.
- ✓ Ensure security & law and order through vigilance and maintain ace of Law and order.
- ✓ Provide basic health care to all people through sustainable health services.
- ✓ Provide basic holistic education by promoting universal primary education.
- ✓ Provide clean/ safe water and sanitation to all households through sustainable water development facilities.
- ✓ Improve road network, transport & communication by construction and maintain feeder and community access roads.
- ✓ Increase production & productivity of agricultural products economic and competitive farming practices.
- ✓ Increase household incomes through promotion of wealth for all strategy.
- ✓ Increase access to markets through local profitability.
- ✓ Promote investments through Local investment
- ✓ Increase employment opportunities by creation of active and reliable activities.
- ✓ Promote safe disposal of wastes through educative and responsible citizenship.
- ✓ Protect Natural Resource Base through sustainable utilization of natural resources for socio-economic developments.
- ✓ Ensure issues of gender and women empowerment, exclusion, inequality, inequity and rights in social service provision are mainstreamed and addressed in the plans, programs and activities of all sectors of the district local government to ensure equity and equality in distribution of opportunities and benefits as well as to fully utilize the human capital within the communities.

Having the development framework is not an end in itself. There must be instruments to translate the framework into reality. The key vehicle for implementation of the District Development Plan is the Medium-Term Expenditure Framework (MTEF) which is derived from the Local Government Budget Framework Paper (LGBFP). From the DDP interventions, the District has prepared the AWP&B by

taking the interventions in 2020/21 Financial year of the five-year Development plan and detailing the resources, timing of activity implementation, assigning responsibility for execution and other operational details.

Finally, the formulation of the DDP has fully recognized the contribution of other players in the process of developing the district. To this end, the DDP has captured and reflected the efforts of NGOs and Sub County Local Governments.

Overall Strategy of the DDP

Strategy 1: Human resource mobilization and development. The District is committed to the recruitment of qualified personnel in all the departments and ensures highly motivated district manpower. Disciplinary measure relevant to unnecessary absenteeism and time management by the staff will be taken as timeliness is being monitored.

Strategy 2: Provision and maintenance of physical and social infrastructure in all the relevant departments to increase access to economic and social services. This includes maintaining district road networks permanently in good condition.

Strategy 3: Increasing production & productivity of agricultural products; and enhancing food security through the market; promoting knowledge on nutrition and proper processing for value addition and preservation of nutrients through farmer training centres.

Strategy 4: Promotion of the use of safe water and sanitation facilities to the rural communities and Rural Growth Centre with set populations less than 5,000 in the District.

Strategy 5: Ensure a well guided framework for land use management and sustainable development in Maracha District.

Strategy 6: Ensure that public funds are realized and used for the intended purposes, and are properly recorded and accounted for according to the set standards

Strategy 7: Offering coordination support to all the development actors; the private sector, the NGOs, CSOs, the FBOs and development partners in the district. This can be sharing information of joint planning, implementation and monitoring activities.

Strategy 8: Promotion of good governance and democracy. This will be actualized by interventions that increase transparency and accountability. Such will include but not limited to conducting procurement and disposal business in accordance with the PPDA Assets Act.

Strategy 9: Examine reports of the Auditor General, PAC and Internal Auditor to council and improve financial accountability by establishing a clear link between the payment of taxes and provision of services.

Strategy 10: Promotion, planning and resource mobilization for sustainable developments in the District. Local forest reserves, land, wetlands and water bodies will be focused on for sound management while support to delivery of advisory services for sound management will form the interventions to the private sector to increase production and productivity. Protection of fragile ecosystems through tree planting and enforcement of regulations on forestry developments will be addressed as well.

Strategy 11: Four strategies exist for delivering the National Minimum Health Care Package, namely; health promotion, diseases prevention, treatment and rehabilitation interventions. The activities for the first two strategies is health education as a cross cutting issue. Some of the promotion activities require mobilizing communities for practical work on self –help basis in their homes and environment. This aspect of health service delivery also requires the use of the law. The local administration shall be handy in this case. Enforcement will be the last option after exhausting the channels of health education.

Strategy 12: Management information system will be strengthened to function for collection and sharing of information and important performance indicators like timeliness, completeness and accuracy will also be monitored. Quarterly performance reviews with the stakeholders will be encouraged and annual individual department forums will be done to the larger stake holders.

Strategy 13: Establishment of the District HIV/AIDS management structures from the district level to the lower local governments. Carry out mapping of all actors in HIV/AIDS activities in the district and enhance coordination among the actors for improved health and psychosocial services to the infected and affected person.

Strategy 14: Intensify planning and implementation of programs that enhance the empowerment and participation of the communities in the management of development interventions. These include FAL, CDD, OVC, NUSAF III, and DDEG to accommodate all persons.

Strategy 15: Institute deliberate efforts to integrate all cross cutting and thematic issues in the planning and development process by all departments especially gender and environment

Strategy 16: Promote physical planning for all upcoming trading and settlement centre for sustainable development and strive for the upgrading of trading centers into town boards and eventually to town councils. Efforts will be put to ensure that Land Titles are processed for all public land in the District.

CHAPTER ONE

1.0 INTRODUCTION

This chapter provides the background of the Development Plan, Development Planning Process, Actors and Timeframe, and the District Profile including key geographical information, administrative structure and demographic characteristics of the District, natural endowment, and information about the socio-economic infrastructure.

1.1.1 Context of the Local Government Development Plan

Development Plans are a legal requirement for all higher and lower local governments in Uganda. Section 35 of the Local Governments Act (CAP 243) requires district councils to prepare comprehensive and integrated Development Plans incorporating plans of lower local governments (LLGs) in their respective areas of jurisdiction. Local Governments (LGs) are further required to submit their plans to the National Planning Authority (NPA) for integration into the National Development Plan (NDP) and Ministries to inform National Sector planning process. Furthermore, Local Government development plans are the main modality through which strategies and activities of the National Development Plan are cascaded to the levels where citizens can participate and benefit from.

The District vision is “A Model District in Uganda with a Healthy, Wealthy, Knowledgeable and Peaceful people by 2040” which will be achieved through coordinated delivery of services focusing on National priorities and major local needs in order to accelerate sustainable development in the District. In line with the National Development Plan, the theme of this plan is “Growth, Employment and Socio-Economic Transformation for Prosperity”.

DDP III is the third in a series of the journey towards achieving Vision 2040 targets and foundation for further growth. The process started with end evaluation of DDPII MTR to ascertain extent of progress, challenges and lessons.

Maracha achieved lot in the second District development plan as will be analysed in chapter two however the District experienced a lot of challenges just many districts below are some of the challenges and areas for reform.

The following were the strategic development objectives;

- To increase agricultural production and productivity to enhance household food and income security in the district.
- To enhance people's access to quality education services for basic skills and human capital development
- To enhance access to proper health care and improve the health status of the population in the district particularly for mothers and infants.
- To promote participatory, accountable, responsive and transparent service delivery institutions for the benefit of the population.
- To promote sustainable use of natural resources.
- To provide an enabling environment for public-private partnership for improved growth and service delivery.

Key Achievements of the plan

- Increased primary enrolment from 10% pupils in 2015 to 18% in 2019
- Completion rate improved by from 10% in 2015 to 13.5% in 2019.
- Average safe water coverage increased from 78% in 2015 to 89% in 2019
- Functionality of safe water increased from 81% in 2015 to 85% in 2019.
- The length of feeder roads increased from 376.93 Kms in 2015 to 526.2Kms in 2019
- The community access road increased from 125.6 Kms in 2015 to 222.2 Kms in 2019
- Urban roads increased from 14.5 kms in 2018 to 38.17km in 2019
- Number of functional health facilities increased from 15 in 2015 to 18 in 2019
- Percentage of filled posts in health improved from 81% in 2015 to 83% in 2019
- Household latrine coverage reduced from 88% in 2015 to 90% in 2019 and percentage of household using handwashing facilities also increased from 61% in 2015 to 63% in 2019

Challenges encountered during implementation of the DDPII

- **Inadequate direct financing to the District** especially the development and non-wage budgets- Need to increase financing of development budget to District to facilitate implementation of many projects.
- **Inability of the District to clearly define an LED strategy** within the broader LGDP process- Need to develop the capacity of stakeholders on their LED role as facilitators and enablers

- **Poor performance of Local Revenue** affecting autonomy and discretionary powers of Councils- Need to re-orient stakeholders so that the District can become economically viable entity.
- **Limited participatory bottom up planning processes**, implementation, monitoring and evaluation/non-functional Parish Development committees (PDCs) are - Need to fill all vacant positions of Parish Chiefs to coordinate the processes
- **Substance abuse and laziness** There has been an increase in the level of drug abuse, including alcohol and substance misuse among youths due to high unemployment rate and laziness. The number of youths who have completed their studies is high. Coupled with the limited number of NGOs in the district, not all of them could be absorbed into civil service and many remain without jobs. Hence, this has resulted into a high level of perceived redundancy among the youths who are turning to drinking Waragi, local brew (alloy) and chewing of Mairungi in urban centres. This situation poses a big challenge to the development efforts of Maracha District as the practice tends to breed a lot of crimes such as assaults, strikes in schools, theft and defilement among the communities
- **High population growth rate and environmental degradation;**The average annual population growth rate between 2002 and 2014 of the district was 2% compared to the national average annual population growth rate of 3.2%. The annual population growth of Children below 18 years constituted 60% of the population and nearly half of the district population is below the age of 15 years.This population structure will continue to be youthful for the next 15 years and this poses a big population problem of high dependency ratio. Hence, Maracha's population is a young, typically for a developing country. This also means that the district has a high dependency ratio and a high demand for services for infants.
- The environment, too, is equally degraded due to constant encroachment on the forest reserves for building materials or due to other livelihood activities such as farmlands as a result of the increasing population. This is also attributed to high poverty levels in the district which has forced many people to rely on natural resources for their livelihoods. The district is faced with the challenge of meeting the demands of this ever-increasing population, ensuring sustainable use, protection and management of natural resources amidst the high population growth rate.

Maracha District Proposed Reforms.(Lessons learnt)

Institutional reforms:

- Introduction of sub-county-parish model to support agro-industrialisation agenda based on given agricultural clusters
- Strengthening technical supervision across LLGs
- Use of similar IT solutions across sectors. for compatibility

Monitoring and evaluation

- Strengthen the implementation & coordination function of District
- Review the monitoring system to focus on timely performance

Budgeting and Financing

- Tighter **alignment of planning, budgeting and expenditure** to minimize financing of off-budget expenditure;
- Effective use of **Public-Private-Partnership** arrangements to optimize use of capital and management expertise;
- Introduction of **service delivery standards** to standardize service delivery and increase efficiency and effectiveness with which public services are delivered;
- Integrated approach to acquisition of loans for Programs

Financing

- Mainstreaming **off-budget donor financing** into the development budget
- Ensuring that CSO resources implement national priorities
- Effective use of **pension funds** as patient capital. Pension sector reform to attract more local players.
- Optimising **private sector investments** through use of PPP arrangements and quasi market approach.

1.1.2 Description of the Local Government Development planning process

The core responsibility of the DDP is to respond to the local ambitions, aspiration and priorities for the district over the plan period 2020/2021 – 2024/2025. The *“National Objective and Directive Principle X of the Constitution states that the state shall take all necessary steps to involve the people in the formulation and implementation of all development plans and*

programmes which affect them". Therefore, this plan was developed through extensive consultations and dialogue with a wide range of individuals, organizations and interest groups at different levels in accordance with the human rights-based approach. A cross-section of stakeholders including those targeted or affected by development programmes, those involved in decision-making processes and those who assist development like the development partners (NGOs/CBOs) and private businesses.

The planning process started in August 2019 where a twenty five member District Planning Task Force was appointed. The membership included; Heads of Departments in the Local Government, Sub County Staff, Civil Society Organization and the Private Sector. The Task Force Members were oriented on their roles and responsibility using the 3rd LG Planning Guidelines in October 2019. During the orientation, the Sub County Chiefs and CDOs were invited so that they could support the process of evolving the Lower Local Government Development Plans.

Further consultations were done with stakeholders both in Higher and Lower Local Governments. Secondly, Non-Governmental Organization both national and international were approached on issues of data or information required for evolving the plan. The District Planning Task Force analyzed the data collected to develop situation analysis.

The LLG level consultations were attended by a cross-section of people including women, youth, children, elderly, cultural/traditional leaders, religious leaders and people with disabilities. These meetings were facilitated by Community Development Officers as Focal Point Officers for Planning, Parish Chiefs and supported by members of District Planning Task Force. Based on the outcomes of these consultations with the LLGs, below the budget line investments, major challenges/constraints and key priorities for the LLGs were captured and forwarded for incorporated into the plan.

1.1.3 Structure of the Local Government Development plan

The DDP is comprised of seven chapters. Chapter one covers the introduction which gives the context of the Plan and the general background of the district. Chapter Two captures the district sector wide situation analysis including development potentials, Opportunities, constraints and challenges. It also presents the performance of the previous District Development Plan for the period 2020/21 to 2024/25. Chapter three presents the Strategic direction of the DDP providing details Development Goal, objectives and strategies (including the district vision and mission

statements). It also presents sector specific goals, objectives, and strategies. Furthermore this chapter also presents a summary of development priorities for the district during the period 2020/21 to 2024/25 and details the development priorities per sector during the plan period.

Chapter four gives the plan implementation, coordination and partnership framework. Chapter Five covers the Plan Financing frameworks and resource mobilization strategy. Chapter Six handles the Monitoring and Evaluation strategy including Monitoring and Evaluation arrangements and the communication and feedback strategy for the plan. Chapter seven provides profile details for all capital / Development projects to be undertaken during the plan period.

The plan has got four appendices namely; the Annualised work plan, the consolidated results and resources framework, below the budget line Lower Local Government investments and Operation and Maintenance Plan for completed projects

1.2 District profile

This section provides a brief on key geographical information, administrative structure, demographic characteristics, natural endowments and socio-economic characteristics of Maracha District.

1.2.1 Key Geographical information

Maracha District was created in 2009/10 financial year and started effective operations on 1st July 2010/11 financial year. Maracha District is found in the North Western region lying between Arua and Koboko Districts. It's District headquarters and Commercial Town is in Maracha Town Council 24 miles north of Arua Town along the main road to South Sudan.

Maracha District is bordered by Koboko District in the North, Yumbe District in the North East, Democratic Republic of Congo in the West and by Arua District in the South and South east.

1.2.2 Administrative structure (lower local governments and administrative units)

Maracha district has two constituencies namely Maracha East County and Maracha County. The district has 7 sub counties, one town council 42 parishes / wards and 411 villages / zones (see Table 1). Maracha East constituency had 4 sub counties, 1 town councils, 27 parishes / wards and 267 villages / zones. Whereas Maracha constituency had 3 sub counties, 16 parishes / wards and 149 villages / zones.

Table 1: Administrative Units

<i>Constituency</i>	<i>Sub-County/Town</i>	<i>Numbers of</i>	
		Parishes / Wards	Villages / Zones
Maracha East	Maracha T/C	4	17
	Oleba	6	81
	Tara	5	41
	Yivu	8	64
	Nyadri	4	59
	Sub total	26	267
Maracha	Oluvu	6	62
	Oluffe	4	43
	Kijomoro	6	44
	Sub total	16	149
	District Total	42	411

Source: Maracha District, Planning Unit 2014

1.2.3 Demographic characteristics

The 2014 National Population and Housing census revealed that Maracha had a total population of 186,134, of which 87,900 were males (47.2%) and 98,234 were females (52.8%) as shown in Table 4. Maracha East constituency had a population of 102,816 (55.2% of the district's population) with 48,869 males and 53,947 females while Maracha County had a population of 83,318 of which 39,031 were males and 44,287 females. There were 36,284 households in Maracha district with an average household size of 5.1.

The district sex ratio (males per 100 females) was 89.5 which is lower than the national figure of 94.6, while its population density (number of persons per 100 square kilometre of land) was 423 which is higher than the national figure of 174. The district growth rate from 2002 to 2014 was 3.0% of which is similar to the national growth rate of 3.0 percent

Table 2: Households and Population by constituency and Sub-County and Gender

Constituency	Sub county	HHs	Average HH size	Male	Female	Total
Maracha East	Maracha T C	1,925	4.8	4,374	4,917	9,291
	Oleba	5,819	5.5	15,453	16,662	32,115
	Tara	2,599	6.5	7,969	8,982	16,951
	Yivu	4,887	5.2	11,976	13,295	25,271
	Nyadri	3,938	4.9	9,097	10,091	19,188
	Sub total	19,168	5.4	48,869	53,947	102,816
Maracha	Oluvu	6,164	4.8	13,811	15,875	29,686
	Oluffe	4,772	4.9	11,155	12,415	23,570
	Kijomoro	6,180	4.9	14,065	15,997	30,062
	Sub total	17,116	4.9	39,031	44,287	83,318
	District	36,284	5.1	87,900	98,234	186,134

Source: UBOS National Population and Housing Census 2014 sub county report, Northern Region

Orphan hood and Disability Status by selected age groups

According to the 2014 census results, Maracha district had a total of 8,857 orphans (4.8% of its population) and 25,451 persons with disabilities, aged two years and above which accounted for 13.7% of the total district population (see Table 5)

Table 3: Orphans and persons with disabilities in Maracha district

Constituency	Sub county	persons with disability		
		Orphans	Two years and above	2 - 17 years
Maracha East	Maracha T/C	473	1,865	561
	Oleba	1,489	3,733	784
	Tara	756	2,603	765
	Yivu	1,137	3,219	705
	Nyadri	912	3,464	702
	Sub total	4,767	14,884	3,517
Maracha	Oluvu	1,583	3,660	846
	Oluffe	1,106	3,254	689
	Kijomoro	1,401	3,653	802
	Sub total	4,090	10,567	2,337
	District Total	8,857	25,451	5,854

Source: UBOS National Population and Housing Census 2014 sub county report, Northern Region

Challenges Faced By Maracha District In Relation To Refugee Presence In West Nile

Nutritional Challenges

Maracha District has provided a source of food for Refugees and other Alien population that live in the neighbouring Districts of Koboko, Yumbe and Arua. This has more disadvantages than advantages in that, communities' sell most of their food items and leave children to suffer from cases of severe acute malnutrition.

The support needed to avert this situation would include providing support for therapeutic feeding, nutritional supplementation and supporting the farmers to increase their yields and do value addition so that selling of raw food items is avoided. If such support is provided, cases of death due to malnutrition and its complications will reduce, economic status of the local population will improve and the general health status will become better than the current.

Spread of Communicable Diseases

During the period of interaction with refugees and other alien groups, communicable diseases such as Tuberculosis and HIV are transmitted and being chronic diseases whose symptoms and signs take long to appear. Investigation of such diseases requires transport and fuel and frequent support supervision, which if not conducted, can result to multidrug resistant forms of TB and HIV disease. There is an urgent need for support to perform case finding and contact tracing for TB cases because currently TB case detection rate is 47%, far below the National target of 78%. Similarly, HIV viral load suppression rate is lower than 76% compared with the National target of 95%.

Consumption of Health Services by mobile population

Many users of health services in Health Facilities near the Uganda DR-Congo Border (approximately one third) are non-citizens. This leads to shortage of medicines and supplies, hence the need to support the District to provide additional resources for essential health supplies. Upgrading Oluvu HC III to HI IV would strengthen services in that part of Maracha District.

Effects of Environmental Degradation

The rudimentary agricultural system used impacts on safety of wet lands and forests. As a result of wetland degradation and use of bridges by heavy trucks that carry commodities to refugee settlements, some bridges collapse and are sources of injury to the population. One death occurred last rain season and property was destroyed due to heavy rain that results from environmental degradation. Providing support

in wetland protection, tree plant and investing in mechanized agriculture would lead to increase in vulnerability.

1.2.4 Natural Endowments

The district total area is 440.4km². Table 4 shows the land areas of various sub counties in Maracha district. Maracha East constituency has a total area of 242.8 km² and Maracha constituency 197.6km².

Land

Table 4: Land area of various sub counties (in sq.km)

Constituency	Sub county	Area (Km2)
Maracha East	Maracha T/C	14.3
	Oleba	83.7
	Tara	42.6
	Yivu	68.6
	Nyadri	33.6
	Sub total	242.8
Maracha	Oluvu	69.5
	Oluffe	57.2
	Kijomoro	70.9
	Sub total	197.6
	District total	440.4

Source of data: UBOS, National Population and Housing Census 2014 Sub County Report, Northern Region

1.2.4.1 Topography

The District comprises mainly of rolling plains rising from the Uganda - Congo boarder with all rivers and streams flowing eastwards towards the River Nile. The general topography of Maracha District is flat land with limited Hills and forest cover. The topography is hilly towards the North eastern part of the District in Tara and Yivu Sub Counties.

1.2.4.2 Geomorphology

The major valleys are aggraded with alluvial and swamp deposits. The aggradations are partly geomorphic, but also associated with dense growth of papyrus and other plants which block streams and cause deposition of sediments.

1.2.4.3 Soils.

The soils covering most of the District are mainly ferralitic and sandy loams. These soils have fine texture with rather loose structure, which are easily eroded and leached. Most soils are acidic. Soil types in the district include:

- ✓ Yellow - red sandy, clay loams latosols varying from dark grey to dark which are slightly acidic and mainly derived from granite, gneissic and sedimentary rocks. They occur on gently undulating - hilly topography.
- ✓ Brown - yellow clay loams with lateritic horizon with a variety of dark brown to dark greyish brown, which are slightly acidic. These occur on flat ridge tops or as of undulating topography near the border with DRC.
- ✓ Light - grey- white mottled loamy soils with lateritic horizon ground, structure-less loamy sands. They are acidic - alluvial and mainly found on the lower and bottom slopes.

1.2.4.4 Wetland

Wetlands cover a small proportion of the total District area i.e. approximately 2.9% (16.6 km²) of the total land area of the District. This allows water to stay in one place long enough to maximize infiltration and thus access to water supplies for plants. There is however significant encroachments on the few available wetlands for construction, unfriendly activities of man and crop cultivation particularly rice, bananas and potatoes in the wetlands in the Urban and Rural set ups respectively. Unless the trend is reversed, the District's wetlands are likely to be destroyed in the near future.

1.2.4.5 Climate

The District has a bi-modal rainfall pattern with light rains between April and October. The wettest months are normally August and September which receives up to 120mm/month.

The average total rainfall is 1250mm. The mean monthly evaporation ranges from 130mm - 180mm. In the dry season (December -March) temperatures remain high throughout the Administrative Setup. However, this trend is now changing with rains being received in months where rains were not expected at all.

1.2.4.6 Vegetation:

The predominant vegetation in Maracha District is savannah woodland with patches of planted forest cover found in all the Lower Local Governments while Natural forest cover is only concentrated in Yivu and Tara Sub Counties in the North Eastern part of the District. The bushy forests in the northern part of the District mainly comprise of natural trees with few forests comprising of planted tree species. The hills in the east have fertile soils around them that has led to people migrating to settle along the hill foots and slopes.

1.2.4.7 Water resources

Maracha District generally has a good network of surface and ground water resources. Rivers Enyau, Ayii, Enve, Yoo, Oluffe are some of the main and important rivers in the District. They all have their source from Uganda's boarder with Democratic Republic of Congo which is a water shade and all the waters drain towards east mainly into rivers that empty into the River Nile.

Good number of swamps exist in the District but are being destroyed due to their overuse and mans' activities.

1.2.5 Social–economic infrastructure

Socio-economic characteristics entail the wellbeing of the community. They include the housing conditions, household assets, incomes and welfare indicators of household members.

1.2.5.1 Households by type of construction materials for the dwelling units

Maracha District had a total of 36,284 households according to the national housing and population census 2014. The census revealed that 13,257 households (36.5%) in Maracha district had housing structures with permanent walls, while 23,027 households (63.5%) had houses with temporary walls (see table 5 below). It was also established that 21.0% of the households had permanent roofs and 6.8% households had permanent floors.

Table 5: Households by type of construction materials for the dwelling units

Constituency	Sub county	Total Households	Wall		Roof		Floor	
			T	P	T	P	T	P
Maracha East	Maracha T/C	1,925	1,260	665	1,482	443	1,641	284
	Oleba	5,819	4,117	1,702	4,960	859	5,500	319
	Tara	2,599	877	1,722	2,135	464	2,492	107
	Yivu	4,887	2,527	2,360	3,566	1,321	4,627	260
	Nyadri	3,938	2,454	1,484	2,891	1,047	3,571	367
	Sub total	19,168	11,235	7,933	15,034	4,134	17,831	1,337
Maracha	Oluvu	6,164	4,735	1,429	5,352	812	5,897	267
	Oluffe	4,772	3,150	1,622	3,820	952	4,356	416
	Kijmoro	6,180	3,907	2,273	4,447	1,733	5,729	451
	Sub total	17,116	11,792	5,324	13,619	3,497	15,982	1,134
	District total	36,284	23,027	13,257	28,653	7,631	33,813	2,471

Source: UBOS National Population and Housing Census 2014 sub county report, Northern Region

1.2.5.2 Drinking water sources and disposal of human waste

Proper disposal of human waste involves the use of a toilet facility. The 2014 census results revealed that 4,246 households in Maracha district had no toilet facility¹ as shown in Table 6. There were 4,438 households (12.2%) that had an improved toilet facility, compared to 27,600 (76.1%) with unimproved

toilets. Regarding sources of drinking water, 28,938 households (79.8%) accessed protected water sources, whereas 7,346 households (20.2%) used unprotected sources.

Table 6: Households by source of drinking water and toilet facility by Sub County

Constituency	Sub county	Total Households	U/P	Protected	Improved toilet	Unimproved toilet	No Toilet
Maracha East	Maracha T/C	1,925	182	1,743	382	1,267	276
	Oleba	5,819	1,814	4,005	611	4,631	577
	Tara	2,599	334	2,265	181	2,147	271
	Yivu	4,887	977	3,910	868	3,558	461
	Nyadri	3,938	545	3,393	525	3,183	230
	Sub total	19,168	3,852	15,316	2,567	14,786	1,815
Maracha	Oluvu	6,164	1,840	4,324	545	4,476	1,143
	Oluffe	4,772	769	4,003	521	3,679	572
	Kijomoro	6,180	885	5,295	805	4,659	716
	Sub total	17,116	3,494	13,622	1,871	12,814	2,431
	District total	36,284	7,346	28,938	4,438	27,600	4,246

Source: UBOS National Population and Housing Census 2014 sub county report, Northern Region

1.2.5.3 Occupation

Occupation refers to the kind of work an individual does irrespective of the qualification or place of work. The census results revealed that 90.7% of households in Maracha district were dependant on subsistence farming as a main source of livelihood. The results also show that 4.2% of households had received remittances from abroad (refer to table 7).

Table 7: Households by main source of livelihood & remittances from abroad by sub county

2014

Constituency	Sub county	Total Households	Main source of livelihood			Households that received remittances	
			Subsistence farming	Other sources	Percent depending on subsistence farming	Number	Percent
Maracha East	Maracha T/C	1,925	1,569	356	81.5	126	6.5
	Oleba	5,819	5,341	478	91.8	257	4.4
	Tara	2,599	2,506	93	96.4	51	2.0
	Yivu	4,887	4,593	294	94.0	207	4.2
	Nyadri	3,938	3,547	391	90.1	131	3.3
	Sub total	19,168	17,556	1,612	91.6	772	4.0
Maracha	Oluvu	6,164	5,601	563	90.9	289	4.7
	Oluffe	4,772	4,274	498	89.6	167	3.5
	Kijomoro	6,180	5,483	697	88.7	305	4.9
	Sub total	17,116	15,358	1,758	89.7	761	4.4
	District total	36,284	32,914	3,370	90.7	1,533	4.2

Source of data: UBOS, National Population and Housing Census 2014 Sub County Report, Northern Region

The 2014 census results indicated that 83.4% of persons aged 15years and above were working. Child labor indicators showed that 48.5% of children aged 10-17 years were working.(see table 8)

Table 8: Working status of the population by selected age groups and Sub-County

Constituency	Persons aged 15+ years			children aged 10 - 17 years			
	Sub county	Working	Not working	Total	Working	Not working	Total
Maracha East	Maracha T/C	3,862	754	4,616	924	1,049	1,973
	Oleba	11,973	3,825	15,798	1,502	5,247	6,749
	Tara	7,962	319	8,281	3,099	475	3,574
	Yivu	11,584	1,013	12,597	4,681	688	5,369
	Nyadri	7,610	1,922	9,532	1,009	3,260	4,269
	Sub total	42,991	7,833	50,824	11,215	10,719	21,934
Maracha East	Oluvu	11,534	3,246	14,780	2,862	3,643	6,505
	Oluffe	10,900	819	11,719	4,063	898	4,961
	Kijomoro	11,548	3,398	14,946	1,395	5,506	6,901
	Sub total	33,982	7,463	41,445	8,320	10,047	18,367
	District total	76,973	15,296	92,269	19,535	20,766	40,301

Source of data: UBOS, National Population and Housing Census 2014 Sub County Report Northern Region

1.2.5.4 Household assets

Household assets are indicators of the social economic status and welfare of the household. According to the 2014 census report, 45.7% of the households had a radio, 40 % had a bicycle and 6.2 % had a motorcycle. The census also revealed that 97.7% of households in Maracha had at least a mosquito net (refer to Table 8). In Uganda, the percentages of the population who owned radio, bicycle and motorcycle in 2014 were 60.1, 31.8 and 8.7 respectively.

Table 9: Ownership of Household Assets and Mosquito Nets by Sub-County; Maracha District
2014

Constituency	Selected household assets					Households with at least a mosquito net	
	Sub county	Total Households	Radio	Bicycle	Motorcycle	Number	Percentage
Maracha East	Maracha T/C	1,925	997	743	201	1,891	98.2
	Oleba	5,819	2,978	2,505	364	5,712	98.2
	Tara	2,599	1,252	1,000	160	2,545	97.9
	Yivu	4,887	1,914	1,788	262	4,765	97.5
	Nyadri	3,938	1,974	1,525	262	3,878	98.5
	Sub total	19,168	9,115	7,561	1,249	18,791	98.0
Maracha	Oluvu	6,164	2,484	2,762	393	6,033	97.9
	Oluffe	4,772	2,249	1,976	294	4,640	97.2
	Kijomoro	6,180	2,732	2,389	320	5,996	97
	Sub total	17,116	7,465	7,127	1,007	16,669	97.4
	District total	36,284	16,580	14,688	2,256	35,460	97.7

Source of data: UBOS, National Population and Housing Census 2014 Sub County Report Northern Region

1.2.5.6 Main source of energy for lighting

Majority of households (65.3%) in Maracha district used paraffin wick lamps (Tadooba) for lighting, while 21.8% used paraffin lanterns. Only 6.0 % of households used electricity for lighting. The 2014 census results indicated that 50.7% of households in Uganda used Tadooba for lighting, 11.3% used lanterns and 21.1% used electricity for lightin

Table 10: Households & main source of energy for lighting by sub county, Maracha district 2014

Constituency	Sub county	Total Households	Electricity	Paraffin-Lantern	Paraffin-Tadoba	Other
Maracha east	Maracha T/C	1,925	254	274	1,193	204
	Oleba	5,819	324	912	4,015	568
	Tara	2,599	190	950	1,120	339
	Yivu	4,887	237	739	3,480	431
	Nyadri	3,938	302	1,379	2,007	250
	Sub total	19,168	1,307	4,254	11,815	1,792
Maracha	Oluvu	6,164	302	1,027	4,658	177
	Oluffe	4,772	292	522	3,729	229
	Kijomoro	6,180	272	2,099	3,504	305
	Sub total	17,116	866	3,648	11,891	711
	District total	36,284	2,173	7,902	23,706	2,503

Source of data: UBOS, National Population and Housing Census 2014 Sub County Report, Northern Region

1.2.5.7 Households with access to basic needs

Table 10 shows that 8.2 % of the households in Maracha district in 2014 had less than two meals a day. Kijomoro sub-county in Maracha constituency was the most affected with 10.6 % of its households having less than two meals in a day

Table 11: Households with access to selected basic needs by Sub County, 2014

Constituency	Sub county	Selected basic needs			Percent of H/Hs having less than two meals a day
		Total Households	At least two sets of clothing	Availability of salt	

Maracha East	Maracha T/C	1,925	1,723	1,746	1,816	5.7
	Oleba	5,819	4,906	5,435	5,511	5.3
	Tara	2,599	1,918	2,495	2,412	7.2
	Yivu	4,887	4,213	4,615	4,606	5.7
	Nyadri	3,938	3,447	3,741	3,573	9.3
	Sub total	19,168	16,207	18,032	17,918	6.5
Maracha	Oluvu	6,164	5,159	5,582	5,484	11
	Oluffe	4,772	3,664	4,375	4,394	7.9
	Kijomoro	6,180	5,087	5,779	5,523	10.6
	Sub total	17,116	13,910	15,736	15,401	10.0
	District total	36,284	30,117	33,768	33,319	8.2

Source of data: UBOS, National Population and Housing Census 2014 Sub County Report, Northern Region

CHAPTER TWO:

2.1 Introduction

This chapter presents District POCC analysis looks at what is available within the Organization that is worked upon so as to enable the district achieve the goal of this Development plan. They are mostly strengths of the District from within the structure. The constraints to the implementation of this plan is also internal. These are negative risks that are likely to impede the implementation of this third five year development plan.

On the other hand Opportunities in this plan are external but will contribute to the implementation of the plan while the challenges as well are external forces that may affect negatively the implementation of the plan.

The analysis of POCC is key for basically two reasons in this plan. First of all to harness the potentials, improve and make good the potentials. Secondly to develop risk response mechanism to constraints and emerging challenges. The table below lists all the POCC component of the district as developed during the consultative planning process of the third District Development plan.

Table 12: Analysis of District Potentials, Opportunities, Constraints, and Challenges

<u>Potentials</u>	<u>Constraints</u>
<ul style="list-style-type: none"> ▪ Availability of resources that can be used for the Development of the District ▪ Good political will and support in the District especially in development planning process ▪ The good cooperation and team work amongst the development stakeholders in the District both technical and non technical. ▪ Fertile soils to support agricultural production and food security and nutrition ▪ The hard-work spirit of the stakeholders in the District both technical and political ▪ Positive attitude of the population towards the District ▪ Availability of experienced and skilled personnel to steer the District 	<ul style="list-style-type: none"> ▪ Insufficiency of the available resources to meet the demands of all the population ▪ Low income levels of the local population to have big and viable investments ▪ Lack of local bye-laws to govern the sustainable utilization of the scarce natural resource base. ▪ Failure at-times to raise required quorum to execute government business at required times. ▪ Laziness and failure by some stakeholders/public staff to serve the population appropriately due to their in-availability. ▪ Inadequacy of local resources to boost the morale of the available staff for improved performance. ▪ Lack of adequate logistics and office space to support the operations of the District staff

<ul style="list-style-type: none"> ▪ Network of NGOs existing in the District with which the district can cooperate for development ▪ Strategic location of the district with Congo and Sudan easily accessible. ▪ Good will and support from the community in welcoming the district and willingness to participate in its development planning and management activities 	<ul style="list-style-type: none"> ▪ The available personnel are not adequate in terms of numbers. This may affect implementation of programmes ▪ Low and narrow local revenue base to support the operations of the district and pay for counterpart funding for donor activities ▪ Negative attitudes of some communities in maintaining the available investments placed under their care. ▪ Gender imbalance.
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Good security and government of Uganda policies towards development. ▪ Small size of the district is easy to plan and manage; The size of the District makes implementation and follow-up of development projects easy ▪ Opportunities of trade with the neighbouring countries ▪ Central government and donor support in providing the required resources to run the government programmes in the District ▪ Government programmes such as NUSAF II are pivotal in the quest to take Maracha District to great heights ▪ The good climate and the absence of rampant hailstones make large skill agricultural production possible ▪ The willingness of foreign development stakeholders to come and work in the District e.g. private firms. ▪ Existence of operational guidelines to govern the process of development in the District ▪ Rural electrification programs 	<p style="text-align: center;"><u>Challenges</u></p> <ul style="list-style-type: none"> ▪ The issue of tsetse control should be taken seriously by the line ministries and District in their efforts to fight poverty in Uganda as sick persons are not productive. ▪ Bad Laws that tend to affect good performance of the Local Government. ▪ The poor or bad land tenure system that at-times hinder development. ▪ Water for production has not been fully addressed despite water for humans in Urban centres being a big Concern. ▪ There is need for a good piped water system to be availed for a large Town Council as soon as possible to avoid water crisis in the town council as it is the case now. ▪ There is need to improve upon coordination among the different stakeholders in the District for effective implementation of projects for improved quality of living for the people. ▪ Refresher courses for teachers to improve their skills and performance is not budgeted for in Education. ▪ There is need for the ministry of energy to think about availing power in the New District so as to boost the trade in the area so as to improve upon the value of the local produce. ▪ Collaborative forest management by the community is still a big challenge.

	<ul style="list-style-type: none"> ▪ Payment of Incentives to FAL instructors has been on the balance for too long. ▪ Coordination and linkage of District Planning Units (DPUs) with the National Planning Authorities (NPAs) has been weak and it needs to be strengthened. ▪ Looming insecurity across border that may disrupt the commitment of the population to engage in economically viable activities ▪ Rapid population growth, which undermines all efforts to create wealth and reduce poverty. ▪ Lack of electricity to support the growth of small-scale agro industrial development value addition and increased employment opportunities. ▪ Vagaries of nature that is common and disrupts effective agricultural production ▪ Disease/epidemic outbreaks especially due to the District strategic location ▪ High rate of Disease (HIV/AIDS) prevalence especially due to the booming trade in the District across borders ▪ The introduction of some breeds that in some cases fail the local population e.g. animal breeds. ▪ The inapplicability of some of the guidelines to the Local Government environment
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2.1.1 Key Development Indicators .

Table 13: Key standard development indicators

	SERVIC E	SERVICE OUTCOM ES	SERVICE OUTCOME INDICATORS	Status FY 2016/17	Status FY 2017/18	Status FY 2018/1 9	Status FY 2019/20
1.	WATER	Rural water supply	% of people within 1,000m of an improved water source	79.9%	80.9%	83.1%	66%

	SERVIC E	SERVICE OUTCOM ES	SERVICE OUTCOME INDICATORS	Status FY 2016/17	Status FY 2017/18	Status FY 2018/1 9	Status FY 2019/20
			% of rural water point source functional	83%	84%	83%	81%
			Share of irrigated arable land	0	0	0	0
		Safe drainage	Share of drainage network maintained	0	0	0	0
		Public health and safety	Access to safe sanitation	78%	81%	91%	89%
			Proportion of water sources tested for quality	0	10%	0	10%
			% of people with access to improved sanitation	08%	08%	25%	30%
			Pupil to latrine/toilet stance ratio	1:128	1: 130	1:125	1:122
		Water resource management	% of water samples taken at the point of water collection, water discharge point that comply with national standards (Protected Rural Sources)	0	10%	0	0
2.	EDUCAT ION AND SPORTS	Primary education	Numeracy rate	55%	62%	65%	68%
			Literacy rate	30%	43%	45%	48%
			Enrolment rate	10%	13%	15%	18%
			Performance index	-	-		
			Completion rate	10%	12%	13%	13.5%
		Secondary education	Proficiency scores (Proportion of students passing 'O' level)	86%	86.5%	90%	91%

	SERVIC E	SERVICE OUTCOM ES	SERVICE OUTCOME INDICATORS	Status FY 2016/17	Status FY 2017/18	Status FY 2018/1 9	Status FY 2019/20
			Enrolment rate	3%	5%	7%	10%
			Performance index	-	-		
			Completion rate	60%	72%	75%	80%
		Skills developmen t	Competency scores (Proportion of students passing exams)	N/A	N/A	N/A	N/A
			Enrolment rate	- N/A	-	-	-
			Performance index	- N/A	-	-	-
			Completion rate	- N/A	-	-	-
3.	HEALTH	Primary Health	OPD Utilization	0.84	0.92	1.0	1.2
			DPT Immunization coverage	100.6%	89.8%	87.2%	91.0%
			Proportion of villages with functional VHTS	100%	100%	100%	100%
		In-Patient Healthcare	Facility-based Mortality Rate	65.6 deaths/1 ,000 admissi ons	19.3 deaths/1 ,000 admissi ons	13.3 deaths/ 1,000 admiss ions	11.9 deaths/1, 000 admissio ns
			Share of admissions successfully discharged	97.3%	98.9%	98.7%	98.8%
		Epidemic Control (HIV/AIDS,	Share of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS	26.4%	18.9%	9.4%	7.5%

	SERVICE	SERVICE OUTCOMES	SERVICE OUTCOME INDICATORS	Status FY 2016/17	Status FY 2017/18	Status FY 2018/19	Status FY 2019/20
		Malaria & TB Services)	Share of population with advanced HIV infection with access to ARV drugs	-	-	-	-
			Incidence and death rates associated with malaria	Incidence: 41.4/1,000	Incidence: 56.4/1,000	Incidence: 49.3/1,000	Incidence: 49.8/1,000
				Proportional Mortality Rate: 10% (64/641)	Proportional Mortality Rate: 36% (62/173)	Proportional Mortality Rate: 19%	Proportional Mortality Rate: 46%
			Proportion of TB cases detected and cured under DOTS	CDR=43% TSR=53.4%	CDR=51% TSR=56.2%	CDR=48% TSR=63.4%	CDR=52% TSR=89%
		Maternal Health	Proportion of deliveries conducted in government health facilities	HF=59.3% Govt=74.6%	HF=54.9% Govt=73.3%	HF=61.7% Govt=72%	HF=59.8% Govt=71.4%
4.	ROADS AND ENGINEERING	Reliable District Road network	Share of District roads in fair-to-good condition	226.8km	246 km	272.7	272.7km

	SERVICE	SERVICE OUTCOMES	SERVICE OUTCOME INDICATORS	Status FY 2016/17	Status FY 2017/18	Status FY 2018/19	Status FY 2019/20
			Share of community access roads in fair-to-good condition	142.8km	158.4km	158.4	206.3KM
			Share of Urban access roads in fair-to-good condition	8.93km	22.25km	26.6km	26.6km
5.	Agriculture and Tourism	Agricultural Production	Annual growth of marketed agricultural output	2%	2.5%	2.6%	3%
			Annual growth of farmer organization membership	10%	30%	31.2%	33%
			Annual of registered farmer contacts with extension staff	20%	35%	43%	43.1%
6.	COMMERCIAL SERVICES	Enterprise Creation and Growth	Annual growth rate of the local business register	2% - 4%	2%-3%	2% - 4%	2% - 4%
7.	Accountability	Revenue generation	Share of locally generated revenue	1.12	0.59	0.76	0.41
			Budget absorption rate	93.6%	97.4%	95.76%	94%
8.	Accountability	NDP compliant Plans & Budgets	Annual NDP compliance score	65%	66%	70%	78%
9.	Accountability	Auditing	Share of unqualified audit reports	Un-qualified	Un-qualified	Un-qualified	Un-qualified
10.	Social	Community	Adult literacy rate	63%	68%	70	70

	SERVICE	SERVICE OUTCOMES	SERVICE OUTCOME INDICATORS	Status FY 2016/17	Status FY 2017/18	Status FY 2018/19	Status FY 2019/20
	Development.	Empowerment	Share of orphaned children	10%	10%	15	15
Shared of population with disabilities			-	-	-	-	
Annual in reported cases of child abuse			71%	73%	70	71	
Annual change in reported cases of domestic violence			41%	43%	40	40	
Custody and corrections		Recidivism rate	-	-	-	-	
11.	Public Sector Management, Public Admin & Legislature	Good Governance	Annual Governance Score (LGFC Assessment)	-	69%	68	51
			Annual change in the implementation gap of district resolution	70%	75%	75.6%	76.3%
			Annual growth of approved construction plans	N/A		N/A	N/A
		Staff Capacity	Share of LG establishment staffed	73%	74%	78%	79%
13.	Water and environment	Natural Resources Management	District reforestation rate	20%	50%	55%	60%
			Area (ha) of wetlands demarcated and restored	1ha	2ha	2ha	2ha
			Proportion of Wetland Action Plans and regulations developed	Draft form for all subcounty	Draft form for all District	Draft form for all District	Draft form for all District

	SERVIC E	SERVICE OUTCOM ES	SERVICE OUTCOME INDICATORS	Status FY 2016/17	Status FY 2017/18	Status FY 2018/19	Status FY 2019/20
			Share of licensed polluters	- N/A	-	-	- N/A
			Share of licensed water abstraction points	-	-	-	- N/A

2.2 Economic Development (Key Growth Opportunities)

2.2.1 Agriculture

Agriculture is the backbone of Uganda's economy and contributes up to 23.2% of the GDP and employs about 72% of the total labour force². This percentage is much greater for Maracha district as it is estimated that over 90% of the population derive their livelihood, either directly or indirectly, from agricultural activities. It should be noted that Production related interventions impact directly on the livelihood of households unlike other activities that have indirect benefit to individual households. This emphasizes the significance of production and marketing to the population of Maracha District. In the agricultural 90% of Maracha natives engage in agriculture mainly practicing subsistence farming growing crops mainly for consumption. The food crops mainly grown include cassava, maize, beans, potatoes, rice, g. Nuts, and sorghum. The farming for commercialisation is practiced on small scale and sold at the open marketing, most of the markets in the District. it's the main source of employment in the District and food for the natives of the District.

Table 14: Agriculture Production Potentials, Opportunities, Constraints and Challenges

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> • Potential for high value produce farming. • Potential for farming and irrigation • Potential for green 	<ul style="list-style-type: none"> • Presence of the rivers for fish farming and irrigation • Development 	<ul style="list-style-type: none"> • Inadequate utilization of the existing land majorly for subsistence farming • Poor production 	<ul style="list-style-type: none"> • Poverty among the community members • Poor weather • Poor quality inputs • Shortage of bulk storage

Potentials	Opportunities	Constraints	Challenges
livelihoods through apiculture and agro forestry. • Potential for food processing (mangoes) • Potential for business and trade (refugee population, local markets and cross border trade) • Availability of both skilled and unskilled labour for production	partners with funding for livelihoods programme • Ready market for products among refugee population and cross border trade with South Sudan	technicians majorly using hand hoes and poor post harvest handling including limited value addition • Limited skills and knowledge in entrepreneurship • General high levels of monetary poverty	facilities • Lack of value addition facilities • Limited extension services • Limited water for production

Table 15 The commercial farms include:

SNO	NAMES OF COMMERCIAL BUSINESS	SUBCOUNTY	ENTERPRISE TYPE	LEVEL
01	Alisiku Lawrence enterprise Ltd	Kijomoro	Nursery operator (tree, fruits, vegetables and fruit growing)	Small-scale enterprise
02	KASI (Kololo area savings initiative)	Tara	Cassava, beans, soya beans growing and bulking as collective marketing business	Medium scale enterprise
03	Kijomoro mandaodisi			Medium scale

	producer cooperative			enterprise
04	Yivu veteran SACCO	Yivu	Cassava growing and processing	Medium scale enterprise
05	Kimiru vegetable	Oluffe sun county	Soya beans growing and bulking for sell	Small-scale enterprise
06	Oluffe SMU sSACCO	Oluffe Sub county	Input distributor to farmers and bulking rice,soya,maise and cassava	Medium scale enterprise
07	Kamaka producer cooperative	Oluffe	Cassava, beans rice growing and bulking	Small-scale enterprise
08	Opima Asher	Kijomoro	Apiary farming	Small-scale enterprise
09	Eyofea memorial farm	Kijomoro	Poultry farming	Small-scale enterprise
10	Oluvu integrated youth company Ltd	Oluvu	Fruit growing,apiary,fish farming, nursery operators, and supplier of fingerlings	Small-scale enterprise
11	MADIFA (Maracha district farmers association)	Nyadri	Promote market linkages for farmers	Medium scale enterprise
12	Atoro produce buying and selling (TUA)	Oluvu	Rice, groundnut buying, processing ,bulking for sell	Medium scale enterprise
13	Lega community cassava farmers	Oluvu	Cassava, beans rice growing and bulking	Small-scale enterprise

14	Buti defelino	Maracha town council	Fruit growing, nursery bed operator and coffee farmer	Small-scale enterprise
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Source: Trade, industry and local development department report.2020

The opportunities exist in use of irrigation farming due to the existence of streams in the district, relatively fertile soils, relatively good rains, the operation of youth livelihood programmes, cattle restocking by government employment opportunities, and food production and constraints exist in high cost of acquiring improved farm inputs such as hybrids seeds, animals, herbicides and veterinary drugs, low developments of value chain linkage hence farmers sell their produce in raw form and get low prices, destruction of crops by pest and diseases, heavy population causing land fragmentation hence hindering commercial farming

Table 16 : Agriculture in Maracha District.

Major crops	Cassava, maize, beans, potatoe,,rice,sorghum,tobacco,mangoes,oranges,ovacadoes
Value added	Grinding of flour,
Major destination	Local markets and consumption
Proportion of population employed	90%
Presence of commercial farm	Production of fruits and fruit seedling, honey and fish, eyofea memorial farm, Opima, Asher and Alisiku Lawrence.
Other opportunities that exist in the sector	Maracha located in the border with DRC AND South Sudan Use of irrigation to increase production Fertile soil Human capital
Major opportunities and constraints	Existence of streams, relatively fertile soils, relatively good rains,

	Enough labour to be used if commercial farming.
constraints	Heavy population causing land fragmentation, pest and diseases, lack of improved farm inputs, low prices for produce, unpredictable rainfall pattern. Lack of industries to process fruits. Lack of capital to practice commercial farming.

Source Production department report 2020

2.2.1.1 Summary of issues affecting the agricultural sector of Maracha

- Weak farmer groups and higher level farmer Organizations
- Un predictable rainfall patterns
- Pests and diseases in crop, fisheries. Entomology & animals
- Inadequate transport for extension staff

2.2.2 Tourism

Tourism has not been taken as a key development opportunity in early 2000 in Maracha district although there existed many attractive features that could have attracted tourists. More so the people of Maracha are very hospitable, coupled with the beautiful scenery in most parts of the district.

In DDPIII national planning authority emphasised local economic development as priority for local government to embrace if they want to develop their locality from LLG and HLG

This now has propelled local governments from financial year 2016/2017 to ensure they profile, prioritise, budget and develop tourism industry ranging from hotels, restaurants, eco-tourism sites, road infrastructure, safe water coverage through public private partnership lobbying.

Table 17: showing Tourist sites at Maracha District

SNO	TOURIST ATTRACTION SITES	LOCATION	STATUS
01	Miriadua Falls	Kijomoro	Development started with construction of one shade and fencing southern side
02	Bango cultural centre	Oleba	Titling in progress
03	Alikua pyramid	Yivu	Fenced
04	Atoro mass massacre site	Oluvu	Not developed
05	Rokose man made lake	Nyadri	Fenced
06	Drombo spear mark	Oleba	Not developed
07	Ujukodri tyre mark	Oluffe	Not developed
08	Rwe crater lake	Oluffe	Not developed
09	Elewa falls	Yivu	Not developed
10	Logiragodo mass massacre site	Kijomoro	Not developed
11	Rembe human footstep	Yivu	Not developed

Source: Trade, Industry and local development Department.

Table 18: Showing Tourism Potentials, Opportunities, Constraints and Challenges in Tourism

SNO	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
1	<ol style="list-style-type: none"> 1. Beautiful sceneries like mountains, rivers, vegetation 2. Hospitable population 3. Location on the high way 4. Tourist attraction sites like falls, pyramid, man-made lake, ancestral footsteps, ancestral spear marks, war mass massacre grave sites 5. Available human capital 6. Land can be secured through negotiations 7. Presence of high population 	<ol style="list-style-type: none"> 1. Presence of NGOs who promote tourism 2. Uganda tourism board also funds tourism development activities 3. Good tarmac road as highway coupled with district feeder roads and community access roads 4. Political will for tourism development through budget allocation 5. Good business environment 6. Available human 	<ol style="list-style-type: none"> 1. Inadequate local private sector players 2. Low publicity by local governments 3. Land belongs to landlords 4. Visibility is inadequate 5. Few and not to standard tourism facilities like hotels, restaurants lodges 6. Low networking and partnerships for tourism industry development 7. Tourism still new development idea 8. Mindset of 	<ul style="list-style-type: none"> ➤ Inadequate staffing ➤ Private sector has low investment capital ➤ Exposure for private sector and technical officers to share experience is inadequate ➤ Community sensitization on mindset change is inadequate ➤ Lobbying is insufficient ➤ Road network has a lot of road chokes

	strategically between Arua city and Koboko	capital	some stakeholders still negative	
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Source: Trade, industry and local development department.

Table 19 Data And Statistics On Key Tourism Products And Services

SNO	TOURISM PRODUCTS/SERVICES	SUBCOUNTY	SOURCE	DATE
1	HOTELS			
	Royal Inn Hotel	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism Board	September,2020
2	Highway Inn Hotel	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism Board	September,2020
3	Freedom Guest House	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism Board	September,2020
4	Maracha Public Restaurant	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism Board	September,2020
5	The Link	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism	September,2020

			Board	
6	Maracha Guest House	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism Board	September,2020
7	Greenland Hotel	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism Board	September,2020
8	Acidri'S Lodge	Maracha Town Council	Survey By Commercial Department Under Uganda Tourism Board	September,2020
9	Rosa Origin	Oleba Subcounty	Survey By Commercial Department Under Uganda Tourism Board	September,2020
10	Maracha Hospital Restaurant	Nyadri Subcounty	Survey By Commercial Department Under Uganda Tourism Board	September,2020
11	Constructed A Shade In Miriadua Falls Tourist Site	Kijomoro Subcounty	Maracha District Development Plan	Fouth Quarter 2019/2020 Financial Year
12	Fenced Man Made Lake At Rokose	Nyadri Subcounty	Maracha District Development Plan	Fy2019/2020
13	Craft Business Well Established			

Source: Trade, Industry And Local Development Department.2020

Table 20: Issues affecting tourism and causes into the analysis,

SNO	ISSUES AFFECTING TOURISM	CAUSES
1	limited tourism products and services	Inadequate publicity and low capital base for private sector
2	poor Internet connectivity	Few telecom services at Maracha with few

		Telecom Mast to support internet connectivity
3	remoteness of tourism sites	Inadequate publicity and low capital base for private sector
4	lack of guest facilities- local hotels	Few private sector to promote construction of facilities
5	Destruction of natural vegetation for agriculture	Land shortage

Source: Trade, Industry And Local Development Department.2020

Table 21 Tourism value chain (Product development and Services) and how and major problems

SNO	PLAYERS IN TOURISM VALUE CHAIN	HOW	MAJOR PROBLEMS
1	Government	<ol style="list-style-type: none"> 1. Providing enabling business environment 2. Training human capital 3. Registering private partners and licensing them 	<ol style="list-style-type: none"> 1. High taxes on tourism activities 2. Negative business competition 3. Poor road infrastructure
2	Private development partners	<ol style="list-style-type: none"> 1. Financing infrastructure development 2. Developing the tourism infrastructure like hotels, stadium, restaurants, road Infrastructure 3. Training human capital 4. Lobbying for external financing 	<ol style="list-style-type: none"> 1. Duplication of interventions 2. High cost of borrowing(interest rates)
3	NGOs	<ol style="list-style-type: none"> 1. Financing infrastructure development 2. Developing the tourism infrastructure like hotels, stadium, restaurants, road 	<ol style="list-style-type: none"> 1. Duplication of interventions 2. Concentration in limited regions

		Infrastructure 3. Training human capital 4. Lobbying for funding	3. Inadequate software component for training
4	Local community	1. Availing land for development 2. Positive mindset towards development 3. Being hospitable	1. Negative mindset towards locality development 2. High illiteracy levels 3. Land fragmentation

Source: Trade, Industry And Local Development Department.2020

Table 22 showing Impacts of applicable cross cutting issues on tourism development into the analysis,

SNO	Cross cuuting issues affecting Tourism	Effects
1	Climate change	It affects the scenery,Transportation,exteintion of species,fauna and flora
2	Population	Growth of leads encroachment of the sanctuary of wildlife. It also leads to deforestation and environmental degradation.
3	HIV/AIDS	High rate of HIV/ AIDS spreads discourages the potential tourist to a District.
4	Human rights	Acountry with a lot of human right abuses scares away potential tourist to acountry hence affecting the revenues receipts.
5	Poverty	Low disposal income of the population affects local tourism promotion.

Source: Trade, Industry And Local Development Department.report 2020

Summary of issues of Tourism in Maracha

1. High taxes on tourism activities
2. Negative business competition
3. Poor road infrastructure
4. Negative mindset towards locality development
5. High illiteracy levels
6. Land fragmentation

2.2.3 Trade, Industry and Cooperatives

Trade, industry and cooperatives had existed in the district before the creation of the district in 2010. In 2010/2011 there were 2 SACCOs in the district, 2 rural producer cooperatives with over 10 cottage industries spread in all parts of the district ranging from bakery, portable grinding mills, crafts which all operated in small scales with capital ranging from 5,000,000 million but less than 10,000,000.

Table 23 The commercial activities are now progressing as indicated in the table below:

Sno	ACTIVITIES	2017/2018	2018/2019	2019/2020	2020/2021	Totals
1	Rural producer organisations	2	2	8	4	16
2	SACCOs	2	2	2	36	42
3	Tourism industry Hotels/restaurants	4	4	2	-	10
4	Value addition equipment's two phase	5	6	3	1	15
5	Transport industry estimate					
7	Eco-tourism development in progress	-	-	02	0	02

Source: Trade, Industry And Local Development Department. report 2020

Table 24 below shows most traded commodities in Maracha District

SNO	MOST TRADED COMODITIES	METRIC TONNES PER YEAR	SOURCE OF INFORMATION	Date of compilation
1	Tobacco	1000,000>	Tobacco companies(Alliance one, Meridian tobacco and Continental tobacco)	2019 /2020 financial year
2	Cassava	150,000>	Market research by commercial officer and production projection by production department	2019 /2020 financial year
3	Beans	0.50	Market research by commercial officer and production projection by production department	2019 /2020 financial year
4	Ground nuts	0.80	Market research by commercial officer and production projection by production department	2019 /2020 financial year
5	Honey	0.30	District entomology sector	2020/2021 financial year
6	Forest products	0.50	District forest officer	2017/2018

Source: Trade, Industry And Local Development Department.report 2020

Table 25 Players in trade, industry and cooperative supply and distribution chains

SNO	PLAYERS IN TRADE, INDUSTRY AND COOPERATIVE SUPPLY AND DISTRIBUTION CHAINS	HOW	MAJOR PROBLEMS
1	Government	<ul style="list-style-type: none"> 4. Providing enabling business environment 5. Training human capital 6. Registering private partners and licensing them 	<ul style="list-style-type: none"> 4. High taxes on tourism activities 5. Negative business competition 6. Poor road infrastructure
2	Private development partners	<ul style="list-style-type: none"> 5. Financing infrastructure development 	<ul style="list-style-type: none"> 3. Duplication of interventions 4. High cost of

		<ul style="list-style-type: none"> 6. Developing the tourism infrastructure like hotels, stadium, restaurants, road Infrastructure 7. Training human capital 8. Lobbying for external financing 	borrowing(interest rates)
3	NGOs	<ul style="list-style-type: none"> 5. Financing infrastructure development 6. Developing the tourism infrastructure like hotels, stadium, restaurants, road Infrastructure 7. Training human capital 8. Lobbying for funding 	<ul style="list-style-type: none"> 4. Duplication of interventions 5. Concentration in limited regions 6. Inadequate software component for training
4	Local community	<ul style="list-style-type: none"> 4. Availing land for development 5. Positive mindset towards development 6. Being hospitable 	<ul style="list-style-type: none"> 4. Negative mindset towards locality development 5. High illiteracy levels 6. Land fragmentation

Source Trade industry and local development department 2020

Table 26 Cross cutting issues on Local Trade, Industry and Cooperatives development,

SNO	CROSS CUTTING ISSUE	IMPACT
1	HIV/AIDS	<ul style="list-style-type: none"> 1. Most agricultural production is manual labour therefore PHAs find it hard to avail their labour effectively 2. Stigma at work place makes many PHAs inactive
2	Gender,	<ul style="list-style-type: none"> 1. Land for agriculture owned by men yet most agricultural activity done by men hence low production
3	Environment	<ul style="list-style-type: none"> 1. The beautiful fauna and flora depleted affecting

		<p>tourist attraction</p> <ol style="list-style-type: none"> 2. Water falls like Olewa, Miriada reduce in volumes as wetlands are encroached for farming hence reducing its beauty as tourists attraction 3. Most trading commodities are agricultural goods with destroyed vegetation and soil erosion productivity has reduced over years
4	climate change	<ol style="list-style-type: none"> 1. The district there used to be two reliable seasons (March-May) and July-November) in a year due to climate change the seasons can't be predicted well hence frequent crop failures

Source: Trade, Industry And Local Development Department. report 2020

Summary of issues

- 1 Availability of commercial producers who seek external financing
- 2 No formal bank in the district
- 3 Low capitalization of most businesses
- 4 Highly accessible business locations with fairly distributed access roads

2.2.4 Financial Services

There is only one financial institutions in Maracha District called Post bank Uganda but with the introduction of agent banking the services are getting closer to the population. Most of the financial institutions are located in the neighbouring Districts of Arua and Koboko. The population of Maracha has to move to the neighbouring Districts to get some of the financial services. On the hand the telecommunication companies are present in Maracha the companies present include MTN, AIRTEL and Uganda telecom but however the challenge is most have low network coverage.

SACCO financial services have tremendously improved between financial year 2018/2019 and 2019/2020 due to increasing number of SACCOs, village saving and loan associations, YLF, UWEP, NUSA3 village revolving fund for and Emyooga. Previously business communities depended mainly on loans from commercial banks and micro finance institutions which has high interests.

Table 27 Existing financial services Maracha District

SNO	FINANCIAL INSTITUTION	DATA SOURCE	DATE OF COMPILATION
1	Oleba SACCO	Commercial department	2020/2021
2	Kijomoro farmers SACCO	Commercial department	2020/2021
3	Brethren SACCO	Commercial department	2020/2021
4	Oluffe SMU SACCO	Commercial department	2020/2021
5	Yivu Veteran SACCO	Commercial department	2020/2021
6	Maracha crime preventers SACCO	Commercial department	2020/2021
7	BRAC financial institution	Commercial department	2020/2021
8	Post bank(mobile banking)	Commercial department	2020/2021
9	Centenary (mobile banking)	Commercial department	2020/2021
10	VSLAs	Commercial department	2020/2021

Source: Trade, Industry And Local Development Department.2020

Table 28 showing issues affecting access to financial services and major causes

SNO	ISSUES AFFECTING ACCESS TO FINANCIAL SERVICES	MAJOR CAUSES
1	Lack of collateral/security;	1. High poverty levels
2	High cost of borrowed fund(high interest rates)	1. High taxes levied on financial institution
3	Location of commercial bank outside the district	1. Demand for business finance prospects are low 2. Large portion of the population is on subsistence farming where external financing demand low
4	High beauracracy in accessing loans	1. Lack of sincerity among borrowers 2. Many borrowers offer movable assets which they can easily convert to cash or transfer away

Source: Trade, Industry And Local Development Department.2020

Table 29 showing Who are involved in the financial markets and how

SNO	PLAYERS IN THE FINANCIAL MARKETS	HOW	MAJOR PROBLEMS
1	Central bank	<ol style="list-style-type: none"> 1. Controlling operation of all financial institutions 2. Offering selective credit e.g. to agriculture sector 	<ol style="list-style-type: none"> 1. High inflation causing unstable interest rates in commercial banks and micro finance institutions
2	Commercial banks	<ol style="list-style-type: none"> 1. Extending loan facility to interested borrowers 2. Training on idle investment options (DFCU,CERUDEB) 	<ol style="list-style-type: none"> 1. Long beauracracy 2. High interest rates 3. High default rate by borrowers
3	SACCOs	<ol style="list-style-type: none"> 1. Extending credit on demand to its members 2. Developing and extending agricultural loan inform of input supply to rural producer farmers 	<ol style="list-style-type: none"> 1. Many people want to borrow but their savings are low 2. High default rate by borrowers 3. Low capitalization for finding multi million investments
4	VSLAs	<ol style="list-style-type: none"> 1. Extending weekly loans to its members on demand 	<ol style="list-style-type: none"> 1. Poor savings culture among members 2. Affected by multiple borrowing because members belong to many groups
5	Other microfinance institutions	<ol style="list-style-type: none"> 1. Extending loan to 	<ol style="list-style-type: none"> 1. Multiple

(BRAC,MSCL)	interested borrowers 2. MSCL offers loan to well organized/formal groups	borrowing results to high default rates 2. Hide a lot of information for borrowers 3. They offer loan at high interest rates ranging from 22%-30%
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Source: Trade, Industry And Local Development Department.2020

Table 30 impacts of Cross cutting issues on financial inclusion

SNO	CROSSCUTTING AFFECTING ACCESS TO FINANCIAL SERVICES	EFFECTS
1	Gender	Few women are empowered to make saving to financial institutions because cultural practices were women donot own lands which is key factor of production.
2	Poverty	High levels of poverty among the population has affected the saving culture in the population.

Source: Trade, Industry And Local Development Department.2020

Summary of issues affecting Financial services in Maracha District

- Over reliance on rain fed agriculture
- Low population hence limited demand and low purchasing power
- Limited access to modern technologies and agronomic practices
- Poor road infrastructure and connectivity to agricultural productive areas and markets
- Low staffing especially at managerial level and extension
- Inadequate supply and limited access to critical production inputs
- Low productivity of the farmers
- Low financial and technical capacity of the private sector
- Low population hence limited demand and low purchasing power
- Limited access to affordable and sustainable financing

2.3 Economic/Productive Infrastructure

2.3.1 Water for Production (WfP).

At the moment there is no heavy investment in water for Production. The only attempt by water sector to construct one at oluvu sub-county. But it remained at feasibility study level this attempt to construct water for production is to assist farming communities at Oluvu subcounty Maracha.

2.3.2 Transport (Road DUCAR)

The Works and Technical services sector comprises the sections of Roads and Engineering, Mechanical Engineering and Water. The first departmental objective lies in the section of Roads and Engineering. Their services include technical designs and supervision of infrastructures such as buildings and roads, rehabilitation and maintenance of community access and district roads, maintenance of government buildings, design and supervision of bridges, installation of culverts and construction of bridges. To ensure quality of works being executed by contractors, the roads and engineering section must certify the works before any payments are made. The mechanical section is responsible for the maintenance of all district vehicles, plants and equipment. It equally certifies all works on vehicles, plants and equipments before payments, in case the repairs are done by a service provider.

Infrastructure by type: 272.7 km feeder roads; 222.2 km community access roads; 38.17km urban roads.

The road network has increased from 376.93 km in 2015 to 526.2km in 2020

There are 10 Bridges 2 concrete deck and 8 culverts,

Table 31 Key performance of road sector.

1.	ROADS AND ENGINEERING <i>(Works & Transport Sector)</i>	Reliable District Road network		2015/16	2016/17	2017/18	2018/19	2019/20
			Share of District roads in fair-to-good condition	226.8km	226.8km	246 km	272.7	272.7km
			Share of community access roads in fair-to-good condition	142.8km	142.8km	158.4km	158.4	207.3 km
			Share of Urban access roads in fair-to-good condition	8.93km	8.93km	22.25km	26.6km	26.6km

Summary of issues affecting the road sector.

- Inefficient transport means to supervise all district projects.
- In complete road unit equipment such as low beds, excavator, bulldozer and road tool templates.
- Inadequate staffing over stresses the existing skeleton staff.
- Poor facilitation for supervision and inspections (Low SDA rates).
- Low technical capacity of Local Contractors.
- Few road equipment operators.
- Inadequate funding to the department for bridge/road construction.
- Weather changes (heavy rains).
- Poor human practices (blocking drainage, grazing animals on road reserves, vandalisms, un-gazetted humps, etc).
- Low wages to Road Gangs.
- Inadequate office space and equipment for staff such as GPS, office furniture

2.3.3 Energy

Over 95% of the households', institutions and industrial energy demand and consumption in the district is from biomass mainly in the form of fire wood and charcoal yet it is used inefficiently. Over 96% of the rural populations utilize firewood and while 50% of the urban population use charcoal as their main source of energy for cooking. The use of other improved sources of energy such as gas, bio-gas and briquettes is insignificant.

The other sources of energy are petroleum products. In Maracha petroleum related products like kerosene, diesel and petrol are the major energy sources mostly used for transportation. However, about 95% of the households in the 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. The current trend of increasing prices for these commodities has had a considerable impact on the development of the local economy and on the well being of the people. The cost of living in Maracha is too high due to high prices of commodities and industrial goods that are linked to high transport costs. The consumption of these goods means draining of capital away from the district, they cause emissions and are next to unavoidable in some aspects of the economy of the district.

Lack of supply of electricity to urban centers and rural growth centers hinders economic and social transformation in the district. The absence limits industrialization as well as value addition. The above situation tends to increase cost of doing business in Maracha District. Hence, most of the private business operators tend to over depend on biomass energy source and their own generators to operate their business.

Although the supply of electricity is readily available along the high way towns of Maracha district, aiding the development, access and the promotion of electricity consumption in these towns along the highway-energy efficiency could be promoted to users. The District intends to focus on lobbying for extension of National Grid electricity to rural sub-counties 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 Maracha district leadership.

Another source of energy is the solar photovoltaic system. This supply basic electricity to meet institutional and household's energy demands. Unfortunately, there is no data on the percentage of

households and institutions that are using the system. However, this has great potential due to its efficiency, but the prohibitive initial cost makes it difficult to afford by many households.

Summary of issues affecting energy in Maracha District

1. Inadequate source of power in institutions off the grid
2. Low adoption of energy saving stoves
3. Lack of energy technician,
4. Lack of maintenance of solar system-many non-functional
5. High cost of energy saving stoves

2.3.4 ICT

Basic information regarding ICT coverage, uses and issues

ICT coverage in Maracha District is quite limited coupled with the remoteness. Network is mostly available along the Vurra-Oraba high way which passes through Maracha District, the network coverage for Africell, MTN and Airtel is fairly effective. Interm of uses about 20% of the population have access to internet services while mobile phone users stands at about 30% of the adult population. However, most of these phones are used for voice calls.

Summary of issues affecting the ICT Coverage

- Lack of reliable power since the deeper district sub-counties donot have access to national grid.
- Limited access to affordable and sustainable financing
- Poor accessibility to environment due poor conditions of road infrastructure
- Landscape in the district increases cost of road construction and maintenance
- Limited number of vehicles and motorcycles to facilitate staff in operations
- Limited office space especially the lower local government staff

2.4 *Human and Social Development*

2.4.1 Health

Health as a state of complete physical, mental and social well being cannot be attained with interventions by the Health Sector. This situation provides justification for investing in other determinants of health for

improving population health. The definition of health also emphasizes the need to shift responsibility for health services to family and community level.

Human Capital Development and Social Protection seeks to address the Social determinants of Health (conditions under which people are born, grow, live and work)

The Health Sector makes critical contributions to this journey in life, hence the need for strengthening linkage with other relevant Sectors.

Health Centre IIIs and Health Centre IIs

The District has 10 functional Health Centre IIIs, of which 9 are Government owned and 1 is a Private Not for Profit Facility, owned by Madi and West Nile Diocese under the Uganda Protestant Medical Bureau. There are 6 Health Centre IIs, two of which are under construction to be upgraded to HC III (see table 32)

Table 32: Health Centre IIIs and Health Centre IIs

Constituency	Sub county	Health Centre IIIs				Health Centre IIs			
		Government	NGO / FBO	Private	Total	Government	NGO / FBO	Private	Total
Maracha East	Maracha T/C	1(HCIV)	0	0	1	1	0	0	1
	Oleba	2	0	0	2	1	0	0	1
	Tara	1	0	0	1	1	0	0	1
	Yivu	1	1	0	2	1	0	0	1
	Nyadri	1	1	0	2	0	0	0	0
	Sub total	5	2	0	8	4	0	0	4

Maracha	Oluvu	2	0	0	2	0	0	0	0
	Oluffe	2	0	0	2	0	0	0	0
	Kijomor o	1	0	0	1	1	0	0	1
	Sub total	5	0	0	5	5	0	0	5
	District total	10	2	0	12	5	0	0	5

Source: Health Department, Maracha District 2020

Staffing levels in government health facilities

This section provides information on staffing levels in the District Health Department, HC IIIs and HC IIs.

Table 33: Staffing levels in government health facilities

Professional Cadre	No. Of approved positions	No. of filled positions	% filled	%gap
Doctors	4	3	75%	25%
Clinical Officers	30	28	93.3%	6.7%
Midwives	42	39	92.9%	7.1%
Nurses	78	73	97.3%	2.7%
Lab technologists	1	0	0%	100%
Lab technicians	11	7	63.6%	36.4%
Lab assistants	11	10	90.9%	9.1%
Medical records	15	15	100%	0%
Overall HRH Summary		89%	11%	

Source: Health Department, Maracha District 2020

Table: 34 Top 10 Morbidity & Mortality in Maracha July-Dec 2019

No	Mortality	Cases	Percentage
1	Malaria	39	46%
2	Pneumonia	10	12%
3	Severe Malnutrition (SAM)	8	10%
4	Septicaemia	6	7%
5	Hypertension	6	7%
6	Premature baby (as condition that requires mgt)	5	6%
7	Diarrhoea - Acute	4	5%
8	Anaemia	2	2%
9	Diabetes mellitus	2	2%
10	Liver Diseases	2	2%
	Total deaths	84	100%
1	Malaria	39	46%
2	Pneumonia	10	12%

Source: Maracha DHIS II 2019

Table 35 Showing the Basic Medical Equipments at HC IIs in Maracha District

S/No	Name of the facility	Loinya HCII	AmanipiHCII	Curube HCII	Liko HCII	Odupiri HCII	Total
1	BP machine	2	0	2	0	1	5
2	Weighing scale	2	5	4	1	3	15
3	Thermometre	1	2	2	0	3	8
4	Delivery set	0	0	0	0	0	0

5	Oxthosine	0	0	0	0	0	0
6	Emergency tray	0	0	1	0	0	1
7	Delivery beds	1	2	0	0	0	3
8	Examination coach	0	1	1	1	0	3
9	Sterilizer	1	1	0	0	0	2
10	Height Boards	0	1	1	1	0	3
11	Fredge	0	1	1	0	0	2
12	Rescitation set	0	0	0	0	0	0
13	Solar system	1	2	1	1	0	5
14	Gas Cylinder	0	0	0	0	0	0

Source Health department Report.2020

Table 36: Showing the Basic Medical Equipments at HC IIIs in Maracha District

S/ No	Name of Facility	Ta ra	Wad ra	Kama ka	Ovu jo	Olu vu	Elio fe	Nya dri	Ole ba	Ajiko ro	Kijom oro	Total
1	BP machine	1	0	1	1	2	3	1	2	1	2	14
2	Weighing scale	2	5	2	3	4	3	4	3	4	5	35
3	Thermometre	2	6	2	5	1	2	2	0	0	1	23
4	Delivery set	0	1	1	0	0	0	0	1	1	3	7

5	Oxthosine	0	0	0	0	0	0	0	0	0	0	0
6	Emergency tray	0	1	1	0	0	2	0	0	1	0	5
7	Delivery beds	1	0	2	3	1	2	3	1	1	1	15
8	Examination coach	2	1	2	2	1	2	3	2	1	3	19
9	Sterilizer	1	0	2	2	1	1	1	2	1	1	12
10	Height Boards	1	1	1	1	1	1	1	3	1	1	12
11	Fridge	1	1	0	1	1	1	1	1	0	1	8
12	Resuscitation set	0	0	0	2	1	1	1	1	0	1	7
13	Solar system	3	6	2	2	3	5	3	3	1	5	33
14	Gas Cylinder	0	0	0	1	0	0	1	0	0	0	2
15	Microscope	1	1	1	1	1	1	1	1	0	1	9
16	HP machine	0	0	0	0	0	0	0	0	0	0	0
17	Othoscope/The oscope	0	0	1	0	0	0	0	0	0	0	1
18	Admission Bed	11	11	10	14	10	10	20	10	0	10	106
19	Pediatric bed	0	2	3	0	0	2	0	0	0	2	9

Source Health department Report.2020

Table 37: Showing the Basic Medical Equipments at HC IV in Maracha District

S/No	Name of Facility	Maracha Town Council HCIV
01	BP machine	12
2	Weighing scale	4
3	Thermometre	3
4	Delivery set	5

5	Oxthosine	0
6	Emergency tray	1
7	Delivery beds	1
8	Examination coach	5
9	Sterilizer	2
10	Height Boards	11
11	FrIdge	0
12	Rescitation set	0
13	Solar system	1
14	Gas Cylinder	1
15	Microscope	3
16	HP machine	0
17	Othoscope/Theoscope	0
18	Admission Bed	2
19	Pedeatric bed	0

Source: Maracha District Health Report 2019

The key challenges faced by the District Health department include but are not limited to the following;

- Inadequate staff accommodation at 24.5%, that affects early arrival for duty, influences early departure from duty, absenteeism and delayed response to emergencies.
- Inability to attract some cadres of health workers especially Anaesthetic Officers, Dispensers, and Officers for Imaging.
- Lack of transport (motorcycles) especially for Environmental Health Staff and HC IIIs.
- Lack of facilities for specialized health services in a hospital or HC IV setting due to the lack of District (General) hospital.

- Low service coverage due to unevenly distributed health facilities with effect on utilization of services.
- Poor health seeking behaviours that affects outcome of care at Health Facilities, especially Maternal and Child Health services.
- Non-availability of HIV/AIDS TB and Maternal and Child Health services in the 6 HC IIs that reduces functional access to services
- Recentralization of Development Grants that has negatively affected investment prioritization
- Strong belief in traditional and alternative causes of ill health with effect on delay to seek for health care.
- Porous border with DRC that facilitates loss to follow-up of TB & HIV clients
- High poverty levels that influence access to health commodities
- Inadequate use of health promotion and disease prevention services measures (destruction of Insecticide treated nets)
 - No Bio-medical servicing and maintenance of the equipments (No-Bio-medical engineer) for the District. There is one for the region but are un-reliable
 - Information gap with facility or Units that use these equipments hence no reports on break down
 - Mishandling of equipments at facility level due to capacity gaps hence need for continuous training.
 - No mentoring or supervisions conducted by regional biomedical engineer based in Arua on status of equipments.NB The basic and available equipments for all the facilities above is based on functional status.

2.4.2 Water and Sanitation

Provide data and statistics on safe water supply and sanitation; and geographical distribution- urban, rural, sub-county, parish, etc

Table 38: Safe water and sanitation situation

Sub-county Name	Safe water %	Latrine coverage (%)	Hand washing Coverage (%)	Comments (e.g. source of data)
Nyadri	84.97%	82 %	52 %	District Sanitation Report
Oluffe	75%	77 (%)	32 %	=do=

Oleba	86.3%	80.6 %	37.6 %	=do=
Oluvu	72%	89 %	62 %	=do=
Yivu	86%	60 %	45 %	=do=
Kijomoro	75%	70 %	70 %	=do=
Tara	75%	65 %	38 %	=do=
Maracha Town Council		66 (%)	9 (%)	Town Council Sanitation Survey

Integrate the issues of access, distribution/equity, quantity, quality, utilization, efficiency and sustainability of water and sanitation services and service delivery and reasons behind gaps into the analysis, e.g. average walking distance to the nearest safe water point; low latrine coverage

Table 39: Water Source Distribution by Sub-County

Sub-county Name	Protected spring points	Boreholes	Shallow well	RWHTS	Gravity flow scheme
Nyadri	46	34	8	2	104
Oluffe	64	26	8	3	16
Oleba	35	45	12	5	0
Oluvu	68	37	12	11	0
Yivu	46	48	7	13	0
Kijomoro	76	34	11	17	0
Tara	16	36	11	10	7
Maracha Town	15	9	5	15	83

Council					
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Source: Maracha District Water Sector Report 2019/2020.

Table 40 Performace indicators for water sector

	DEPARTMENT	SERVICE OUTCOMES	SERVICE OUTCOME INDICATORS	Status FY 2015/16	Status FY 2016/17	Status FY 2017/18	Status FY 2018/19	Status FY 2019/20
1.	WATER <i>(Water & Environment Sector)</i>	Rural water supply	% of people within 1,000m of an improved water source	79.5%	79.9%	80.9%	83.1%	66%
			% of rural water point source functional	85%	83%	84%	83%	81%
			Share of irrigated arable land	0	0	0	0	0
		Safe drainage	Share of drainage network maintained	0	0	0	0	0
		Public health and safety	Access to safe sanitation	78%	78%	81%	91%	89%
			Proportion of water sources tested for quality	10%	0	10%	0	10%
			% of people with access to improved sanitation	7.9%	08%	08%	25%	30%
			Pupil to latrine/toilet stance ratio	1:110	1:128	1: 130	1:125	1:122

		Water resource management	% of water samples taken at the point of water collection, water discharge point that comply with national standards (Protected Rural Sources)	0	0	10%	0	0
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Crosscutting issues affecting water and sanitation

Crosscutting issues affecting water and sanitation include climate change in Maracha with unreliable rainfall patterns in the district the water sector has been hitting dry wells during drilling of boreholes which has been costly. The unreliable rainfall has led the population to other economic activities such as sand mining , brick laying and farming along the river shores which has greatly affected water sources

Summary of issues affecting water and sanitation.

- **Constant Breakage of road plant and inadequate training of Plant operators affected implementation of road works of machine based maintenance resulted in low achievement**
- **Untimely submission of electronic transfer form to URF resulted in no receipt of quarter one funds**
- **Delays in procurement processes of contracted works led to low achievement of outputs**
- **Insufficient funding has compromised effective planning and quality works**
- **Too much concentration of decision making power at centre makes local priorities less cared for**
- **Staffing gap has led to lack of motivation and has affected timely achievements of target**

2.4.3 Education

Provide data and statistics on ECD, Primary education, Secondary Education, Tertiary and Vocational Education and geographical distributions- urban, rural, sub-county, parish; ownership; enrolments, etc.;

Education and Sports is mandated to coordinate education and sports services in the district through provision of pre-primary, primary, secondary and tertiary education which are offered by government-aided, private and community institutions at all levels in the district.

In Uganda, the education services is key to the development of large productive labour force which - if gainfully employed - will cause social transformation and economic growth in the country. In line with the sustainable development goal four, equitably educating the population and especially retention of girls in school is a strategy for harnessing the demographic dividend and for promoting development including improved family health, nutrition and reduced fertility rates.

Pre- Primary Schools

The District has 20 ECD centres with a total enrolment of 1572 learners. There are 58 caregivers giving an ECD centre-caregiver ratio of 1:27 Out of the 20 ECD centres, none are licensed and registered.

The situation in Maracha District does not therefore provide for all ECD age going children, contrary to Article 30 of the 1995 Constitution of Republic of Uganda and Article 26 of Core International Human Rights Treaties which stipulate rights of all persons to education.

The gap between urban and rural children, the children of economically able parents and parents with low income has consequently widened due to accessibility and affordability of ECD Centres

Efficiency Ratios (Primary and Secondary)

Table 41: shows the efficiency ratios in primary and secondary schools in both government and private schools in Maracha district for the year **2019**. The pupil teacher ratio, pupil classroom ratio and pupil stance ratio in 2019 for primary schools were 1:125 and 1:115 respectively in the district while for secondary schools; the Student teacher ratio, student classroom ratio and student stance ratio in 2019 were 1:78 and 1:64 respectively.

Table 41 Efficiency ratios in primary and secondary schools

Indicator	2019
Primary	
Pupils teacher ratio	1:125
Pupil class room ratio	1:115
Pupil stance ratio	1:96
Secondary	
Student teacher ratio	1:78
Student class room ratio	1:64
Student stance ratio	1:87

Source: Maracha District Education Dept.

Environment Impact Analysis in Education.

Table 42: Environmental impact analyses per department and proposed mitigation measures

Sector/Department: Education and Sport		
Main environmental issues	Negative impacts	Mitigation measures
Establishment of education facilities without environmental mitigation	<ul style="list-style-type: none"> • Destruction of environment. • Destruction of echo-system. 	<ul style="list-style-type: none"> • All factor the environmental and social mitigation in the contract values. • Avoid constructions in wetlands.
Dry seasons.	<ul style="list-style-type: none"> • No comfort during teaching and learning. • Lack of concentration during afternoon lessons 	<ul style="list-style-type: none"> • Installation of air conditioner in offices. • Construct classrooms and offices with good ventilation. • Planting more trees on school compound
Heavy rains/floods.	<ul style="list-style-type: none"> • Limiting access to schools and offices. • Time wasting / late reporting to school. • Destruction of school 	<ul style="list-style-type: none"> • Construction of staff quarters within the school. • Installation of permanent and better culverts. • Put in place strong disaster

	<p>facilities.</p> <ul style="list-style-type: none"> • Disease outbreak. 	<p>management committee.</p> <ul style="list-style-type: none"> • Constant sensitization of communities.
Environmental uncertainties	<ul style="list-style-type: none"> • Wastage of school assets and resources to theft. • Disorganizes the system in the schools. 	<ul style="list-style-type: none"> • Provide security guards in all schools. • Fencing of school premises. • Install CCTV Cameras
HIV and AIDs among teachers and community.	<ul style="list-style-type: none"> • Sick and unhealthy teaching staff and members of community. • Absenteeism among teachers and learners. • Poor performance • Increased poverty and failure to provide school requirements. 	<ul style="list-style-type: none"> • Continuous sensitization of people in effects of HIV and AIDs. • Enrolment of the infected on ARV drug. B m • Provision of income generating activities for the infected and affected in the communities.
Un friendly working conditions.	<ul style="list-style-type: none"> • Poor working relationships/ lack of team work. • Low productivity due to conflicts. • High staff attrition. 	<ul style="list-style-type: none"> • Constant departmental meetings • Encouraging team work, delegations, sharing of secures resources and benchmark with others. • Improve the working condition of the staff. • Ensure equitable pay for all teachers regardless of being science or art teacher.

Table 43 District Gender Analytical Matrix

Department	Gender concerns	Impact	Strategies
Education	<ul style="list-style-type: none"> • Very low completion rate (35%) of girls complete secondary education • Limited number of female teachers. Only 30.4% of teachers are female. • Very few 	<ul style="list-style-type: none"> • Fewer girls graduate into work force. • Some schools lack senior women teachers, hence no role model for girls. • Not attracting female employee in some positions. • Weak school community relationship as men are less 	<ul style="list-style-type: none"> • Sensitize community about of girl child education. • Recruitment more female teachers. • Encourage capacity building • Follow the rule of law and public service standing orders. • Ensure teachers adhere to professional code of conduct.

	men now days participate in school activities.	participating. • Most bosses force them into relationships.	
	• Teenage pregnancy in girls across stands at 26% as per 2019	• Fewer girls graduate into work force. • High girl-child dropout • C-section Deliveries	• Sensitize about negative impact of child marriages • Encourage girl child education • Create policies to end child marriages.

Summary of issues of in Human capital development and Social development.

- Inadequate health infrastructure especially; OPDs, General wards, maternity wards, staff accommodation and counseling rooms
- Inadequate staffing in District Health Office, Health Centre IIs and Health Centre IIIs.
- Teenage pregnancy is also a big challenge. Young girls and boys face a lot of pressure to engage in sexual activity. The high poverty condition coupled with rampant night discos, drug abuse and drunkardness increases their vulnerability to risky sexual behaviors. Cases of child neglect are rampant in the district.
- High pupil classroom ratio (1:122), high pupil latrine stance ratio for boys (1:60), Girls (1:74), high pupil desk ratio (1:7) due to indeaquate infrastructure
- Low primary school completion rate (34.5%) due inefficiency in the education system
- High teacher pupil ratio (1:60) due to limted number of teachers and high number of pupils enrolled.
- Low proportion of teachers accommodated due to staff houses.
- Low proportion of pupilils obtaining grade I in Primary Leaving Examinations
- Limited highly qualified personnel in water department
- Low proportion of Water and Sanitation Committees making monthly contribution hence leading non functionality of water points especially boreholes
- Inadequate training and follow up of Water Source and Sanitation Committees leading non functionality and mismanagement of funds

- Long distance covered to water points by households in water stressed areas of Tara
- Limited access to spareparts leading frequent down time of water points
- Gender Based Domestic Violence (GBV) is also common.
- At household level, women's participation in decision making is low.
- women in the district are illiterate against of men in the district who are illiterate

2.5 Community Development and Social Protection

The sector undertakes community level activities to reduce poverty and plays a pivotal role that creates the necessary conducive environment for the other departments to effectively deliver services to all sections of the population. The key role of the sector is to promote the rights of the vulnerable and marginalized groups and catalyze them to appreciate, demand and uptake social services. The sector emphasizes on the promotion of social protection, equality, equity, human rights, culture, suitable working conditions, employment for the vulnerable groups such as the women, children, the youth, displaced persons, the Elderly, Persons with Disability, who are often marginalized and excluded from the benefits of economic growth.

2.5.1 Community Mobilization and Empowerment

Community Mobilization and Empowerment focuses on catalyzing communities to appreciate, uptake and demand service delivery, it strengthens community resilience to withstand and cope with risks and shocks, and enhances civic responsibility and good governance. It involves participation of communities in design and implementation of development programs and empowering them to implement, manage, own and sustain such programs. The thematic area is responsible for providing functional skills to illiterate adults and promoting reading culture among communities, strengthening community information systems and structures for mobilization, harnessing cultural diversity and expressions for development, supporting institutions of traditional and cultural leaders and strengthening the family institution.

Community mobilization for participation in development continues to contribute to uptake of services as well as start-up of self-help initiatives. The structures for community participation include: FAL groups/centers, Parish Development Committees (PDCs) [although not fully functional in most parishes across the District], Water Source/water user Committees and Village Health Teams among others. Whereas through PDCs communities are able to participate in identifying problems affecting them and coming up with priority actions to address the problems, the existing PDCs do not have adequate skills to advocate for and mobilize support for local development initiatives and to monitor and evaluate implementation of development initiatives and this situation is made worse by the limited funds provided to the Department which is not enough for CDOs to carry out sensitization and training of all existing PDCs to strengthen their capacity.

Maintenance of public infrastructure is poor. According to the Water and Environment Sector Performance Report 2015, only 23 % of water user committees make cash contributions towards operation and maintenance of safe water sources, which situation is attributed to negative mindsets which lead to inadequate participation in ownership, management and sustainability of programs by the communities.

NGOs and CBOs are non-state players who complement the work of the department in community mobilization and service delivery. As of 2019, there were 340 community based groups registered at Sub County level and 11NGOs registered at the district level. Despite the presence of these actors in the community, the uptake of services by people has not improved very much. Besides, there are challenges such as inadequate resources flows for regular monitoring and evaluation of their activities.

The District does not have a Public Library (or Community Center) and as a result, the majority of the people have limited access to information and hence limited awareness which constrains full and effective participation of communities in and benefit from development opportunities.

Positive norms, values and practices play an essential role in promoting sustainable social and economic development for future generations. The traditional values are hard work; sense of belonging; justice and fairness; good human relations; sacredness of life; language and proverbs; sense of time; sense of religion, sense of hospitality; and respect for elders and authority. These values form the basis upon which societies in Uganda construct behavior. However, overtime, these values have been eroded due to limited intergenerational transfer of these values.

The institution of the family is a basic unit of production, a source of social support, strength and guidance for its members. The role of the family unit has been adversely affected by political, social and economic challenges. The weakened family institution has affected parenting, creativity and productivity, mind-sets and behaviors in the society.

2.5.2 Summary of Key challenges/Gaps

i) The low uptake and participation of communities in Government services and programs, negative mind-set, limited access to information, limited capacity of the community mobilization structures and high levels of illiteracy as well as negative cultural practices;

ii) Inadequate community mobilization constrains communities' access to development information and involvement in decision making. It also limits the capacity of communities to demand for services, accountability and transparency from duty bearers, responding to existing services and development opportunities, and effectively managing and sustaining investments.

iii) Negative mind-sets contrary to positive norms, values and practices [core national values] such as hard work, justice and fairness, good human relations, integrity, honesty, creativity and innovativeness, social responsibility, social harmony, national consciousness and patriotism (National Ethical Values Policy, 2013). This has led to a break down in socialization through the family systems. As a result, the District is experiencing degeneration of the moral fabric of the society.

iv) Limited capacity of the community mobilization structures: Whereas Community Based Services Department at the DLG level is supposed to take lead in mobilization of communities, resources for mobilization are scattered in the different service delivery sectors/departments such as health, water and sanitation, education among others and as a result, the department is brought on board piece meal to mobilize for those programs as and when the resources are available. This in turn affects planning and efficient delivery of services to communities.

v) Illiteracy among communities: Inability to read, write and count hampers consumption of information for development.

2.5.3 Social Protection

Social protection is an important development strategy to fight poverty, reduce inequality and promote inclusive economic growth. The thematic area seeks to protect individuals from deprivation and livelihood risks such as negative events that occur to individuals at various stages in life like at early childhood, school going age, youth age, working age and at old age as well as certain conditions like disability, orphan hood, widowhood and ill health. It focuses on increasing access to equal opportunities, enhancing equity and protection as well as safeguarding the rights of the vulnerable groups. Social protection involves provision of care, support and welfare services for vulnerable children, persons with disabilities and older persons. In addition, the thematic area is responsible for harnessing the potential of youth. It emphasizes capacity building of youth through training, skills development and provision of startup capital in form of revolving funds and grants for inclusive growth. Furthermore, it involves initiation, development, implementation/enforcement of policies and laws for children, youth, older persons and people with disabilities.

2.5.4 Status of the Performance

The department has implemented the program for Expanding Social Protection (ESP) – the Senior Citizens Grant. A total of 822 beneficiaries were enrolled in the district by the end of

2019 – 481 females and 341 males. The grants have positively impacted the lives of the beneficiaries in particular their social-economic empowerment, nutrition, health and education of their dependants (grandchildren).

The Labor Intensive Public Works program has been implemented mostly under NUSAF3 and routine manual maintenance of Roads providing safety nets to a number [over 239] of vulnerable individuals [84 males, 155 females under NUSAF3] who are able to work.

The Orphans and Other Vulnerable Children (OVC) services were by December 2019 to a total of approximately 6,595 OVC (3,280 boys and 3,315 girls) were identified and supported by both the Government and Civil Society Organizations (CSOs).

District Orphans and Other Vulnerable Children Committee (DOVCC), Sub county Orphans and Other Vulnerable Children Committee (SOVCC) were established and [60] Para-social workers formed and trained in Yivu and Kijomoro Sub Counties to handle issues of child protection at district, sub county and community levels. However, these structures are not fully functional.

The Youth Livelihood Program (YLP) and Uganda Women Entrepreneurship Program (UWEP) interventions continue to address high unemployment and poverty among the youth and women. The Programs are based on a Community Demand Driven (CDD) Model of development and they address unemployment and poverty through a two-pronged strategy of promoting skills development for self-employment and improving access to start-up capital for the beneficiaries (however, the skills development has not been fully embraced). The Programs provide support in form of revolving funds for skills development projects and Income Generating Activities (IGAs) initiated by youth and women groups. [During the previous plan, a total of 122 YLP projects have been financed benefitting 861 youth (484 males; 377 females) and a total of 128 UWEP projects have been financed benefitting 1,783 women]. The beneficiaries of the Programs engage in self-employment,

mainly IGAs including agriculture, trade, services, small scale manufacturing, and ICT enterprises among others.

The Youth, Women, PWDs and Older Persons' Councils have provided a platform for the special interest groups to participate in decision making processes at both Higher and Lower Local Government levels.

The Department also provided disability grants in form of conditional grants to empower PWDs and fund Income Generating Activities (IGAs) for PWDs in the District. A total of 11 groups (144 females; 87 males) have benefited between 2015/19 and end of year 2019.

2.5.5 The Current Situation of Social Protection

The population of Uganda (and Maracha District) is predominantly young, with children up to 17 years of age constituting 55.1% of the population (National Population Census, UBOS 2014). It is estimated that 8% of the children in Uganda are critically vulnerable, while 43% are moderately vulnerable. A total of 4.7 million children live in poor households and 8.7 million live in insecure non-poor households.

According to 2014 Census, 8% of the children in Uganda, corresponding to 1.53 million of the population below 18 years of age, had lost one or both parents. Out of these, 375,000 had lost both parents. Up to 45% of OVC are under the care of older persons who have limited resources to provide for them, while about 77,430 OVC live in 28,800 child-headed households which have severe financial constraints. Up to 100,000 children live outside a protective family environment. These include children under residential care, children on the move (unaccompanied and accompanied street children and beggars) and children trafficked for child labor. Due to lack of proper parental guidance, some of these children end up adopting detrimental coping strategies such as drug and substance abuse, transactional sex and other criminal activities. [E.g in the period of the previous plan, 308 children (230 males; 78 females – cases reported to Police and 162 handled in Court – 130 males; 32 females) have passed through justice system after coming into conflict/contact with the law.]

Child marriages and teenage pregnancies are some of the causes of vulnerability among the children. Twelve percent (12%) of girls in Uganda are married by the age 15 and 46% by the age of 18 (UNICEF, 2015) and 9% of boys were married by the age of 18. Child marriage and adolescent pregnancies have significant negative consequences on education opportunities and outcomes, population, persistent maternal and child mortality and morbidity. Prevalence rates for early marriage and pregnancy stands at 22.3% for young people between the ages of 12 – 17 years.

According to the Uganda National Population and Housing Census (2014), 77.6% of total population is under 30 years of age. Youth 18 – 30 years of age constitute 22.5% (53.4% female and 46.6% males) of the total population. Uganda's large young population could yield a 'demographic bonus' or 'dividend' as they constitute the future social and human capital with more young people joining the labor force. However, harnessing the potential of youth as a major driving force for Uganda's social economic transformation requires investment in terms of education, skills development, health and assisting them to build a capital base.

Majority of the young people in Maracha live in poverty because they have limited access to productive assets such as land. They are unable to access credit from formal financial institutions due to lack of collateral. Consequently, they lack capital to purchase the required tools and to start businesses. Even those with formal education are not adequately equipped with competitive skills, hence limited employability and productivity of the youth. There is a growing trend of risky behaviors among the youth such as drug and substance abuse, gambling (especially sports betting & playing casino), and other criminal activities. Youth face sexual reproductive health challenges which impact negatively on their contribution to social and economic development. Female youth form the majority of the 70% women who do not have access to contraception services. Actual HIV infection rates in the 15 to 24-year age bracket vary between 3.7% to 5.6% among females and 2.0% to 2.4% among males. Among young people aged between 12 and 24 years, infection rates among

the female youth is higher than their male counterparts. However, above age 24, males are more at risk of becoming infected with HIV than the female youth.

Policy, legal and institutional frameworks are in place to ensure participation of the youth in decision making and national development. Through affirmative action, youth are represented in the Local government and Youth Councils at all levels. Despite this, mobilization for youth participation in the development process is still low. Factors contributing to this trend include poor coordination.

Older persons constitute 3.7% of the population of Uganda, representing about 1.28 million people aged 60 years and above, of whom 53% are women and 47% are males (UBOS, 2014 NPHC). Among older women, 58.4% are widows compared to 9.3% of the older men who are widowers. Almost 1.2 million households in the country are headed by older persons. The average size of older person headed households is 4.5, implying that about 5.4 million people live in households headed by older persons, majority of whom are orphans. Available statistics indicate that 13.7% of children who would ordinarily have been raised by their parents are under the care of older persons.

Generally, old age is associated with *diminishing productivity*, reduced income-earning capacity and increased vulnerability to poverty. The majority of older persons in the country are still engaged in production. This is mainly because extended family system is overstretched to offer adequate support to the elderly. Yet only few older persons have *access to formal social security* (less than 10%). Over 93% of the older persons have no access to pensions. Consequently, many older persons are impoverished, incapacitated by old age diseases and chronic ill health. The health problems of older persons are compounded by poor nutrition and lack of regular income for seeking appropriate medical attention.

According to National Housing and Population Census 2014, 12.4% of Ugandans have at least one form of disability. Disability limits access to health care, education, employment and justice. It also leads to economic and social exclusion undermining the productivity and participation of PWDs in the development processes. In addition, persons with severe disabilities are stigmatized and often deprived of productive resources even within their families. Women and girls with disabilities face double discrimination and are at higher risk of abuse, neglect, maltreatment and exploitation.

There is rampant abuse in communities affecting mainly the vulnerable and marginalized groups such as domestic violence. Domestic violence does not only affect men and women but also other members of the household especially children. A Survey by the African Child Policy Forum (2012) reported that nearly half of the children (48 percent) between the ages of 11-17 years reported having been whipped and or caned within the family. These abuses leave victims with severe physical and psychological blemishes which lead to social stigmatization, break-up of families, poverty and destitution.

Only 5% of working population currently contributes to at least one pension scheme and only 4.5% of total population is receiving some kind of social protection support. With the exception of the Pension Fund and the National Social Security Fund (NSSF) which cover salaried employees, the rest of the social security systems are in their infancy stages covering a few selected people.

2.5.6 Summary of Key Development Challenges

i) High and increasing number of vulnerable and marginalized persons:

Although poverty and inequality decreased, the number of vulnerable persons has remained high. According to the Uganda National Household Survey (UNHS) 2012/13, the sector target groups namely workers, orphans and other vulnerable children, Persons With Disabilities, the unemployed youth, displaced persons, marginalized women, older persons and ethnic minorities constitute a higher share of the 19.7% of the population who live below the poverty line. Compared to the national poverty rate, 22.1% of the children, 14.9%

of the youth, 18.2% of adult aged 31 years to 59 years and 16.7% of older persons live below the poverty line. Analysis based on other demographic characteristics indicate that 19.9% of female headed households and 29.7% of households with at least one severely or partially disabled member fall below the poverty line. The high and increasing numbers of the vulnerable and marginalized groups amidst limited resources makes planning and provision for their needs a challenge.

ii) Limited social protection service coverage:

The existing social protection services do not cover all the vulnerable persons

iii) High youth unemployment

Youth continue to face unemployment challenges due to limited capacity of the economy to generate employment. High population growth rate coupled with inadequate/lack of vocational or technical skills, limited access to capital due to lack of assets such as land for collateral contribute to limited participation of youth in employment and wealth creation ventures. Other challenges include failure to diversify products and businesses, ineffective education and skills development strategies, unplanned rural-urban migration and poor mind-sets.

iv) Limited coverage of social security

Less than 10% of the population has access to social security at old age.

v) Limited access to social justice:

Marginalized groups and persons continue to face challenges in accessing social justice. The limited awareness about the rights of the marginalized and inadequate coverage of interventions significantly contributes to this challenge.

Gender Equality and Women's Empowerment

The gender equality and women empowerment thematic area addresses inequality that exists between men and women, boys and girls in access and control over productive resources, opportunities and services. This is pursued through ensuring that national policies, laws and programs address gender and women's concerns. The thematic area also

addresses capacity issues of the women in leadership and decision making as well as violations of women's rights and gender based violence.

Status of the performance

The Public Finance Management Act (2015), provides for a Gender and Equity Certificate. It makes it mandatory for Local Governments to address gender and equity issues in the annual Budget Framework Papers (BFP) and allocate resources to the different needs of men and women, people with disabilities, older persons, youth and other marginalized groups. Consequently, the Gender and Equity Budgeting Guidelines have been revised to guide integration of gender and equity issues in budgeting process. A Scoring Criteria guide was developed for assessing gender and equity issues in Sector/MDA BFPs.

The MoGLSD developed Gender Mainstreaming Guidelines to facilitate all MDAs and Local Governments to integrate a gender perspective in their respective plans, programs and budgets. National Gender Coordination Mechanisms was developed to strengthen coordination amongst Central Government, Local Governments and CSOs. Affirmative Action Strategies in various sectors were reviewed. A standardized Training Curriculum for Gender Mainstreaming was developed.

In order to promote women's economic empowerment, during the last Plan period, the department has implemented the Uganda Women Entrepreneurship Program (UWEP), to improve access to financial services by women and equipping them with entrepreneurship skills, value addition and marketing of their products and services. The Program is implemented under three components; (i) capacity building and skills development (ii) women enterprise fund for projects, and (iii) institutional support.

The Department continues with efforts to enhance Gender Mainstreaming in all departments and Lower Local Governments. Gender Focal Points and Desks were strengthened in several MDAs. Several line Ministries, Departments, Agencies, have formulated gender specific policies and strategies such as Gender in Education Sector

Policy; the Girls Education Strategy; the Water and Sanitation Sub-Sector Gender Strategy; the Public Service Guidelines for Mainstreaming Gender in Human Resource Management.

Women's representation on Commissions, Boards and Committees in the District is as follows:- 50% on District Service Commission, 40% on the District Land Board, 20% on the Local Government Public Accounts Committee, 20% on the Contracts Committee, 40% of members of all Area Land Committees; and 60% of Water User Committees among others.

2.5.7 The Current Situation of Gender Equality and Women's Empowerment

Gender inequality still exists despite the progress in policy, in regulatory framework and affirmative action strategies in education as well as politics and decision making.

Women continue to face constraints in access, control and ownership of productive resources and assets. In the District, only about 15% of the registered land is owned by women, hence male household members are more likely to solicit for loans than female household members.

According to UNHS 2012/13, female borrowers stood at 19% compared to 25% for their male counterparts. However, 24% of the women who received loans used them for purchase of inputs and working capital compared to 19% of the men. Women account for only 9% of the commercial credit despite the fact that women own 39% of the registered businesses. Seventy (70%) of the women are engaged in agriculture but control only 20% of the output of their efforts. Unequal access and control of productive resources and assets limits women's ability to move beyond subsistence production to investments. The population of female headed households increased from 27% in 2005/06 to 31% in 2012/13 (UBOS, 2013 UNHS) as illustrated in Figure 9. Fifty-six percent (56%) of these are either widowed or divorced and 38% had no formal education, about thrice the male headed households. These households are more likely to be poor, have no assets and less likely to seek medical services from private health providers.

At approximately 46%, the women representation in the District Council is still low. The effective representation and participation of women in politics is still hampered by limited resources to finance election campaigns compared to their male counterparts. Other factors include; continued negative cultural attitudes and biases against women politicians as well as negative portrayal in the media. Women participation at lower Government level has also not been effective because of the challenges of education levels, social cultural and economic constraints. Majority of women do not possess adequate leadership and management skills for effectiveness in decision making.

Women and girls do not readily have access to a broad range of information on markets, prices, business opportunities, on-going development programs and policies. Limited access to information is largely due to education barriers. UNHS 2012/13 indicated that 25% of the females did not have formal education compared to 10% of the male counterparts. Access to communication channels like a radio, which is the basic source of information, is also limited. For example, the UNHS 2012/13 found that only 5% of women compared to 25% men owned a radio; yet many important messages regarding Government Programs and Policies are broadcasted over the radio. The same survey highlighted that only 46% of women compared to 58% men owned a mobile phone.

There is a strong connection between gender inequality and growth performance. Women's participation in the economy is constrained among others by education levels. The burden of unpaid care work such as child care, caring for the sick, fetching water and firewood hinders women's participation in the productive economy. Approximately 75% of all the households use wood fuel for cooking. Seventy-eight (78%) of the sick household members are catered for by adult females (UBOS, 2013 UNHS).

Gender Based Violence (GBV) in all its manifestations (physical, sexual, emotional and psychological) remains a critical human rights, public health and economic concern. According to the UDHS 2011, 56% of women reported having experienced physical

violence by the age of 15 years while 28% women aged 15-49 citing having ever experienced sexual violence compared to 9% of men in the same age group. Figure 10 below shows prevalence of different types of GBV among women and men as reported by UGHS 2011. Sexual harassment at workplace exist though is usually unreported for fear of repercussions. In addition, economic violence still exists in the country. For instance, among the married women aged 15 – 49 years who have access to cash; 53% decide its usage, 31% decide jointly as a couple, while 14% indicated that decision is made solely by the husbands.

Social cultural perceptions and practices rooted in patriarchy still persist in the Ugandan society. Hence discriminatory social norms that drive inequality persist. The Uganda Social Institutions and Gender Index (Uganda – SIGIs) Country Report (UBOS, 2014 Uganda Social Institution and Gender Index) revealed that child and early marriage remains pervasive and widely accepted. On average, one in two women was married before 18 years of age. Traditional gender roles are disproportionately assigned to girls who perform more household and caring responsibilities. In addition, women do not enjoy the same opportunities as well as access to judicial systems such as police, courts of law and local traditional customs.

2.5.8 Key Development Challenges/Gaps

i) Women’s limited access to and control of productive resources

Women continue to face constraints related to access to, control over and ownership of productive resources such as land and credit. The lack of ownership to land limits women’s access to collateral security for credit and consequently hampers women’s investments.

ii) Limited knowledge and skills

Women’s capacity to manage and run businesses is limited due to inadequate entrepreneurial skills. Further, financial literacy among women is limited especially knowledge in how to open and operate bank accounts, and how to get credit and bookkeeping. Women also have limited knowledge and skills on value addition, packaging and branding.

iii) Negative patriarchal behavior

There are persistent patterns of patriarchal behavior and stereotypes in relation to the role of women in the private and public spheres. This affects the participation of women and girls in social economic development.

iv) Limited capacity for gender mainstreaming

The technical capacity for mainstreaming gender in planning & budgeting, budget tracking and auditing as well as formulation of gender monitoring indicators in sectors is limited. In addition, there is limited awareness and appreciation of gender and women's rights among the public.

v) Limited male involvement and engagement in gender and women's empowerment programs

Men play a key role in promotion of gender equality and empowerment of women, yet their involvement has been limited.

Labor, Productivity and Employment

This thematic area seeks to provide an improved environment for increasing employment and productivity for the economically active labor force, equitable access to safe, healthy and decent employment; complements service delivery in all sectors by ensuring that there are good working conditions and increased productivity. It further provides technical guidance, implementation of policy, standards and guidelines, enforcement and observance of the labor and occupational safety and health laws, settles complaints and disputes at work places and conducts inspections of work places.

2.5.9 Status of the Performance

The main population of the district engages in subsistence production mainly agriculture. Women being majority population participate actively in subsistence production mainly leaving men and boys engaging in unproductive activities like gambling and road side loitering. Very few population is engaged in formal employment and men dominate the formal jobs compared to women resulting from different levels of education.

The current situation of Labor, Employment and Productivity

Formal jobs are mainly occupied by men and boys whereas women and girls are mostly occupied in house hold and garden work. This is as a result of low levels of education of women and girls. High priority is given to boys when it comes to paying school fees.

2.5.10 Summary of key Development Challenges/Gaps

i) Unemployment remains a key challenge in the District. The economy is unable to generate enough jobs for the rapidly increasing population. Nationally, the overall unemployment stands at 9% while for

the youth it is 18%. Underemployment is at 60%. Apart from the armed forces that have job openings for which usually there are very few eligible persons from the District, public sector job opportunities are shrinking.

ii) Low Productivity and Low Returns: Maracha's labor productivity is low mainly due to inadequate skills and negative attitude to work.

iii) Skills Gap and Mismatch: The District is also affected by the mismatch between the skills offered by the training institutions and job market. In addition, there are inadequate training programs in the District for transition from school to employment.

iv) Non- Compliance to Labor Laws and Fundamental Standards: Non-compliance to labor laws is as a result of limited knowledge of those laws by the stakeholders which is also compounded by weak enforcement.

2.5.11 Institutional Capacity Development

The Sector/Department plays a fundamental role in creating demand for social services and laying the foundation for other sectors such as health, education and water and environment to achieve their outcomes. Effective implementation of the Sector's interventions requires improvements in the institutional capacity of the sector. Institutional Capacity Building area therefore addresses human and financial resources, systems development, infrastructure, coordination, monitoring and evaluation of sector activities.

2.5.12 Analysis of the Institutional Capacity Development

2.5.13 Financial Resources

The financial resources to the sector has never increased the past five years from UGX

Except for DDEG which increased from 7,000,000 in the FY2019/20, to UGX 10,000,000 in the FY 2020/21. Local Revenue and Un Conditional Funds Have not changed for the last five years (4,000,000). However, central Government transfers to the Department have continuously diminished.

2.6 Environment and Natural Resources Management

The district total area is 440.4km². Table 44 shows the land areas of various sub counties in Maracha district. Maracha East constituency has a total area of 242.8 km² and Maracha constituency 197.6km².

Table 44: Land area of various sub counties (in sq.km)

Constituency	Sub county	Area (Km2)
Maracha East	Maracha T/C	14.3
	Oleba	83.7
	Tara	42.6
	Yivu	68.6
	Nyadri	33.6
	Sub total	242.8
Maracha	Oluvu	69.5
	Oluffe	57.2
	Kijomoro	70.9
	Sub total	197.6
	District total	440.4

Source of data: UBOS, National Population and Housing Census 2014 Sub County Report, Northern Region

2.6.1 Topography

The District comprises mainly of rolling plains rising from the Uganda - Congo boarder with all rivers and streams flowing eastwards towards the River Nile. The general topography of Maracha District is flat land with limited Hills and forest cover. The topography is hilly towards the North eastern part of the District in Tara and Yivu Sub Counties.

2.6.2 Geomorphology

The major valleys are aggraded with alluvial and swamp deposits. The aggradations are partly geomorphic, but also associated with dense growth of papyrus and other plants which block streams and cause deposition of sediments.

2.6.3 Soils.

The soils covering most of the District are mainly ferralitic and sandy loams. These soils have fine textile with rather loose structure, which are easily eroded and leached. Most soils are acidic. Soil types in the district include:

- ✓ Yellow - red sandy, clay loams latosols varying from dark grey to dark which are slightly acidic and mainly derived from granite, gneissic and sedimentary rocks. They occur on gently undulating - hilly topography.
- ✓ Brown - yellow clay loams with lateritic horizon with a variety of dark brown to dark greyish brown, which are slightly acidic. These occur on flat ridge tops or as of undulating topography near the border with DRC.
- ✓ Light - grey- white mottled loamy soils with lateritic horizon ground, structure-less loamy sands. They are acidic - alluvial and mainly found on the lower and bottom slopes.

2.6.4 Wetland

Wetlands cover a small proportion of the total District area i.e. approximately 2.9% (16.6 km²) of the total land area of the District. This allows water to stay in one place long enough to maximize infiltration and thus access to water supplies for plants. There is however significant encroachments on the few available wetlands for construction, unfriendly activities of man and crop cultivation particularly rice, bananas and potatoes in the wetlands in the Urban and Rural set ups respectively. Unless the trend is reversed, the District's wetlands are likely to be destroyed in the near future.

2.6.5 Climate

The District has a bi-modal rainfall pattern with light rains between April and October. The wettest months are normally August and September which receives up to 120mm/month.

The average total rainfall is 1250mm. The mean monthly evaporation ranges from 130mm - 180mm. In the dry season (December -March) temperatures remain high throughout the Administrative Setup. However, this trend is now changing with rains being received in months where rains were not expected at all.

2.6.6 Vegetation:

The predominant vegetation in Maracha District is savannah woodland with patches of planted forest cover found in all the Lower Local Governments while Natural forest cover is only concentrated in Yivu and Tara Sub Counties in the North Eastern part of the District. The bushy forests in the northern part of the District mainly comprise of natural trees with few forests comprising of planted tree species. The hills in the east have fertile soils around them that has led to people migrating to settle along the hill foots and slopes.

2.6.7 Water resources

Maracha District generally has a good network of surface and ground water resources. Rivers Enyau, Ayii, Enve, Yoo, Oluffe are some of the main and important rivers in the District. They all have their source from Uganda's boarder with Democratic Republic of Congo which is a water shade and all the waters drain towards east mainly into rivers that empty into the River Nile.

Good number of swamps exist in the District but are being destroyed due to their overuse and mans' activities.

Summary of Emergng Issues arising from analysis of status of Environment and Natural Resources and Effects of Climate Change

- High level of environmental degradation due to encroachment and over dependency on environment and natural resources
- Lack of critical staff (Head of natural resources and Environment, Physical Planner, Staff Surveyor) to comprehensively and adequately address issues in this critical department
- Poor community attitude towards environment management
- Presence of refugees also pose high environmental challenges
- Deversating effects of climate change.

2.7 Urban Development and Physical Planning

Maracha District Local Government has one functional urban Council that is currently operational which is Maracha Town Council that became operational effective 1st July 2011. The Town Council is also the District Headquarter and accommodates most of urban activities in the District, however four more Urban Councils have been established by Parliament of Uganda and awaiting operational funds to kick off which include, Ovujo Town Council in Oluffe Sub County, Okokoro Town Council in Kijomoro Sub County, Oleba Town Council in Oleba Sub County and Agi Town Council in Oluvu Sub County..

2.7.1 PHYSICAL DEVELOPMENT PLANNING ISSUES

The District has no Physical Development Plan to guide and inform development since its inception in the year 2010/2011, However Maracha Town Council has a partial Physical Development Plan both Structural covering the entire town Council and Detailed plan covering about 40 percent of the entire Council leaving out the remaining parts unplanned due to limited funding to the sector by the entities.

It's should be noted that many local political leaders seem not to appreciate the need for physical planning and therefore, the required prioritization in terms of funding and implementation is not given any attention yet many illegal developments keeps coming up in the various upcoming trading centres.

Formulation of Physical Development Plans involves huge sums of money in compensating land owners of areas designated for Public facilities such as Roads, Public open spaces, Public Health facilities to mention but a few.

PHYSICAL PLANNING COMMITTEES

The physical Planning Act 2010 and 2020 as amended established Physical planning Institutions/committees to oversee physical planning issues in the District, Urban and other lower local Government Councils as a result, the District has a functional Physical Planning Committee that sits Quarterly to approve and review physical Development Plans and Land application files for registration.

Maracha Town Council equally has a functional Physical Planning Committee to approve her Development Plans/ Building Plans and similar committees have been established at the Sub Counties to form Local Physical Planning Committees.

Table 45: STATUS OF DEVELOPMENT IN THE TOWN COUNCILS

S/NO	Name of the Urban Council	Approved Physical Development Plan	Availability of Piped water supply	Disposal sites (Land fill)
01	Maracha Town Council	Partial planned	Partial available	Available
02	Ovujo Town Council	No plan	No plan	Not available
03	Okokoro Town Council	No plan	No piped water	Not available
04	Oleba Town Council	No plan	No piped water	Not available
05	Agii Town Council	No plan	No piped water	Not available

Source: Physical planning office/Maracha DLG

2.7.3 POCC analysis of urbanization in Maracha

Urbanization process in Maracha district possesses both an opportunity and challenges to sustainable development. Table below presents a POCC analysis on urbanization in Maracha district.

Table 46: POCC analysis on Urbanization

Dev't issue	Potential	Opportunity	Constraint	Challenges
Increased local revenue	Available taxable economic activities Property rates and hotel tax Availability of tourism potentials	Availability of government programs Available transport system	Low cooperation from tax payers Poor supervision Low capacity of revenue collectors	Untimely release of government transfers Poor road conditions
Improved road network	Favorable terrain Available district road equipment Available gravel Available labour	Availability of Road Funds	Erosion High cost of construction for roads	Heavy rainfall Inadequate releases Delay in release of funds
Improved access to financial services	Availability of micro-financial institutions (Sacco)	Existing peace and stability Access to credit facilities	High interest rates Low business level	High poverty levels Insecurity due to burglary
Increased production and markets for agricultural products	Availability of land for agriculture as more people move to urban centers Available market for agricultural products	Existence of operation wealth creation High population & demand for food in urban centers	High cost of food production Low capacity of farmers	Delay in supply and distribution of planting materials Poor weather
Improved access to quality social services & leisure activities	Availability of basic social infrastructure like schools, health centers, piped water systems etc Disco halls and video halls	Existence of departmental/p hysical plans Existence of private clinics, schools etc Private Public	Inadequate staff Inadequate social infrastructure Poor institutional coordination Increased crime & prostitution	Inadequate funds Delay in release of funds Unfavorable government polices Weak enforcement

		Partnership		
Extension of electricity to major urban centers	Existence of many organizations High demand for energy	Proximity of the Wenereco grid	Unwillingness of the communities to connect power to their homes	High electricity tariffs Delay in extension
Increased construction of markets and commercial buildings	Availability of basic infrastructure like roads, electricity, water, telecommunication Availability of financial institutions Availability of entrepreneurs	Available cheap labour that moved to urban centers Existence of physical planning committee Existence of physical plan	Under staffing Non functionality of the physical planning committee Inadequate funds to survey and plan the urban centers	Limited central government transfers for physical planning

2.7.4 Major issues affecting Urban Development and Physical planning

The following are some of the issues affecting physical planning in the district;

- Limited knowledge among communities in urban centers on the importance of physical planning.
- Limited funds to undertake physical planning exercise
- Lack of equipment and surveying tools required for physical planning activities
- Understaffing of the department without physical planner and land officer
- The poor land tenure system also could not easily allow the implementation of the planned physical plans for Town Councils. There is serious land conflict affecting development of the allocated plots

2.8 LG Management and Service Delivery

2.8.1 Administrative structure and infrastructure at both HLG and LLG levels

The District is managed by Chief Administrative Officer (CAO), while the seven sub-counties, two being headed by substantive Sub-county Chief, four Acting Sub County Chief and Senior Assistant Town Clerk manages the Town Council. The Chief Administrative Officer is the Chief Executive and Accounting Officer of the district. The District Chairperson is the political head of

the district. He or she performs the oversight function in the entire district including the LLG councils.

2.8.2 Functions of the LG Management services

Interpreting Government policies and council decisions and communicating to relevant offices, initiating and formulating district policies, systems, structures and procedures for service delivery and submitting to council for approval, Approving and authorizing payments, Monitoring and guiding operations of lower Local Governments, carrying out staff performance appraisals and recommending for appropriate actions including promotions, confirmations demotions and discipline, Preparing submission to DSC, Implementing Government and Council policies and ensuring their accomplishment, collecting, keeping and disseminating information to Public Maintenance of Law and Order in District, Registering birth and death and marriages in the District, monitoring and evaluating council projects in lower Local Governments

Table 47: Maracha District Staffing by Wage Category

SN	Wage category	Approved	Filled	Vacant	% Filled
1	Agric. Extension Workers	49	24	25	49%
2	Town Council	64	23	41	40%
3	Health Workers	315	279	36	89%
4	Primary Teachers	1180	1071	109	91%
5	Secondary Teachers	388	113	275	29%
6	Education Office	07	05	02	71%
7	Natural Resources	13	04	08	31%
8	Finance Office	15	06	08	40%
9	Community Services	07	02	05	29%
10	Engineering	17	08	09	47%
11	Statutory Bodies	07	02	05	71%
12	Procurement	02	02	00	100%
13	Planning Dept	03	01	02	33%
14	Internal Audit	03	02	01	67%

15	DSC Chairperson	1	1	0	100%
16	Political Leaders	13	13	0	100%
	TOTAL	2214	1752	463	79%

2.8.5 Summary of key issues affecting LG Management and Service Delivery

- Inability attract and inadequate wage to recruit staff in key positions in departments,
- Human resources development, pay systems that are sometimes discriminatory,
- Difficulties in tracing pension and gratuity beneficiaries to avail timely required data
- Employees records dropping off payroll due to system errors, deductions exceeding 50%, failure to undergo biometric validation within 60 days of accessing payroll
- Delays in processing retirement benefits for pensioners and beneficiaries,
- Staff indiscipline and influence peddling from key stakeholders,
- Wrongful deductions by PCA and failure to decode employees on loan completion
- Limited logistical equipments to aid timely monitoring and support supervision so as to correct errors and omissions. Secondly lack of asset management policy and guidelines
- Limited access to ICT services due to low network coverage and access to ICT equipments

2.9 Summary of Development Issues informing LGDP formulation

- i. 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
- ii. Undeveloped tourism sector, limited diversification of tourism products and lack of innovation and creativity; poor tourism infrastructure (roads, electricity water and ICT).
- iii. Exposure to hazards and disasters to due to limited capacity for climate change adaptation and mitigations
- iv. Rampant degradation of the environment and natural resources caused by limited environmental education and awareness, limited alternative sources of livelihood and limited adoption of appropriate technology
- v. Absence of appropriate incentives for good environmental management practices
- vi. Weak coordination and institutional capacity gaps in planning and implementation
- vii. Weak government supportive environment constraints private sector development

- viii. Limited access to electricity, water and ICT; limited access to reliable and clean energy due to over reliance on biomass
- ix. The current urban development is unsustainable due to; inadequacies in physical planning and plan implementation resulting into; unplanned settlement, a deficiency in quantity and or quality of social services, public infrastructure and housing and jobless urban growth
- x. Human capital is characterized by low labour productivity, this is mainly attributed to; weak foundation for human capital (ECD), lack of appropriate knowledge, skills and attitude, poor population health and safety, poor population management, limited social protection and lack of institutionalize and integrated human resource planning and development
- xi. Lack of national value system; a weak sense of responsibility and ownership of development programs among the citizens (refugees & host).
- xii. High crime rate, weak societal security structure, limited access to and affordability of justice, weak policy legal and regulatory framework for effective governance and corruption.
- xiii. There is imbalance in development of the district potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector
- xiv. Weak implementation planning and budgeting, weak M&E systems, limited financing, weak coordination and weak systems for statistical development
- xv. Limited number of assets(motor vehicles, motor cycles, office buildings and other logistical equipments) and lack of assest management policy for effective and efficient service delivery

3.0 LGDP STRATEGIC DIRECTION AND PLAN

Maracha District Local Government

Vision

“A Model District in Uganda with a Healthy, Wealthy, Knowledgeable and Peaceful people by 2040”.

Mission

“To increase and sustain access to socio-economic services to the population of Maracha and create prime conditions for Investment, peace, good governance and development”.

3.1 Alignment to the national priorities in NDP III

This Development Plan therefore is aligned with the National Development Plan III 2020/21 – 2024/25 focusing on the following NDP priorities; **Theme:** Industrialization for inclusive growth, employment and sustainable wealth creation. The NDPIII **Goal** is to increase household incomes and improve quality of life.

The NDP III **Objectives** are;

- I. Enhance value addition in Key Growth Opportunities
- II. Strengthen the Private sector to drive growth and create jobs
- III. Consolidate and increase the Stock and Quality of Productive Infrastructure
- IV. Increase productivity and wellbeing of the population
- V. Strengthen the role of State in development

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

A well sequenced infrastructure investment in energy, roads, rail, industrial parks, and mechanized irrigation schemes to support increased production/productivity for export expansion and import substitution will be pursued

Increased production of more skilled, motivated and healthy workforce for the industrial sector as well as a modernized agricultural sector is a priority as well.

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

3.2 Adaptation of National Goal, Overall Objectives and Programme

NDP III Goal	Increase Average Household Incomes and Improve the Quality of Life of the people in Maracha District
Overall Objective	1. Enhance value addition in key growth opportunities
	2. Strengthen private sector capacity to drive growth and create jobs
	3. Consolidate and increase stock and quality of productive infrastructure
	4. Enhance the productivity and social wellbeing of the population
	5. Strengthen the role of the District Local Government in development

Programs LG will Contribute to	1. Agro-industrialization
	2. Tourism Development program
	3. Environment, Climate Change and Natural Resources Management
	4. Private Sector Development
	5. Transport Interconnectivity
	6. Sustainable Energy and ICT Development
	7. Sustainable Housing and urban Housing
	8. Human Capital Development and Social protection
	9. Community Mobilization and Mindset Change
	10. Special programme(Regional Development)
	11. Governance and Security Strengthening
	12. Development Plan Implementation
	13. Public sector transformation

3.3 Key Development Results

Category	Key Result Area (KRA)	Indicators	Baseline	LGD Targets				
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Goal: Increase Average Household Incomes and Improve the Quality of Life of the people in Maracha District	Increased life expectancy	Life expectancy at birth	58	60	62	64	66	68
	Reduced population growth rate	Population growth rate	2.0	1.8	1.6	1.4	1.2	1.0
	Reduced population under	Proportion of population	35.7	30	28.8	25	23	21.5

	impervourised	below poverty line						
Objectives	Sustainable industrialization for inclusive growth employment and wealth creation							
1. Enhance value addition in key growth opportunities	1. Increase labour productivity in the agro-industrial value	Increase in number of value addition facilities	2	4	6	8	10	12
	2. Increase in number of jobs created in agro-industry along the value	Increase in volume of value addition products (in tonnes)	20	30	40	50	60	70
	3. Reduction in the percentage of households dependant on subsistence agriculture as main source of livelihood	Proportion of farmers that practice commercial farming	14	16	19	29	35	40
	4. Increase in the proportion of households that are food secure	Proportion of farmers that are food secure	55	60	70	80	85	90
	1. Increase area covered by wetlands	Increase in wetland cover	10kms	12	14	16	18	20
	2. Promote sustainable land and environmental management practices	Promote sustainable land and environmental management practices	25ha	30	35	40	45	50
	3. Increase land							

	area covered by forest							
		Increase in forest cover	50ha	60	70	80	90	100
	1. Increase water samples complying with national standards	Proportion of water samples tested complying with national standards	10	20	30	40	50	60
	2. Increase clean and safe water supply within the district	Proportion of population accessing safe and clean	79%	80	85	90	95	100
2. Strengthen private sector capacity to drive growth and create jobs	1. Reduce informal sector contribution to local employment	Reduced youth unemployment	80	75	70	68	60	50
		Number of new enterprises developed and functional	10	12	15	20	25	30
	2. Increase the proportion of public contracts and sub contracts awarded to local firms	Number SACCOs registered and functional	6	15	18	20	25	30
		Total Savings in the Registered SACCOs as a percentage in the District budget	2	4	5	7	10	15
	3. Increase the product of local firms sold outside the district	Total Savings in the Registered SACCOs as a percentage in the District budget	2	4	5	7	10	15
		4. Increase volume of loans from the Local SACCOs to the local private sector	Total annully amount of loan disbursed by the registered SACCOS to Clients within	80m	100m	150m	200m	250m

		the district						
3. Consolidate and increase stock and quality of productive infrastructure	1. Increase ICT penetrartion in the district	Number of secondary schools with access to internet broad band	0	0	2	4	6	8
	2. Increase the proportion of population accessing services online	Number of primary schools with access to internet broad band	0	0	4	8	12	16
	3. Increase proportion of government services online	Number of Sub Counties & Town Council with access to internet broad band	0	0	1	3	4	8
	4. Reduce average travel time within and without the district	Percentage of population that have access to internet	1	2	4	6	8	10
	5. Reduce unit cost of building transport infrastructure especially roads	Number of health centres with access to internet broad band	1	2	3	9	12	17
	6. Increase average infrastructure life span especially (Urban paved roads, District Roads and Community Access Roads	Upgrading Urban roads to paved standards	0	0	0.5	0.10	0.15	0.20
	7. Decrease the urban unemployment rate	Rehabilitation of District Feeders	0	0	5	7	8	10
	8. Decrease the percentage of urban dwellers living in slums	Upgrading Community		0	10	12	14	14

	and informal settlement	Access roads to District Roads	0					
	9. Increase the proportion of surveyed land	Improving road bottlenecks within the Community Access Roads	272.7	272.7	300	300	325	350
	10. Improve the efficiency of solid waste collection	Proportion of the urban population employed in gainful and sustainable jobs	10.2	10.1	11.2	12	13	13.7
		Proportion of rural growth centres with physical planning	3	6	8	9		10
		Proportion of institutions (Schools, Health and sub-county headquartes) surveyed and titled	40	49	57	63	68	71
		Solid and liquid waste management sites identified and developed	0	0	0	1	0	2
1. Increase productivity, inclusive	1. Strengthen agriculture extension systems	Proportion of Households dependent on subsistence agriculture as	90	85	80	75	70	65

ness and wellbeing of the population	2. Strengthen agricultural research and development	main source of livelihood						
		Proportion of farmers adopting and practicing recommended agricultural practices	10	15	30	45	60	75
	3. Improve land tenure system that promote agriculture investments	Proportion of household engaged in large scale commercial	1	2	4	6	8	10
	4. Strengthen the agricultural inputs markets and distribution system to adhere to quality standards and grades	Proportion of farmers having access to quality and affordable planting materials	2	4	5	7	9	12
		Proportion of household having access to ox traction and tractor for cultivation	0	5	10	15	20	25
	5. Increase access to and use of agricultural mechanization	Proportion of farmers utilizing water for production	0	0	1	3	4	5
		Proportion of labour force transiting to gainful employment	11	15	19	23	27	31
	6. Increase access and use of water for agricultural production	Proportion of people having access to electricity to	0	5	10	15	20	25
	7. Equipping all schools							

	lagging behind the district and national average requirements	national grid						
		Average year of school	3	5	7	9	11	13
		Increase adjusted year of schooling	2	2.5	3.0	3.5	4.0	4.5
8.	Strengthen farmer organizations and cooperatives	Infant mortality Rate/1000	54	50	47	45	43	40
9.	Strengthen systems for management of pests, vectors and diseases	Maternal mortality ratio/100,000	109	89	85	80	79	70
		Under 5 mortality rate/1000	137	130	125	120	110	100
		Total fertility rate	6	5.8	5.6	5.3	5	4.7
10.	Improve skills and competence of agriculture labour force both technical & managerial	Rural water coverage	83	85	87	89	90	95
		Urban water coverage	83	85	87	89	90	95
		Household sanitation coverage	89	92	93	94	95	97
		Hand washing	78%	82%	85%	88%	90%	95%
11.	Strengthen Community Based Management Information System	Social assistance to vulnerable groups (OVC, poor) (%)	0	2	4	6	8	10
		Social Assistance to elderly (SAGE) (136 over 1280)	800	810	820	830	840	850

		Stunted children under 5 (%)	33	30	27	25	22	19
		Increase the proportion of families, citizens and communities informed about national and community programmes	20	40	55	70	85	100
5. Strengthen the role of the District Local Government in development	1. Develop Strategic Local Economic Development Plan	Number of LED initiatives established by LG and functional	2	3	4	5	6	7
	2. Strengthen Local Revenue Mobilization and management	Percentage of local revenue to the district budget	1.7	1.9	2	3	4	5
	3. Scale up civic education	Increase the percentage of the population participating in electoral process	50	60	70	80	90	100
		Increase percentage of youth engaged in district and national projects/ programmes and services	30	35	40	45	50	55

3.4 Alignment of LGDP III priorities with NDP III priorities and SDGs and Targets

Table 48: Linkage between Sustainable Development Goals (SDGs), National Development Plan (NDP) III and District Development Plan (DDP) III.

Sustainable Development Goal	National Development Plan III	District Development Plan III
Goal 1: No poverty: "End poverty in all its forms everywhere	The overall goal is "Increased household incomes and improved quality of life". Reduced Poverty rates; from 21.4 percent to 14.2 percent;	Improve household incomes and provide basic necessities of life: Reduced Poverty Rates from 35.7% to 21.5%
Goal 2: Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture."	Increasing productivity, inclusiveness and wellbeing of the population. Rate of growth of the agricultural sector from 3.8 percent to 5.1 percent. Reduction in the percentage of h/holds dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent;	Improve agricultural productivity and value addition to agricultural products sustainable food production systems Reduced household dependant on subsistence agriculture as the main source of livelihood from 85% to 60% Increased household food and nutrition security (Three meals per day)
Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages."	Improve access and quality of social services	Achieve universal health coverage for all through reduced morbidity and mortality of the local population.
Goal 4: Quality education: "Ensure inclusive and equitable quality education	Improve access and quality of social services. Institutionalize training of ECD caregivers at Public PTCs and	Continue and expand implementation UPE, USE and vocational training for both boys

Sustainable Development Goal	National Development Plan III	District Development Plan III
and promote lifelong learning opportunities for all."	enforce the regulatory and quality assurance system of ECD standards	and girls in all sub counties. Implement IECD services in all public and private schools
Goal 5: Gender equality: "Achieve gender equality and empower all women and girls.	Improve access and quality of social services. Reduce vulnerability and gender inequality along the lifecycle.	Promote empowerment and increased access to socio-economic services for all women and girls to social services and livelihood programmes like UWEP, YLP and other partner support including refugees. promotes
Goal 6: Clean water and sanitation: "Ensure availability and sustainable management of water and sanitation for all."	Improve access and quality of social services	To improve access to quality social services through the provision of safe water and sanitation services.
Goal 7: Affordable and clean energy: "Ensure access to affordable, reliable, sustainable and modern energy for all."	Energy development Programme: aims to increase access and consumption of clean energy. Increased electricity consumption per capita from 100kwh to 578kwh; Reduction in the cost of electricity to USD 5 cents for all processing and manufacturing enterprises. Increased population with access to electricity; from 21 percent to 60 percent and increase in transmission capacity; and enhanced grid reliability. Then,	Improve access to renewable energy technologies at institutional and community level through construction of energy saving stoves, heat saving baskets, installation of National grid, use of solar systems and use of biogas technology. Increase population having access to electricity from zero to 30%

Sustainable Development Goal	National Development Plan III	District Development Plan III
	reduction in the share of biomass energy used for cooking.	
<p>Goal 8: Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, 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.</p> <p>Increase in the stock of jobs by an annual average of 520,000</p> <p>Tourism Development Programme: aims to increase Uganda's attractiveness as a preferred tourist destination.</p>	<p>Maracha District industrial park 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.</p> <p>Mineral Development Programme: aims to increase mineral exploitation and value addition in selected resources for quality and gainful jobs in industrialization.</p> <p>Innovation, technology development and transfer Programme: aims to increase development, adoption, transfer and commercialization of Technologies & Innovations through the development of a well-coordinated STI eco-system.</p>	<p>Promote value addition to local products through creation of several factories to boost incomes.</p> <p>Use of ICT that has been emphasized and expansion of broadband infrastructure with support from NITA-U</p>

Sustainable Development Goal	National Development Plan III	District Development Plan III
	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.	
Goal 10: Reducing inequalities: "Reduce income inequality within and among countries."	Reduced Income Inequality (Gini coefficient); from 0.41 to 0.38.	Encourage commercial banks to set up branches in Maracha District for inclusive financial management especially business men and women. Encourage establishment of SACCOs and Produce cooperatives to strengthen financial penetration. Strengthen Village Saving and Lending Associations to provide short term, affordable and alternative financing
Goal 11: Sustainable urban centres (cities, Municipalities, Town Councils, Town boards) and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable."	Sustainable Urbanisation and Housing Programme: aims to attain inclusive, productive and liveable urban areas for socioeconomic transformation.	Improve physical development of Maracha Town Council and surveying and titling of the rural growth centres . Prepare the District Physical Development Plan and Rural Growth Centre Plans. Lobbying for Town councils (okokoro,Ovujo,Agei,Oleba TCs)

Sustainable Development Goal	National Development Plan III	District Development Plan III
<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 flour, beef, fruits, vegetable oil, fish and other products</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>Promote afforestation and use of renewable energy technologies by nationals and refugees. Climate change intervention is one of the District priorities. Promote and implement climate smart agriculture (CSA)</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 the District. Support establishment of fish cage farming.</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.</p>	<p>District will prioritize preserving biodiversity of forest and wetland eco-systems as a percentage of total land mass. Achieving a "land degradation-neutral district" can be reached by restoring degraded forests and land lost to poor agricultural practices: Support</p>

Sustainable Development Goal	National Development Plan III	District Development Plan III
degradation and halt biodiversity loss."		urban greening in all the rural growth centres and support communities to grow trees on commercial basis
Goal 16: Peace, justice and strong institutions: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."	Governance and Security Programme: aims to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.	The district will prioritize reducing violence against women and children with stronger local council judicial systems that will enforce laws and work toward a more peaceful and just society. Minimize and reduce internal and external border conflicts
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, WENDA, OPM, UN Agencies in particular UNHCR and UNICEF, development partners and CSOs to deliver services to the local community. Social corporate responsibilities by Private sector (Telecommunication companies, breweries, Banks, SACCOs). Strengthenin the technical and financial capacities of the private sector. Strengthen the department of Trade, Industry and Local Economic Development. Improve on regulatory environment and improve on infrastructures like

Sustainable Development Goal	National Development Plan III	District Development Plan III
		power, roads and communications. Mapping and profiling the private sector players

3.5 Adaptation of program objectives and outcomes/ Result Areas

LGDP Programme	Agro-industrialization						
Program objective (s)	To increase commercialization and competitiveness of agriculture production and agro processing						
Program Results	Key out come Indicator	Baseline data	FY1	FY2	FY3	FY4	FY5
Increase volume and value of selected agricultural commodities (casava, soya, potatoes and sorghum)	Number of tonnes of cassava produced	10	15	20	25	30	35
	Number of tonnes of potatoes produced	2	3	4	5	6	7
	Number of tonnes of soya produced	1	2	3	4	5	6
	Number tonnes serena sorghum produced	1	2	3	4	5	6
	Number of tonnes of Cassava marketed or sold outside the district	3	5	7	9	11	13
	Number of tonnes of rice marketed or sold outside the district	1	2	3	4	5	6
	Number of tonnes of soya marketed or sold	1	5	10	15	20	25

	outside the district						
	Number tonnes serena sorghum marketed or sold outside the district	0.5	1.0	1.5	2.0	2.5	3.0
	Number of persons employed in Grinding mill industry	36	40	44	48	52	56
	Number of persons employed in Rice Hauler industry	0	5	10	15	20	25
Creating jobs in agro industry	Number of persons employed in Cassava Chipper industry	0	10	20	40	60	80
	Number of persons employed in fruit processing/presevation facilities	0	0.5	1.0	1.5	2.0	2.5
	Proportion of households having three meals per day	40	45	50	55	60	65
	Proportion of households having marketable surplus	20	25	30	35	40	45
	Proportion of households adoting labour saving technologies in	5	7	9	11	13	15

	agricultural production						
	Proportion of households dependent on subsistence agriculture as the main source of livelihood (%)						
Increasing proportion of households that are food secure	Proportion of households having three meals per day	40	45	55	60	65	70
	Proportion of households having marketable surplus	20	25	30	35	40	45
Increasing labour productivity in agro industrial chain	Proportion of households adopting labour saving technologies in agricultural production	5	10	15	20	25	30
LGDP Programme	Environment, Climate Change and Natural Resources Management						
Program objective (s)	To stop and reverse degradation water resources, environment/natural resources as well as effect climate change on economy and livelihood						
Increasing land area covered under forest and wetland both private and public	Number of woodlots in acres established by households	25	30	35	40	45	50
	Number of woodlots in acres established by institutions	50	60	70	80	90	100
	Number of woodlots in acres established by groups	25	30	35	40	45	50
	Wetlands restored in hectares	05	6	7	8	9	10

Increased urban greening	Number of green belts established within the district	02	3	0	4	0	0
	Number of green belts beautified	02	3	0	0	4	0
Improved physical planning and implementation of physical plan	Number of rural growth centres planned	3	0	4	0	5	6
LGDP Programme	Private Sector Development						
Program objective (s)	To increase competitiveness of private sector to drive sustainable inclusive growth						
Reduction of informal sector, strong and competitive Micro, Small & Medium enterprises	Number of new Micro, Small and Medium enterprises established	0	2	4	6	8	10
Increase proportion and value of public contracts and sub contract to local firms	Number of local firms contracted and sub contracted	5	10	15	20	25	30
	Value in Uganda shillings of Contracts and sub countracts awarded to local contractor	0.6BN	1.0BN	1.4 BN	1.8 BN	2.2 BN	2.6 BN
Increased volume of private sector investment in key growth areas	Number of private sector investing in the key growth areas annually	0	2	4	6	8	10
	Total annual volume of investment in Uganda Shillings by private sector	0	0.5 BN	1.0 BN	1.5 BN	2.0 BN	2.5 BN

LGDP Programme	Transport Interconnectivity Infrastructure programme.						
Program objective (s)	To improve transport interconnectivity in order to reduce transport time and cost						
Paved roads as a percentage of total roads	Proportion of urban roads tarmacked annually	0	0	0.5	0.10	0.15	0.20
Increased district road	Total number in Kms of new district Roads opened annually	0	0	5	7	8	10
	Total number in Kms of district roads rehabilitated	0	0	10	12	14	14
	Total number in Kms of Community Access Roads upgraded into District Roads annually	272.7	278	305	310	325	350
Increased Community Access Roads	Total number in Kms of community Access Roads maintained annually	10.2	10.1	11.2	12	13	13.7
	Total number of Road Bottle necks improved annually	0	0	27.3	0	45	65
Programme	Sustainable Energy						
Program objective (s)	Increased access and consumption of clean energy						
Increase in proportion of population accessing electricity	Proportion of households accessing electricity	30	35	40	60	80	100
	Proportion of institutions (Schools, Health Centres,	10	15	25	30	35	40

	markets and sub-counties) connected to National Grid						
Increase in primary energy consumption	Proportion of Micro, Small and medium enterprises accessing electricity from the national grid	2	0	0	5	7	8
Reduction in share of biomass energy used for cooking	Proportion of households using electricity, Gas and Solar as an alternative means of energy for cooking	0	0	0	10	20	25
Increase ICT penetration	Proportion of population having access to affordable internet,	0	5	10	15	20	25
	Proportion of population having access to Digital Television signal coverage	0	10	12	15	18	20
	Proportion of Institutions having to affordable broad band internet,	0	2	4	6	8	10
	Proportion of Institutions having access to Digital Television signal coverage	0	2	4	6	8	10
Programme	Sustainable Housing and urban Housing						
Program objective (s)	To attain inclusive, productive and livable urban areas for socio economic transformation						

Decreasing urban unemployment	Proportion of urban population having access to formal or gainful employment	2	4	6	8	10	12
Reducing housing deficit	Proportion of households having decent housing units	10	12	14	16	18	20
Increasing efficiency in solid and liquid waste collection	Number of waste management sites established and operationalized	0	0	0	3	0	3
Increased coverage of urban green spaces	Proportion in acres of urban areas greened and protected	0	3	4	5	6	7
Programme	Human Capital Development and Social protection						
Programme Objective (s)	To increase productivity of the population for increased competitiveness and better quality of life for all						
Key Results	Indicator	Baseline data	FY1	FY2	FY3	FY4	FY5
Enhanced skills and vocational development Increase access to social protection of vulnerable groups like orphan, elderly, PWDs Institutionalize human resource planning for economic growth	Increase staffing level of health workers	89%	90	92	93	95	98
	Increase staffing level for teachers	78	81	86	91	96	100

	Increase staffing level of the traditional civil servants	29	31	45	50	65	80
Strengthen own vocational institution fo skilling	Number of Vocational schools established and functional	0	1	2	3	4	5
	Numbers of students trained and equipped in vocational schools	150	300	450	600	750	900
Design and implement career development programs	Number of Cadres attendining Continous Professional Development annually	0	150	300	450	600	750
	Number of career development programmes designed and implemented annually	0	15	30	45	60	75
Proportion of vulnerable persons supported	Number of Elderly supported annually	106	110	120	130	140	150
	Number of PWDs supported annually	30	50	70	90	110	130
	Number of Youths supported annually	200	210	250	300	350	400
	Number of orphans and vulnerable children supported annually	0	10	20	30	40	50
Programme	Community Mobilization and Mindset Change						
Program Objective	Increase access to social protection of vulnerable groups lie ophan,elderly, PWDs Promote development oriented mindset						
Mobilize	Number of	8	9	11	13	15	17

communities to own government programs	Government programmes supported, owned and sustained by the communities						
Enhanced Media coverage of national programs	Number of community mobilizations done through radio talkshows annually	20	24	28	32	36	40
Increased uptake and or utilization of public services (health, education & child protection)	Proportion of households accessing the public services	65	70	75	80	85	90
Programme	Special programme						
Program objective (s)	To accelerate equitable and balance economic growth and development						
Increased support to lower local governments that lagging behind in service delivery	Proportion of budget allocated to Lower Local Governments lagging behind	1.05	3	7	15	25	30
	Number of investments targeting the lower Local Governments lagging behind	8	10	16	32	42	50
Programme	Governance and Security Strengthening						
Program objective (s)	To improve adherence to the rule of law and capacity to contain emergency						
Improvement in the corruption perception and democratic	Proportion of the population having corruption perception on District Local	70	60	50	40	30	20

tendencies	Government						
	Number of corruption cases reported	0	5	3	2	1	0
Capacity enhancement of lower local government	Number of Lower Local Government Staff trained annually	7	10	15	20	25	30
	Number of tools and equipments procured and supplied to lower local governments	1	5	10	15	20	25
Reporting and accountability	Number of timely submission of reports to line ministries	4	4	4	4	4	4
	Number of audit queries generated annually	15	10	8	6	5	4
	Number of Lower Local Governments reporting timely	3	4	5	6	6	6
Opinion of Auditor General	Un qualified opinion of the Auditor General annually	0	1	1	1	1	1
National assessment	Percentage score on the national assessment conducted by OPM	51	70	75	80	85	90
Local Government Scorecard	Average percentage score by District Councillors and Chairperson	0	50	55	60	65	70
Programme	Development Plan Implementation						
Program objective (s)	To increase efficiency and effectiveness in the plan implementation						

Increased revenue	Percentage increase in in Proportion of Local revenue to the total District budget	1.02	1.8	2	3	3.0	4
	Proportion total local revenue budget collected	60	65	70	75	80	85
	Number of new alternative local revenue sources identified and collected	2	4	6	8	10	12
Improvement in alignment of plans and budget	Proportion of investments in the annual workplan and budget aligned to the District Development	0	80	85	90	95	100
	Proportion of Development Partners aligning their interventions to District Development Plan	0	20	30	40	50	60
Increased monitoring and evaluation of programs	Number of multi sector monitoring and joint monitoring activities conducted and reports shared with stakeholders	4	4	4	4	4	4
	Number of mid term reviews conducted and report shared with stakeholders	0	0	0	1	0	0

	End of time evaluation conducted and report shared with stakeholders	0	0	0	0	0	1
Timely reporting and accountability	Number of timely quarterly reports produced and submitted	4	4	4	4	4	4
Innovation in plan implementation	Number of innovations developed and implemented to improve plan implementation annually	0	4	8	12	16	20

3.6 LGDP Program objectives,interventions, Results (outcomes and Outputs)

NDPIII Goal Adopted: Increase Average Household Incomes and Improve the Quality of Life		
NDP III Overall Objective Adopted 1 : Enhanced value addition in key growth areas		
Adopted programme: Agro- industrialization		
Development Challenges/Issue: Low agricultural productivity and value addition , poor storage infrastructure, poor market access and low competitiveness for products in domestic and external , limited access to agricultural financial services and weak coordination and institutional planning		
Program outcomes and results: Increased productivity of small scale farmers in the district, Improved post-harvest management in the District, Increased storage capacity in the District, Increased water for production storage and utilization Increased production volumes of agro-enterprises		
Program Adapted	Objectives	Intervention and outputs adapted
1. Enhanced Value addition in key growth opportunities		Provision of water for production Promote establishment of post harvesting handling,storage and processing infrastructure
2. Improved post harvest handling and storage of agricultural products		Improve the transportation and logistic infrastructure for priority commodities
3. Ingrease agroprocessing of selected products		Promote utilization of modern agro processing technologies Promote an exchange programme for farmers engaged in agro processing industries and value chain
4. To increase productivity, inclusiveness and wellbeing of the population		Construct and regularly maintain community access and feeder roads for market access
5. Consolidate & increase		Strengthening extension services

the stock and quality of Productive Infrastructure Adapted Intervention 1	Increased access to and use of agriculture mechanization
	Improved land tenure systems that promote agriculture investments
	Strengthen farmer organizations and cooperatives
	Promote sustainable land and environmental management practices
Outputs 1	50 households will be supported with small scale irrigation scheme
Output 2	100 small scale farmers trained on climate smart agriculture
Output 3	Provide extension services to 2,000 farmers
Output 4	Improve crop and livestock breeds for 100 farmers
Output 5	Support fish pond construction and fish gauge for 50 farmers
Output 6	5 Storage facilities constructed
Output 7	Organize 8 Exchange visits for farmers involved in agro processing within Uganda and outside Uganda
Output 8	Support registration 3 Produce cooperatives in selected commodities
Output 9	Establish 2 Insect for food and feed demonstration centres
Output10	Construction of 8 choker ovens and slabs for Processing for promoting value addition
Output 11	Procurement of 50 gum boots and related gear for fish inspection at markets Procurement of beehives to upscale to 50 model farmers
Output 12	Procurement of beehives to upscale to 50 model farmers
Output 13	Procure150 harvesting gears
Output 14	Procure 8 Processing and packaging equipment for promoting value addition
Output 15	Procurement of beehives to upscale to 50 model farmers

Projects	Post harvest handling project
	Seed multiplication and breed improvement
	Water for production and small irrigation scheme
	Land use and planning
	Establishment of Honey Processing, Modern cags and inputs for fish farming
	Supply of Improved breeds of Cattles.
	Procurement of Equipments, Modern machines and supplies for Farmers and Departments Storage facility Construction for sub-counties
	Constructions of markets for farmers to sell their produce.
Likeky risks	Low agricultural production and productivity due to climate change, Land conflicts due land tenure and ownership, High interest rates from commercial banks, Political influence, Limited capacity Famers and Staff to use the machines
Mitigation measures	Climate smart agriculture, mobilization of farmers to form own cooperatives and savings, mobilization and sensitization of communities on land laws and policies, involvement of political leadership in all the programmes and projects
Adopted programme: Tourism Development program	
Development Challenges/Issue: Undeveloped Tourism Sector, Limited diversification , Poor infrastructure (roads, electricity water and ICT), Lack of innovation and creativity	
Program outcomes and results: Develop and sustain tourism industry in the district	
Objectives	Promote local tourism in the district
	Increase the stock and quality of tourism infrastructure withn the district
	Develop and diversify tourism products and services
	Support private sector to train skilled personnel required for

	tourism chain
	To increase tourism receipts
Interventions	Production and circulating marketing materials on tourism potentials
	Map and develop all tourism sites both historical and nature including people involved in arts and craft, music dance and drama
	Develop more robust information management systems on tourism
	Improve on roads linking to potential tourism sites
	Construct public latrines
	Advocate and lobby for rural electrification
	Encourage private sector develop hotels that meet international standards
	Promote use of e-tourism services
	Diversify tourism products
	Develop new tourist attraction sites suspended and suspension bridge on Miraudua Falls
	Promote community tourism
	Provide incentives for the private sector to provide skills through intensive and apprentices program
Output 1	Tourism potentials mapped and put district website on Maracha District website
Output 2	Tourism road infrastructure developed and maintained
Output 3	Tourist facilities constructed(rest houses,suspended bridge.)
Output 4	Community tourism centre identified constructed
Project 1	Development of tourism infrastructure
Project 2	Promoting community tourism

Project 3	Establish and strengthen tourism information management system
Likely risks	Low up take of tourism services, weak private sector capacity, low community awareness on tourism industry, poor tourism infrastructure like roads, hotels, electricity, internet and water
Mitigation measures	Intensify community awareness of importance of tourism industry, enhance capacity of the private sector to invest in tourism industry and improve tourism infrastructure, LED catalytic development, Mobilization of financial resources to widen the options for financing private investment
Adopted programme: Climate Change, Natural Resources, Environment and Water Managment	
Development Challenges/Issue:	
<ol style="list-style-type: none"> 1. Exposure to hazards and disasters to due to limited capacity for climate change adaptation and mitigatitons 2.Rampant degradation of the environment and natural resources caused by limited environmental education and awareness, limited alternative sources of livelihood and limited adoption of appropriate technology 3. Absence of appropriate incentives for good environmental management practices 4. Coordination and institutional capacity gaps in planning and implementation 	
Program outcomes and results: To stop and reserve the degradation of water resources, environment, natural resources and as well as the effects of climate change on economic growth and livelihood security	
Program Objectives Adapted	Intervention and outputs adapted
Restoration of forests and tree cover by natural regeneration or by plantation or by agro forestry	<p>Promote rural and urban plantation development and tree planting including local and indigenous spices in Maracha District</p> <p>Promote performance based sustainable forest management criterior in Maracha District</p> <p>Encourage agro-forestry as climate smart agriculture</p>

	<p>practice in Maracha</p> <p>Formulate economic and social incentives for plantation forests</p> <p>Identify and declare special conservation areas</p> <p>District ENRM Strategic plan</p> <p>Development of Environment Natural Resources Action and management Plans</p> <p>Promotion of forest as a business</p> <p>Promotion of renewable energy technologies</p> <p>Promotion of Environmental Education in schools</p> <p>Restoration critical degraded ecosystems</p>
Maintain and restore clean healthy and productive environment	<p>Reduce waste generation through prevention, reduction, recycling and re-use to transition towards a circular economy</p> <p>Integrate education for sustainable development in training at all levels</p> <p>Develop a district waste management system</p>
Reduce human and economic loss from natural hazards and disasters	<p>Development a district disaster risk management plan</p> <p>Develop checklist for integration of disaster risk reduction in plan, projects and budget</p> <p>Undertake disaster risk screening of the DDP and generate information to inform plan implementation</p> <p>Finalize and disseminate the district risk atlas</p>
Increase incomes and employment through sustainable use and value addition to water, forest and other natural resources	<p>Increase investment in value addition to environment and natural resources</p> <p>Increase funding for promoting non consumptive uses of natural resources</p> <p>Develop a clear communication strategy on sustainable natural resource management</p>

	<p>Build strategic partnership with other players such as the private sector, cultural institutions, media and politicians</p> <p>Support local community based ecotourism activities for areas which are rich in biodiversity</p>
Availability of adequate and reliable quality fresh water resources for all uses	<p>Develop and implement integrated catchment management plan for water resource areas</p> <p>Develop and implement wetland and forest management plan</p> <p>Demarcate, gazette and conserve degraded wetlands</p>
Output 1	7 Rural and 4 urban tree plantation established
Output 2	Intergrate Ten rural farmers supported to establish agro forestry as a climate smart agriculture
Output 3	4 special degraded areas identified and protected (Ayi,Emve,Oluffe river and Miradua falls)
Output 4	4 Waste Management sites identified and developed
Output 5	Lower Local Government and District Disaster and Risk Management plans developed and implemented
Output 6	Communication strategy on sustainable environment management developed and implemented
Output 7	Eight Integrated water catchment plans for water resources developed and implemented
Output 8	4 wetlands degraded demarcated, plans developed and implemented
Project 1	Development of waste management site for lagoon and land fill for Maracha Town Council.
Project 2	Development of comprehensive, integrated water catchments plans for water resources in the district
Project 3	Greening of Urban and selected degraded areas in the district (Ovujo, Okokoro and Maracha Town council)

Project 4	Promote 8 rural and 4 urban plantation development and tree planting including local and indigenous spices in Maracha District
Likely risks	Land tenure system, community attitude towards tree planting and wetland conservation, low capacity of the private sector to support investments, Flooding and drought, bush burning, political interference
Mitigation measures	Community mobilization and sensitization, building capacity of the private sector to invest in tree planting, land use planning, enactment and implementation of byelaws and ordinances
Programme: Strengthen the private sector to create jobs	
Adopted programme: Private Sector Development	
Development Challenges/Issue:	
<ol style="list-style-type: none"> 1. Weak private sector and none competitive to drive the local economy due to high cost of doing business, limited production and organization capability and absence of strong supporting environment 2. Dominated by micro small and medium enterprises 3. Limited opportunities for long term financing 4. Inefficiency in access to electricity, water and ICT 5. Weak government supportive environment constraints private sector development 	
Program outcomes and results: Increase the competitiveness of the local private sector to drive local district economic growth	
Programme objective :	Interventions

<p>Sustainably lower the cost of doing business</p>	<ol style="list-style-type: none"> 1. Increase access to affordable credit targeting Micro small and medium enterprises 2. Strengthen local Savings and Credit Schemes to offer long term investment facilities 3. Public Private Partnerships 4. Support formation of producer and consumer cooperatives 5. Build technical capacity of the private to access affordable and sustainable loans 6. Mobilize alternative financing sources to finance private investments
<p>Strengthen the organizational and institutional capacity of the private sector to drive growth</p>	<ol style="list-style-type: none"> 1. Corporate governance best practices adopted by MSMES 2. Local enterprise skills developed 3. Strengthening system capacities to enable and harness benefits of coordinated private sector activities 4. Improve the management capacity of the local enterprises through massive provision of Business Development services geared towards improving firm capabilities
<p>Promote local content in public programmes</p>	<ol style="list-style-type: none"> 1. Product market information systems developed 2. Support and link private sector to register in one stop centre for business registration and licensing 3. Build capacity of the local construction industry to benefit from public investments in infrastructure
<p>Strengthening the enabling environment and enforcement of standards</p>	<ol style="list-style-type: none"> 1. Improve data availability on the private sector, and improving dialogue between the private sector and government 2. Create appropriate incentives to attract the private sector to finance green growth

Output 1	Data on Micro Small and Medium Enterprises collected and analysed
Output 2	Develop Mechanism for tracking savings and loan portfolios developed and implemented
Output 3	Market information system on products developed and disseminated
Output 4	100 Potentials contractors trained and linked to financial services
Projects	Mapping investment potentials and opportunities and marketing to private sector
Project	Host annual Maracha Development Forum.
Likely risks	Attitude of the community towards business, low purchasing power, high interest rates, low population, poor social and economic infrastructure, weather conditions
Mitigation measures	Mobilization and sensitization of communities, supporting Income Generating activities, strengthening local SACCOs, improve social infrastructure
Programme	Transport infrastructure
Development challenges	Low proportion of district road network that is motorable leading to inaccessibility during rain season
Programme outcomes	Develop safe, inclusive and sustainable road transport system
Programme objectives	Interventions
Optimize transport infrastructure and service investment in the road sector	<ol style="list-style-type: none"> 1. Construct and upgrade strategic road infrastructure in the district (Agriculture, tourism, health, education , markets and other facilities 2. Provide non motorized transport infrastructure within the urban areas

	3. Increase capacity of existing road transport infrastructure within the district
Prioritize transport asset management	1. Rehabilitate District, Community and urban roads 2. Adopt coefficient technologies to reduce maintenance backlog
Promote integrated land use and transport planning	1. Acquire infrastructure/ utility corridors 2. Develop and strengthen transport planning capacity
Reduce the cost of transport infrastructure	1. Implement cost efficient technologies for provision of transport infrastructure and services 2. Strengthen local construction, capacity(construction companies, access to finance human resource)
Output 1	30 Kms of Community access roads to District feeder roads
Output 2	50 Kms of district feeder roads rehabilitated through mechanization
Output 3	272.7 district roads routinely maintained
Output 4	38.17 Kms of urban roads tarmarcked
Output 5	10 Kms of urban road tarmacked using low cost shieling of urban road
Output 6	7 Kms of community access roads bottleneck improvement
Output 9	District road unit staff trained and equipped with knowledge and skills
Project 1	District road rehabilitation and maintenance
Project 2	Community access road improvement and upgrading

Project 3	Urban road tarmacking and shieling
Project 4	District road unit equipment acquisition and skilling
Project 5	Road corridor secured
Project 6	Tree planting along roads
Likely risks	Displacement, encroachment on the road reserves, road accidents, limitation in funding, community attitude of giving land land for development, vandalism
Mitigation measures	Community mobilization and sensitization, land use planning, lobbying for more funding from central government and donors and appropriate road design
Programme: Energy Development	
Development challenges	<ol style="list-style-type: none"> 1. Limited access to reliable and clean energy due to over reliance on biomass 2. Limited productive use of energy 3. Low levels of energy efficiency and un coordinated intra and inter sectoral planning
Programme outcomes	To increase access and consumption of clean energy
Programme objectives	Intervention
1. Increase access and utilization of electricity	Request WENRECO to extent power to institutions that have not been connected to Power lines and other rural areas To promote use of electricity consumption
2. Increase adoption and use of clean energy	Promote use of new renewable energy (solar, water heating, solar drying, solar cookers,wind water pumping solutions and solar water pumping solutions Build local technical capacity in renewable energy solutions within the District.
3. Promote utilization of energy efficient practices and	Promote uptake of alternative and efficient cooking technologies (electricity cooking, dometic and

technologies	institutional biogas and liquid petroleum gas (LPG) Promote the use of energy efficient equipments for both industrial and residential consumers
Output 1	Electricity extended to deeper rural areas of Maracha District
Output 2	63 primary school, 9 secondary schools, 1 vocational institution, 8 LLG and 17 health facilities fitted with solar power facilities
Output 3	100 households equipped with solar systems
Output 4	25 farmers equipped with solar drying and wind water pumping solutions
Output 5	Train and equip 10 local artisans in renewable energy solutions
Output 6	11 secondary school and BTVET equipped with alternative and efficient cooking technologies
Project 1	Promote, advocate and lobby for increased rural electrification in the district
Project 2	Solarizing institutions and households
Project 3	Renewable alternative energy promoted
Likely risks	None genuine products, high cost of affording, inhibitive tariffs for rural electrifications, accidents caused by electrocutions, attitude of the community, risk of transportation of LPG
Mitigation measures	Community mobilization and sensitization, provision of subsidy, safe installations of energy equipments
Programme: Sustainable Urbanization and Housing	
Development challenges	The current urban development is unsustainable due to; inadequacies in physical planning and plan implementation resulting into; unplanned settlement, a deficiency in quantity and or quality of social services, public infrastructure and housing and jobless urban

	growth
Programme outcomes	To attain inclusive productive and livable urban areas for socio economic development
Programme objectives	Intervention
Enhance economic opportunities in urban areas	<ol style="list-style-type: none"> 1. Support establishment of labour intensive industries, services and projects for employment creation 2. To promote learning in accredited institutions that offer certified skillings, entrepreneurship and incubation development 3. Promote land consolidation, titling and banking 4. Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generations
Promote urban housing market	<ol style="list-style-type: none"> 1. Develop, promote and enforce building standards 2. Address infrastructure in slums and undertake slum upgrading 3. Design and build inclusive housing units for government workers especially (teachers, health workers and extension staff and or low income earners) 4. Promote sustainable housing materials and implement a low costing housing programme
Promote green and inclusive urban areas	<ol style="list-style-type: none"> 1. Conserve and restore urban natural resource assets 2. Undertake waste to resource projects which promote a circular economy 3. Develop, green buildings and building standard and promote energy efficient housing 4. Increase urban resilience by mitigating against accidents and floods 5. Develop and protect green belts 6. Establish and develop public open spaces

Strengthen urban policies, governance, planning and finance	<ol style="list-style-type: none"> 1. Review, develop and enforce urban development policies, laws regulations, standards and guidelines 2. Implement participatory and all inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance framework
Output 1	Master plan for maracha hospital developed
Output 2	10 land in rural growth centres
Output 3	63 primary schools,11 secondary schools, 17 Health facilities and 8 LLGs land consolidated, surveyed and titled
Output 4	2 acres of green belts identified, developed and protected
Output 5	3 open spaces identified and maintained
Output 6	4 Physical planning committees formed, trained and equiped
Output 7	Physical development for new Town councils developed.
Project 1	Urban greening and beautification for Agei,Oleba,Ovujo,Maracha Town council.
Project 2	Land consolidation, surveying and titling of all government institutions
Programme: Human Capital Development	
Development challenges	Human capital is characterized by low labour productivity, this is mainly attributed to; weak foundation for humn capital, lack of appropriate knowledge, skills and attitude, poor population health and safety, poor population management, limited social protection and lack of institutionalize and integrated human resource planning and development
Programme outcomes	To increase productivity of the population, for increased competitiveness, and better quality of life for all
Programme objectives	Interventions

<p>To improve the foundation for human capital development</p>	<ol style="list-style-type: none"> 1. Implement a need based approach to establish a pre school class in public schools 2. Improve child and maternal nutrition 3. Improve immunization coverage in the district 4. Strengthen the family to reduce child deprivation, abuse and child labour 5. Equip and support all lagging schools to meet basic requirement and minimum standards in pre primary, primary and secondary schools 6. Roll out early grade reading and early grade Maths in all primary schools to enhance proficiency in literacy and numeracy
<p>To improve population health, safety and management</p>	<p>Prevent and control non communicable diseases and communicable diseases with focus on high burden diseases (Malaria, HIV/AIDS, TB)</p> <p>Increases access to safe water, sanitation and hygiene (WASH)</p> <p>Expand community level health services for disease preventions</p> <p>Increase access to family planning services</p> <p>Improve the functionality (staffing and equipments of health facilities at all levels)</p> <p>Strengthen the emergency and referral systems</p> <p>Expand geographical access to health care services to sub counties without health centre three's</p> <p>Increase access to affordable medicine and health supplies</p> <p>Establish and operationalized mechanisms for effective collaborations and partnership for health at all levels</p> <p>Improve nutrition and food safety</p> <p>Improve occupational health and safety to reduce accidents</p>

	and injuries
Reduce vulnerability and gender in equality along the life cycle	Expand scope and coverage of care, support and social protection services of the most vulnerable groups Expand livelihood support, public works and labour market programmes
Output 1	63 primary schools establish ECD as an annex
Output 2	4 primary schools identified to offer school feeding program as model schools
Output 3	All children under five routinely immunized
Output 4	Primary schools lagging behind to meet basic minimum requirements equipped and supported
Output 5	100 teachers equipped with literacy and numeracy
Output 6	3 piped water schemes designed constructed and functionalize
Output 7	411 villages triggered with community led total sanitation
Output 8	3 health centre IIs upgraded to HC IIIs
Output 9	District hospital master plan developed constructed and equipped
Output 10	17 health facilities equipped with occupational health and safety to reduce accidents
Output 11	42 community level outreaches established and functionalize
Output 12	20 Intensive labour based public works designed and implemented
Output 13	300 youths, 100 elderly, 400 women and 200 person with disabilities supported to various government programme
Project 1	Strengthening and improving school learning environment
Project 2	Strengthening and improving district health systems

Project 3	Improving water supply, sanitation and hygiene
Project 4	Expanding the social protection sector
Likely risks	Community attitude towards health and education jeopardize the programs, low staffing levels, hydrological conditions hampers drilling of production well, prevalence of communicable diseases and food insecurity
Mitigation measures	Community mobilization and sensitization for inclusive planning of sustainable planning, recruit additional staff in health, community, education and lower local government, use of alternative technology for safe water
Programme: Community Mobilization and Mindset Change	
Development challenges	Lack of national value system has led to; a weak sense of responsibility and ownership of development programs among the citizens. This is attributed to; the dependence syndrome, a high selfish tendencies, shortsightedness, a weak sense of nationalism/patriotism and a weak community development function
Programme outcomes	To empower families, communities and citizens to embrace national values and actively participate in sustainable development
Programme objectives	Interventions
Enhance effective mobilization of families, communities and citizens for development	<p>Conduct awareness campaigns and enforce laws enacted against negative and or harmful religious, traditional/cultural practices and beliefs</p> <p>Design and implement a program aimed at promoting household engagement in culture and creative industries for income generations</p> <p>Implement a national civic education program aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens</p>
Strengthen institutional capacity of local government and non state actors for effective	Equip and operationalized community mobilization and empowerment institutions and structures for effective citizen mobilization and dissemination of information to

mobilization of communities	guide and shape the mindsets/attitudes of the population Establish and operationalized community development management information system at parish and sub county levels
Output 1	8 community mobilization empowerment coordination framewok developed and functionalized
Output 3	42 community empowerment activities promoting household engagement in culture and creative activities designed and implemented
Output 3	42 awareness campaigns against negative and or harmful religious/cultural/traditional designed and implemented
Output 4	3 cultural institutions skilled and equipped for effective citizen mobilization to shape community mindset
Output 5	Establish and operationalize community development management information systems at parish and sub county.
Output 6	1 community resource centres constructed and operationalized
Project 1	Community mobilization and empowerment project
Likely risks	Poverty among the population, negative attitudes towards hardwork, weak sense of responsibility, dependence syndrome, dublication of mobilization functions
Mitigation measures	Community mobilization and sensitization for positive mind change to drive community development
Programme: Governance and Security	
Development challenges	Weak adherence to the rule of law and existence of internal and external security threats threatening governance and security. This is due to; high crime rate, weak societal security structure, limited access to and affordability of justice, weak policy legal and regulatory framework for effective governance and corruption
Programme outcomes	To improve adherence to the rule of law and capacity to contain prevailing and emerging security threats

Programme objectives	Intervention
Strengthen transparency and accountability	<ol style="list-style-type: none"> 1. Strengthen the oversight role of Local Government Public Accounts Committee 2. Enhance the public demand for accountability 3. Strengthen the prevention, detection and elimination of corruption 4. Strengthen and enforce compliance to accountability rules and regulations 5. Mainstream anti-corruption initiatives in all district plans, projects and programs
Strengthen citizen participation and engagement in democratic processes	<ol style="list-style-type: none"> 1. Increase participation of the population including the vulnerable persons in civic activities 2. Strengthen the representative role of local government councilors and the public
Output 1	42 community barazas organized at parish level
Output 2	20 radio talkshows conducted on local FMs to disseminate budgets, development plan and feedback on implementation
Output 3	5 public noticeboards established to display information on budget, workplans, contracts and implementation status
Output 4	23 District Councilors trained on oversight and representation role
Output 5	420 special group leaders trained on roles and responsibilities
Project 1	Strengthening governance and accountability
Likely risks	Bureaucracy, uncontrolled population growth rate, knowledge gap among leaders, post election violence
Mitigation measures	Strengthening governance and accountability, mobilization and sensitization
Programme: Special Program	

Development challenges	There is imbalance in development of the district potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector
Programme outcomes	Equitable, balanced economic growth and development in the district
Programme objectives	Intervention
Stimulate the growth potential for the Sub counties through area based agri-business LED initiatives	Organize farmers into cooperatives at district level Strengthen agriculture extension services through increased supervision and implementation of the Parish Model Develop and implement targeted agri-LED intervention for refugees and host communities Construct small irrigation schemes and value dams to ensure production all year round
Close Sub County infrastructure gaps for exploitation of local economic potentials	Develop Community Access and motorable feeder roads for market access
Strengthen the performance measurement and management framework for local leadership and public sector management	Introduce community scorecards for local government performance
Output 1	15 farmer cooperative mobilized and registered
Output 2	8 agri-LED interventions for communities designed and implemented
Output 3	3 small scale irrigation schemes designed and implemented
Project 1	Strengthen farmer institution
Project 2	Agro processing and value addition
Likely risk	High community demand, climate change, issues of land ownership and land tenure system, community attitude

	towards development
Mitigation measures	Community mobilization and sensitization on change of land tenure to facilitate commercial farming.
Programme: Development Plan Implementation	
Development challenges	Slow implementation of the plans remains a major development challenge. This is caused by; weak implementation of planning and budgeting, weak M&E systems, limited financing, weak coordination and weak systems for statistical development
Programme outcomes	To increase efficiency and effectiveness in implementation of the LGDP
Programme objectives	Interventions
Strengthen capacity for development planning	<p>Strengthen the capacity for development planning particularly at lower local government and none state actors</p> <p>Integrate migration and refugees planning and all other cross cutting issues in the local government plans</p> <p>Strengthen the capacity of the Parish Development Committees and support project management committees in the implementation process</p> <p>Review and reform the local government system to emphasis parish/Sub County Planning model</p>
Strengthen budgeting and resource mobilization	<p>Expand financing beyond the traditional revenue sources</p> <p>Develop a comprehensive asset management policy</p> <p>Strengthen the alignment of the departmental plans, lower local government plans and none state actors into district development plans</p> <p>Alignment of budgets to development plans at lower local government and District</p> <p>Automate procurement systems</p> <p>Operationalized the system for tracking off budget</p>

	financing
Strengthen the capacity for implementation to ensure a focus on results	<p>Increase financing for LG investment plans</p> <p>Empower the Parish Chiefs and Sub County Chiefs to oversee and supervise all technical works in jurisdictions</p> <p>Orientation for community development workers to focus on mindset change and poverty reduction</p>
Strengthen coordination, monitoring and reporting frameworks and systems	<p>Enhance staff capacity to conduct high quality and impact driven performance audits</p> <p>Develop an effective communication strategy for LGDP III</p> <p>Develop integrated M&E framework and system for DDP3</p> <p>Strengthen expenditure tracking, inspection and accountability on green growth</p>
Output 1	Alternative financing mechanization identified and operationalized
Output 2	42 parish development committees revitalized and trained
Output 3	Quarterly and annual monitoring interventions conducted and report produced
Output 4	Mid-term and end of term evaluations conducted and reports shared
Output 5	Effective communication strategy developed and operationalized
Project 1	Revenue mobilization and management
Project 2	Expenditure monitoring and tracking
Project 3	Enhancement of skills for leaders in planning
Likely risks	Limitation in funding to finance identified needs, limited data and staff capacity
Mitigation measures	Lobbying and advocacy for additional funding, training of staff to build staff capacity

3.6.1 (b) Human resource requirement to fully implement the Programs

Table.49(c): Showing Human Resource Requirements to fully implement the Plan

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Agro-Industrialization	Agri-business	Agribusiness specialists	0	4
		Agri business Operation Specialists	0	1
		Agricultural and Food Products Processing specialist	0	1
		Agricultural communication specialist	0	1
		Agricultural Economist	0	1
		Agricultural Engineer	0	1
		Agricultural Entomology specialist	0	1
		Agricultural Production Specialist	0	1
		Agricultural Trade Specialist	0	1

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
		Agronomy and Crop science specialists	6	4
		Animal Husbandry specialists	2	8
		Farm and Ranch Management specialist	0	1
		Horticulture Science Specialist	0	1
		Soil Science specialist	0	1
		Environment and Natural resource Management specialists	0	7
Tourism Development	Promotion industry	Tourism and Hospitality Specialist	0	1
		Tourism Journalist	0	1
		Tourism product development and innovation specialist	0	1
		Tourism Public	0	1

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
		Relations Specialist		
		Tourism Information Centre Manager	0	1
		Tours and Travel Guides	0	3
		Wildlife Inventory and Monitoring Specialist	0	2
Climate Change, Natural Resource, Environment and Water Management	Restoration of environment, management of fresh water and climate change adaptation	Environmental Management specialist	0	2
		Forest Ecology Specialist	0	2
		Renewable Energy specialist	0	1
		Solid Waste Management specialist	0	1
		Water Science and Quality Specialist	0	1
		Wetland Conservation Specialist	0	1

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
		WildLife Science Specialist	0	0
Private Sector	Promotion of Private sector to reduce cost of doing business and increasing access to affordable financing	Commercial Officer	0	4
Transport Interconnectivity	Rural and Urban Road development and maintenance	Civil Engineers	0	3
		Mechanical Engineer	0	2
		Electrical Engineer	0	1
		Plant Operators	0	6
		Transport Planning Specialist	0	1
Sustainable Energy and ICT	Rural Electrification and renewable use of energy and ICT penetration and uptake	Renewable Energy and Carbon Management Specialist	0	1
		Energy Systems and Climate Change Specialist	0	1
		Electrical and	0	12

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
		Electronic equipment Assemblers		
		Petroleum Engineers	0	4
		Power and Solar Energy Production Specialist	0	1
		IT, Electrical, Electronics or Computer Science Engineering Specialist	0	1
		Renewable Energy and Clean Technology Specialist	0	1
Sustainable Urbanization and Housing	Urban Development Physical Planning	Environmental Engineers	0	2
		Building Architects	0	1
		Building Construction Labourers		1
		Electrical Engineering Technicians		1
		Environmental and occupational Health	17	0

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
		and Hygiene Professionals		
		Plumbers and Pipe fitters		8
		Environmental Specialist	0	1
Human Capital Development	Enhancing quality of human resource	General Surgeons	0	7
		Haematologist	0	1
		Human Resource Managers	6	4
		Obstetricians and Gynaecologists	0	2
		Occupational health and safety specialist	0	2
		Paediatrician	0	1
		Primary School Teachers	1057	240
		Radiologist	0	2
		Onchologist	0	1
		Secondary Education Teachers		20
		Special Needs Teachers		10
		Vocational Education Teachers		8

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
		Counsellors Specialists		20
		Development Planners	1	3

Summary of LGDP Program, Program objectives/outcomes, interventions/outputs (Results Matrix)

Table 50(d): Showing Summary of sectoral programmes/ projects

Project Name	Likely Risks	Mitigation Measures
Programme Description: Agro- Industrialization		
Sub-Programme : Agricultural Production		
Project 1: Small Scale irrigation	Climate change, land tenure system	Adaption of Climate Smart Agriculture, Community mobilization and sensitization, Land use planning
Project 2: Seed / Breed Improvement	Community attitude, high of acquisition, diseases, climatic conditions	Community mobilization for mindset change, lobbying and advocating for low interest rate financing, Pest and disease control through extension services, water for production schemes
Project 3: Fish farming and handling	Land conflict, community attitude, theft or tuggery, pests and diseases, climatic conditions, high cost of acquisition and maintenance	Community mobilization and sensitization, Systematic Land Acquisition and Consolidation, land use planning, pest and disease control, adoption of recommended fish farming practices, fencing and guarding fish farming premises
Project 4: Produce handling and Storage facility construction	Community attitude, low production and seasonality of produce, pest and diseases, climatic conditions, land conflicts and land tenure systems	Community mobilization and sensitization, water for production construction schemes, pest and disease control mechanisms, Systematic Land Acquisition and Consolidation,
Project 5: Agricultural mechanization	High cost of acquisition and operationalization, community attitude, land scape in certain sub-counties is hinderance,	Public Private Partnerships, community mobilization and sensitization, use of appropriate technologies,
Sub Programme: Industrialization		
Project 1: Fruit processing	Seasonality of produce, low	Adoption of climate smart

Project 2: Vegetable oil processing	production, pests and diseases, community attitude, land tenure system, cost of acquisition of machines, market fluctuation	agriculture, construction of irrigation schemes, community mobilization,
Project 3: Cereal processing and packaging		
Project 4: Milk production and processing	Pests and diseases, cost of machine acquisition and maintenance, low purchasing power, limited knowledgeable and skilled personnel	Pest and disease control mechanisms established, lobbying and advocating for low cost financing, Public Private Partnerships, community mobilization for increased household income and skilling
Project 5: skilling and equipping young people for agro-industrialization	Community attitude towards vocational skills is poor, high cost of establishing vocational institutions,	Community mobilization and sensitization, public private partnerships, lobbying and advocating for low cost financing

Programme Description: Oil, Gas and Mineral-based Industrialization

Sub Programme: Oil and Gas

Project 1: Capacity Building	Low level of education, weak private sector capacity, poor social and economic infrastructure, pollution, HIV/AIDS infections, violence against women, corruption	Training, building capacity of the private sector, lobbying and advocating central government to invest in social and economic infrastructure for oil and gas, land use planning, community mobilization and sensitization
Project 2: Communication strategy	Information mismanagement and distortion, inaccurate and unreliable information, the willingness of stakeholders in the industry to provide information, poor communication facilities and infrastructure	Frequent stakeholder engagement and dialogue meetings, lobby and advocate for effective communication infrastructure, training of key stakeholders on effective and efficient communication strategy

Programme Description: Tourism Development

Sub-Programme: Tourism Development

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

and maintenance	encroachment on road reserves, road accidents, limitation in funding, community attitude, vandalism of properties, pollution and environmental degradation, labour disputes as well as sexual gender based violence, HIV/AIDS	mobilization and sensitization, design and implement environmental mitigation measures, road signs, HIV/AIDS counseling and testing, work place based inspections and settlement of labour disputes
Project 2: Community Access road bottleneck improvement and upgrading		
Project 3: Urban road tarmacking and sieling		
Project 4: District road equipment		
Programme Description: Sustainable Energy and ICT development		
Sub Programme: Sustainable Energy		
Project 1: Rural electrification	Inhibitive tariffs of electricity, accidentence, high cost of solar and renewable energy, attitude of community, risk of transportation maintenance of liquid petroleum gas	Community mobilization and sensitization, provision of subsidy, safe installation of energy equipments
Project 2: Solarizing institutions and households		
Project 3: Renewable alternative energy		
Sub Programme: ICT Development		
Project 1: ICT Penetration and utilization	None availability of electricity, limited and expensive solar systems, community attitude coupled with high poverty levels, limited access to ICT facilities like computers, iPad and software, unreliable networks (MTN, Airtel, Africell and UTL	Lobby and advocate for national fibre backbone extension to Obongi and expansion to rural growth centres, encourage and support private sector to invest in ICT services, followup with telecommunication companies to improve network connectivity, community mobilization and sensitization to increase uptake of ICT services
Programme Description: Sustainable Urbanization and Housing		
Sub Programme: Sustainable urbanization		
Project 1: Urban greening and beautification	Environmental pollution and degradation, encroachment,	Land use planning, community mobilization and sensitization,

	lawlessness, land conflicts and disputes, community attitude, displacement Land ownership and tenure systems, un-organized settlement patterns	advocate for change on land tenure systems, enforcement of environmental laws
Programme: Human capital development and social protection		
Sub programme: Human capital development		
Project 1: Strengthening teaching and learning environment	Community attitude towards education, low levels of literacy, low staffing levels, weak sense of responsibility, Low staffing levels, limited staff accommodation, dependency syndrome, high selfless tendency, malnutrition, high disease burden, weak referral systems	Community mobilization and sensitization for citizens embrace education, recruitment of additional staff, construction of additional staff houses, provision of teaching and learning aid, strengthen referral systems,
Project 2: Strengthening and improving health system		
Project 3: Improving water, hygiene and sanitation	Land conflict and ownership of facilities, operation and maintenance, risks of voluntarism of warer user committees, water quality among others	Community mobilization and sensitization
Project 4: Expanding the social protection	Low level of enrolment due to high age benchmark of 80 years, weak community social safeguards	Lobbying and advocate for reduction in age requirement as well as revitalize the traditional community safeguards to protect special interest groups
Sub Programme: Social Protection		
Project 1: Expanding social protection to vulnerable groups	Community attitude towards vulnerable groups is negative, weak social cohesion, external social and economic socks	Community mobilization and sensitization, revitalization of traditional and cultural protection systems
Programme Description: Community Mobilization and Mindset Change		
Sub Programme: Community mobilization		
Project 1 Community Mobilization and empowerment	High povert levels, poor attitude towards hard work, weak sense of	Community mobilization and sensitization for mindset

	responsibility, dependency syndrome, duplication of mobilization functions	change to drive community development
Programme Description: Governance and Security Strengthening		
Sub Programme: Governance		
Project 1: Strengthening governance and accountability	Bureaucracy, uncontrolled population growth rate, limited knowledgeable and skilled leadership, post election violence, limited skilled personnel	Strengthen governance and accountability, community mobilization and sensitization
Programme Description: Special Programme		
Sub Programme: Special Programme		
Project 1: Strengthen Farmer institutions	High community demand, climate change, land ownership and land tenure system, community attitude towards development is poor	Community mobilization and sensitization, change of land tenure system, climate smart agriculture
Project 2: Strengthening Lower Local governments lagging behind district average	Limitation in funding, misappropriation funds, high demand for services, limited skilled personnel, weak political oversight role, low capacity to operate and maintain socio economic infrastructure	Community mobilization and sensitization, recruiting additional staff, strengthening the capacity of local elected leaders, training community leaders on operation and maintenance
Programme Description: Development Plan Implementation		
Sub Programme: Development plan implementation		
Project 1: Revenue mobilization and management	Limited financing for identified priorities, limited data and staff capacity, weak community attitude towards socio economic infrastructure, weak monitoring and evaluation systems, political interference	Community mobilization and sensitization, identify additional local revenue sources , improve financial management capacities of staff, training lower local governments in planning, monitoring and evaluation, strengthening community capacity to hold local leaders accountable
Project 2: Monitoring and Evaluation		
Project: Capacity enhancement in planning		

Table 52 (e): **Showing summary of LGDP Program, Program Objectives/outcomes, interventios/outputs**

S/No	Programme/Sub program adapted(+What is unique with LG	Objective/Intervention Adapated + What is peculiar to LG	Focus/Target; what, where beneficiaries	Actors
1	Agro-industrialization	<p>Commercilization and competitiveness of agricultural production and agro processing</p> <p>Lack Electricity for industrialization and agro processing, Low private sector capacity to invest in agro industrialization</p> <p>Labour productivity is high</p>	<p>Tractor hire rates subsidized Oil press machines procured.</p> <p>20 Solar driers , 40 cassava chippers, procured</p> <p>05 Moisture meters for control of grain moisture content procured.</p> <p>Storage facilities for grains constructed to facilitate bulking.</p> <p>Farmers trained in FAAB.</p> <p>Exposure visits organized and implemented.</p>	<p>Production, Trade, Industry and Roads and Engineering, Water Departments, Private Sector</p>
3	Tourism Development	<p>To increase district's attractiveness to tourists</p>	<p>Tourism materials developed and circulated in district website for potential tourists, mapping of all the potentials sites in the district especially Community and district road links connecting to potentials tourists sites upgraded and maintained for easy movement, , Developed tourists facilities connected to the national grid</p>	<p>Trade, Industry and Local Economic Development Departments, Roads and Engineering, Community Based Services, Planning and Private Sector</p>
4	Climate Change ,Environment,	<p>To stop and reserve degradation of water</p>	<p>Establishment woodlots for selected households,</p>	<p>Natural Resources and</p>

	Natural Resources and Water Management	resources, environment/ natural resources as well as effect of climate on economy and livelihood	institutions and groups in all the Lower Local Governments, Establishment, beautification and maintenance of green belts in Town council and rural growth centres, Physical planning of rural growth centres,	Environment, Trade, Industry and Local Economic Development, Private Sector, Education and Sports , Community Based Services and Health
5	Private Sector Development	To increase competitiveness of private sector to drive sustainable inclusive growth	Micro, Small and Medium enterprises established in Rural Growth centres for selected business community, Local contractors supported with local contracts or sub contracts in Maracha district, Private sector investments in key opportunity growth areas	Trade, Industry and Local Economic Development, Community Based Services, Administration, Private sector
6	Transport Interconnectivity	To improve transport inter connectivity within Maracha district to reduce time and cost	Tarmacking of urban roads within urban dwellers, Opening of new Community and District roads in for community members, Rehabilitation of district and community access roads within Maracha, Improving bottlenecks on Community Access and district roads	Roads and Engineering, Community Based Services, Private sector, Administration
7	Sustainable Energy and ICT Development	Increase access and consumption of clean energy	Supporting and advocating for rural electrification for households, institutions and industries in, Supporting and advocacy for solarization in Maracha	Natural resources and environment, Community Based Services, Education,

			district, Advocacy for use affordable internet services , Promoting use of digital television signal in the district	Health, Private sector
8	Sustainable urbanization and Housing	To attain inclusive, productive and liveable urban areas for socio economic transformation	Lobby and advocacy for decent and gainful employment opportunities Lobby , advocate and support construction of decent and affordable housing units, establishment of waste management sites, Greening of protected areas in rural growth centres and town council	Natural Resources and Environment, Engineering, Water, Health, Education, Community Based Services, Administration, Trade, Industry and Local Economic Development and Private sector
9	Human Capital Development and Social protection	To increase the productivity of the population for increased competitiveness and better quality of life for all	Recruit additional staff in health, education, and traditional civil servants, Lobbying and advocating for vocational institutions in all the Lower Local Governments, Supporting continous career development, Design and implement programmes for special interest groups, Construction of additional school facilities, upgrading of Health centre IIs to HC IIIs, equipping of health centres	Education and Sports, Health, Community Based Services, Water, Roads and Engineering,
10	Community	Increase access to social	Design and implement	Community

	Mobilization and Mindset Change	protection of vulnerable groups Promote development oriented mindset	government programmes for special interest groups, Mobilize and sensitize communities on government programmes, Increasing of access of households to social services	Based Services, Administration, Private sector
11	Special programme	To accelerate equitable and balance economic growth and development	Increase funding and allocation of projects to under served areas or Lower Local Governments	Planning, Administration, Finance, Audit, Private sector
12	Governance and Security Strengthening	To improve adherence to the rule of law and capacity to contain emergency	Conducting community barazas, conducting radio talkshows, Procurement of tools and equipments for lower local governments, Training of staff of lower local governments on governance and accountability, Reporting (quarterly, annually and semi annually), Response to audit queries	Administration, Planning, Finance, Audit and Community Services
13	Development Plan Implementation	To increase efficiency and effectiveness in plan implementation	Mobilization and management of local revenue, Identify and collect alternative local revenue.	Finance, Planning, Administration, Trade, Industry

4.0 CHAPTER FOUR

LGDP IMPLEMENTATION, COORDINATION AND PARTNERSHIP FRAMEWORK

4.0 LGDP Implementation and coordination Strategy

This section presents implementation arrangement, 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 DDP Implementation and Coordination Strategy

The District has put substantial effort in building the capacity of all stakeholders in development planning and budgeting. The bottom-up planning approach has been generally embraced and the identified loopholes have been filled over the ensuing planning regime but more effort still has to be made towards full realization of the ideals. Likewise, implementation of the development plans has had hindrances due to mainly insider- and outsider stakeholders' non- or limited involvement. This calls for an improved stakeholder coordination and synergy. In this planning period, there shall be increased emphasis on institutional framework for implementation and partnership, marked coordination and adequate financing for effective implementation of the plans.

For effective coordination, the District Council, which is the District Planning Authority, shall take the lead in ensuring that plans are implemented in a desired and coordinated way. Through the DTPC, the district shall ensure that policies, priorities and strategies identified in the DDP II are implemented by relevant responsibility centres. The district will establish a mechanism for coordination of inter-departmental and intra departmental linkages in implementing projects. The issues of the capacity of various departments are strengthened and operating effectively. ³ The district shall put in place an institutional arrangement and framework for coordination of implementation and ensure adherence to it e.g. District Water and Sanitation Coordination Committees, District Environment Committees, District Statistical Committee, etc

The approaches that will be employed for the implementation of the plans and budget shall be by way of community participation and involvement, private sector involvement in implementation, government oversight and supervision and observance of the public-private partnership

4.1.1 Community Participation:

The community shall participate in the implementation of the plans and budgets by owning and supporting projects since they participated in generation of priorities right from the village level during the data collection and consultation stage. The DDP III shall be disseminated to the Sub Counties, Parishes and Villages as a way of feedback and enlisting their support for the plan. The community shall be involved in the monitoring of the implemented projects through community vigilance.

4.1.2 Private sector Involvement:

A number of projects in the plan and budget shall be implemented by private partners who shall be contracted in accordance with the laws and regulations guiding procurement of such services. Their contribution to the implementation of the plan and budget shall be thorough implementation of the projects awarded to them.

4.1.3 Procurement Policy:

Public Procurement and Disposal of Public Assets Act (PPDA) shall guide the entire procurement process to ensure rational procurement of service providers and ultimate realization of the objectives of the project through quality service provision. The Procurement Committee is of a multi-sect-oral nature.

4.1.4 Sense of Ownership:

Sense of ownership shall be instilled in all the stakeholders' right from the beneficiaries through sensitization, establishing functional feedback mechanism and encouraging participation of all the stakeholders' right from project initiation to management and sustainability after successful implementation.

4.1.5 Capacity Building of Stakeholders:

There shall be deliberate capacity building for the different key stakeholder's right from the community/end users/beneficiaries level to HLG on their roles and responsibilities in successful implementation of the DDP II. This shall be achieved through thorough and well-coordinated dissemination of DDP II documents in addition to conducting sensitization and capacity building meetings/sessions.

4.1.6 Programme Wide Approach:

It is worth noting that a number of interventions in the plan cut across a number of sectors. For proper implementation and realization of the objectives of the plan, all relevant sectors shall be involved in the implementation, monitoring and evaluation activities related to the interventions.

4.1.7 Strengthening decentralized service delivery system:

The Local Government Act empowers Local Governments to plan and implement development programmes in areas of their localities. It establishes Local Governments at Higher, Lower Local Government and Local Councils as administrative and government organs. For smooth planning and implementation of government programmes, all these levels of services delivery should be strengthened and allowed to play their various roles for effective service delivery.

4.1.8 Civil Society Involvement:

Civil Society Organisations play important role in complementing government efforts to deliver services to the population. A close partnership and involvement of the CSOs will enhance delivery of services and lead to realization of planned objectives.

4.1.9 Appropriate Technology Mix:

Some projects fail due to wrong choice of technologies. It is important that communities are guided to adopt technologies that are efficient, affordable and effective whenever implementing community initiated projects.

4.1.10 Report sharing by various actors:

The stakeholders in an intervention need to be abreast with the progress of work, challenges being faced and different issues emerging out of the implementation of a project. There is need to continuously update all the stakeholders on the status quo for the progress and challenges to be appreciated and/or addressed. This can take the form of sending written reports or organizing review meetings such as mid-term, annual and quarterly review meetings, stakeholder consultation meetings, etc

4.2 DDP Institutional Arrangements

The main actor in the implementation and coordination of the District Development plan shall be the District Council through the line Departments. The Head of Department responsible for the implementation of a specific project shall take the lead at all stages of implementation of projects under their jurisdiction. This task cannot be achieved by the Head of Department/Sector single handed but coordination and partnership with existing institutions at community, LLG, HLG and National level is of paramount importance.

In this regard, the institutional players in implementation, coordination and partnership at the different levels shall be;

4.2.1 The Central Government (Programme Working Groups, MDAs)

The Central Government through the institutions of Programme Working Groups, Ministries, Departments and Agencies approve LG priorities/plans, mobilize resources to finance the plans and sanction release of the funds for the implementation of LG development plans. The MDAs form a strategic link between the District and the Development Partners and are pillars for the realization of the national aspirations of a prosperous, transformed Uganda.

4.2.2 Development Partners (Donor Working Groups):

The Development Partners at national level have their donor working groups that comprise donors with related interests eg. Democratization, decentralization, energy, water and sanitation, human rights, girl child education, etc or may have interest in a region eg. West Nile, Northern Uganda, etc. they play a key role in implementation through availing resources and follow up on progress of implementation and accountability, coordination with Central Government MDAs and other donors and supporting and entering into partnership pacts with local NGOs/CBOs

4.2.3 District Local Government (DTPC, DEC, Standing Committees, Council, Procurement Committees, etc):

The District Council works through various institutions at the district. There is firstly the Office of the Chairman that provides overall leadership and direction, Office of the CAO who is the Chief Executive of the District and heads the Technical Staff. The Council has Standing Committees that oversees planning, implementation and monitoring of all sector programmes under their jurisdiction. The Technical Planning Committee meets monthly to plan, discuss implementation, challenges, opportunities and way forward on all programmes. These institutions work in collaboration with one another for effective service delivery. Other committees of the District include the Procurement Committee responsible for sourcing contractors for the execution of works and supplies, Coordination and Management Committees and Teams exist in some sectors e.g. Health Management Team, Water and Sanitation Coordination Committee, etc

4.2.4 Line Departments and Stakeholder (DWO, DPO, DEO, DE, DCDO, etc):

At the district level still, there are departments responsible for the supervision of programmes. These are either line departments or other stakeholder departments. They work hand in hand to ensure that every aspect of the implementation is quality-assured. Every department has a role in implementation of a project eg. Finance and Audit emphasizes availability and accountability of funds for implementation, community based department mobilises the community to participate and own the projects, Engineering

Department ensures quality work through technical design, supervision and certification, the line department provides standards to feed the sister departments.

4.2.5 Lower Local Governments (STPC, Standing Committees, Council, Extension Staff) Sub-counties have a structure similar to that of the DLG. There exists the Council, Standing Committees, and Office of the Sub-county Chief, STPC, and Heads of Departments all with similar roles with district. The exception is that design, procurement, technical supervision and certification are done at the district level. Sub-counties coordinate with the district and the contractors and communities on the ground on matters to do with implementation on site.

4.2.6 The Private Sector (Contractors, Individuals):

The private sector organization and registered company are contracted to execute works and supplies on behalf of the government. They do this with clear instructions in design and specification by the user departments/engineering department. The PSOs and Individuals coordinate with community in matters pertaining to site and operations at site, with the Sub-county and district on implementation matters, with Sub-county and CBOs on mobilization and conflict, if any, etc.

4.2.7 The L.C 1 (Village Council, PDCs, VHT, Opinion Leaders):

The Local Council level 1 is the government at the village level. They are responsible for supervision and monitoring of all government programmes in their village. In regard to coordination, they form a strong link between the communities and the contractors, parishes, Sub-county, CBOs and any other stakeholder. The Village Council leadership is the entry point for all interventions in the village.

4.2.8 The Facility-Based Management Committees (WSSCs, SMCs, HUMCs, PMCs,):

The facility based management committees are formed for the purpose of pre-construction and post construction management of a facility – Water Sources, Sanitation, Schools, Health Units, etc. They are responsible for coordination of all activities required for the smooth implementation, operation and maintenance of the facilities. Post construction programmes are channelled through the committees, hand in hand with the LC 1 leadership. They coordinate with the Contractors, LC 1, PDCs, Parishes, FBOs/CBOs/NGOs, Sub-county and District staff in the field.

4.2.9 The Civil Society (CBOs, FBOs, Interest Groups):

The Civil Society is the independent player in planning, implementation, monitoring and evaluation of all development programmes in the communities. They bridge the gap between the communities and the governments at all levels and at all stages from planning to M&E. they build the capacities of the communities, Local Government staff and agencies to coordinate, plan, implement and monitor government programmes.

4.3 DDP Integration and Partnership Arrangements

4.3.1 Integration of Development Priorities of the Second National Development Plan into the District Development Plan

The formulation of this District Development Plan was guided by the National Planning Authority. The guidance was provided through issuance of the Planning call Circular and sharing of the Strategic Development direction of the country for the plan period in view of the National Vision 2040. Accordingly, the DDP was prepared to address national priorities and specific local needs in order to contribute towards achievement of the District and National Vision.

4.3.2 Integration and linkage of District Local Government Development Priorities with Sector Development Plans

The formulation of this District Development Plan was also guided by the Sector Ministries. The guidance was provided through sharing of Sector Development plans and issuance of Indicative Planning Figures to guide planning in the various departments. By and large, the development plans by the departments at the District level are a reflection of the Sector Development Plans at the central Government since much of the funding for development projects at the Local Government comes from the central Government through the relevant sector Ministries.

4.3.3 Integration of Lower Local Government Development Priorities into the District Development Plan

The DDP also integrated the district level projects that were forwarded by the various Lower Local Governments for inclusion into the DDP. For example, the project sites indicated in the DDP were derived from the submissions from Lower Local Governments. The DDP also captured below the line investments that will be implemented by the various Lower Local Governments but which do not have budget implication at the District level. These projects were annexed to the DDP but will be implemented by the various Lower Local Governments.

4.3.4. Integration of CSO/PSO Development Priorities into the District Development Plan

The DDP also integrated the projects that will be implemented by the CSOs/PSOs either through on-budget support or off – budget support. The CSO/PSO projects to be financed through on-budget support have been integrated into the relevant departments while those to be financed through off-budget support have been annexed to the DDP as part of below the line investments that do not have budget implication to the district level. The latter will be implemented directly by the CSOs/PSOs.

4.3.5. Integration of cross cutting issues into the District Development Plan

The DDP formulation process was adequately guided by the Agencies of cross cutting issues like NEMA, Population Secretariat, MoGLSD, MoH among others. This was through; providing guidance to on the policy priorities and action areas regarding respective crosscutting issues as identified in the NDP, providing data and statistics from national sources regarding respective crosscutting issues, offering technical support to the during the planning process and advising the local government on the resource envelope available to finance the relevant crosscutting issues. Financing and implementation of cross cutting issues will use a twin track approach i.e. direct funding to specific departments and mainstreaming of cross cutting issues in all departments.

Partnerships Arrangements.

Table 52: Partnerships Arrangements

Institution	Roles and Responsibilities in Implementation, Coordination & Partnership
Central Government Ministries, Departments & Agencies: DWD, NPA, NEMA, OPM, MoFPED, MoLG, MoWT, MoES, MoH, MoGLSD, etc	<ul style="list-style-type: none"> • Approval of Plans by Central Government MDAs • Mobilization of funds from donors/development partners • Financing of DDP • Issuance of policies and Guidelines on utilization of funds/implementation of plans • Setting standards • Strategic Monitoring and Evaluation • Technical Support and capacity building to Districts in implementation

<p>Development Partners : <i>World Bank, IDA, ADB, Danida, giz, USAID, The Carter Centre, Baylor, etc</i></p>	<ul style="list-style-type: none"> • Funding Development Plans • Regulating utilization of funds • Strategic Monitoring and Evaluation of Projects • Technical support to MDAs, District and LLGs (where necessary)
<p>District Local Government – District Council, Office of the Chairman, DEC, Sector Committees, CAO’s Office, DTPC</p>	<ul style="list-style-type: none"> • Approval of DDP by Council, Sect-oral Committees, DEC • Formulation of Plans by DTPC • Submission of approved DDP to Ministries • Receives funds from MDAs and Development Partners • Mobilises funds both locally and from partners • Enactment of ordinances by Council • Monitoring and Evaluation of projects • Procurement of Service Providers to execute works and supplies
<p>Line Departments and Stakeholder Departments; DEO, DE, DPO, DCDO, DWO, D/Planner</p>	<ul style="list-style-type: none"> • Produce and Submit work-plans and Budgets • Prepare specifications, bills of quantities for works and supplies • Technical Supervision of Projects • Monitoring and Evaluation of projects • Build capacity of technical staff and all stakeholders to implement projects • Provides Technical Support to LLG staff, CBOs, etc
<p>Subcounty Local Governments- Council, Sector Committees, STPC, etc</p>	<ul style="list-style-type: none"> • Approval of priorities, SDP by Council, Sectoral Committees • Formulation of Plans by LLG TPC • Submission of approved LLG Plans to the District • Enactment of by-laws by Council

	<ul style="list-style-type: none"> • Monitoring and Evaluation of projects • Capacity Building of CBOs and User Committees/Communities
Private Sector Organisations	<ul style="list-style-type: none"> • Execution of Contracts (works and supplies) • Monitoring and Evaluation • Capacity building of user communities • Community sensitisation/mobilisation
Local Council 1	<ul style="list-style-type: none"> • Monitoring and evaluation • Supervision • Acquisition of project sites • Security of contractors • Community mobilization • Coordinates collection of local materials and unskilled labour
Facility Based Management Committees: WSSCs, HUMCs, SMCs, PMCs,	<ul style="list-style-type: none"> • Provide (desired) leadership to the communities • Community contributions • Operation and maintenance of facilities • Caretaking of facilities during and after construction
Civil Society Organisations –	<ul style="list-style-type: none"> • Execution of Contracts (works and supplies) • Monitoring and Evaluation • Capacity building of user communities • Community sensitisation/mobilization • Advocacy and lobbying on behalf of the communities
User Communities	<ul style="list-style-type: none"> • Provide project sites • Operation and maintenance of facilities • Community participation

	<ul style="list-style-type: none"> • Community contribution • Provide local materials • Provide cheap labour • Own and use the projects
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4.4 Pre-Requisites for Successful LGDP Implementation

Development Plans and Budget are formulated in accordance with existing guidelines and the required quality assurance but the implementation has never been to the expectation of the plan. This has been due to various factors that either acted negatively during the implementation, or where overlooked during the planning process eg. Change of political priorities, emerging issues, disasters that may lead to diversion of funds, internal weaknesses in the system, overwhelming commitments on technical staff, and inadequate capacities of the private sector organizations, negative community attitude, to mention a few . There is need to mitigate the negative impacts of such factors in order for the Development Plans and Budgets to be effectively implemented.

The following are requisite conditions for successful implementation of development plans and budgets;

- **Strong political will and commitment:** Meaningful success in implementation of the development plan rests a lot on the will and commitment of the political leadership. Development interventions are viewed as achievements of the political leaders and therefore requires strong backing from the political wing for successful implementation
- **Well defined input – output – outcome framework:** This emphasizes focus on the part of the implementers. In the absence of a well-defined results chain, the intervention may lose direction and the desired result may not be realized.
- **Strong accountability system:** There is need for a strong tracking system for the resources, both material and financial, that is being injected in implementation of the projects. This paves way for subsequent releases as is the case with Central Government grants and general financial management good practices.

- **Existence of functional Management Information System.** There must be a strong and functional system of taking stock of development interventions and management of data pertaining to the projects during and after their implementation
- **Clearly defined Roles and Responsibilities of Stakeholders:** Most projects stall due lack of clear knowledge and information on the questions of who? To do what? And when? in the processes of implementation of plans. Failure by one party to understand and/or play her role will lead to the system crumbling. Often there are conflicts of roles that also hinder smooth implementation of plans. The communities are to understand their roles as owners and therefore should provide local materials, site, local (unskilled) labour, local security, etc for example and should never take on the role of technical staff in their monitoring functions.
- **Commitment of finance and human resources:** For a successful implementation of any plan, there must be a financial plan for the implementation and monitoring, there must be adequate financial resources to cater for the inputs/materials and the human resources to man the activities. The issue that emerges in this case is adequacy of the resources for effective implementation.
- **Functional Policy in Place:** Policies are put in place to provide general directions and guide the implementation of plans. Absence of policies implies there is no clear guideline and therefore a great uncertainty looms on the future of the interventions.
- **Government, Development Partners, Civil Society and the Public MUST** embrace the plans and Projects. The planned interventions all have a desired outcome to be achieved for the good of the communities and the other stakeholders. The plans and the projects are not embraced by one party as their desired aspirations, then there arises a tendency of apathy and neglect and the resources and time committed will all be in vain.
- **Strong and coherent M&E plan/strategy:** Monitoring and Evaluation is part and parcel of all plans. It ensures that the plans are implemented effectively and efficiently. Lack of a clear and coherent M&E strategy undermines the achievement of planned outcomes.
- **Sustained funding from the Central Government**
- Over 90% of the Development plan will be financed by the central Government Transfers. The District will fulfill the Local Government obligations for accessing the central Government transfers for example timely reporting and accountability for the funds received, adherence to the conditions

related to specific grants like School Facilities Grant and, timely procurement of goods, services and works

- **Enhanced Local Revenue collection** The District intends to boost local collection through implementation of the Local Revenue Enhancement Plan for the period 2020/2021 to 2024/2025. Improved local revenue collection will enable the district implement the local needs that are neither funded by the Central Government nor the Development Partners. L GDP

CHAPTER FIVE

5.0 LGDP FINANCING FRAMEWORKS AND STRATEGY (15-20 Pages)

Adequate financing arrangements are essential and prerequisite for the effective and successful implementation of the plan. Maracha District Local Government has identified detailed funding sources and designed strategies, methodologies, approaches for effective and efficient resource mobilization. This section presents a brief analysis of how the district intends to mobilize resources to finance the priorities laid down in the plan for the next five year period.

5.1 Financing Frame work

Maracha district requires a total of Uganda Shillings **183,085,582,761/=** to implement its development plan over the period **2020/2021-2024/2025**. This figure includes routine operation costs like wages, recurrent non-wage, operation of statutory bodies and councils. The plan shall be financed through a combination of Central Government Transfers, Donor or External Support, Locally raised revenues and other sources of funding even including off budget support.

The district expects to receive a total of Uganda shillings cumulatively from Central Government Grants, Shillings **133,529,475,000/=** of which only **51,417,710,000/=** shall go for investments and the remaining for recurrent wage and non-wage expenditures. It also expects from donor support shillings **4,910,257,000/=** this goes for investments and the other for non-wage recurrent. The District hopes to mobilize shillings **1,237,048,873/=** locally through local revenue sources. The funding gap for investments has been estimated at Uganda shillings **218,000,000,000/=** This is expected to be financed through other sources of funding including contributions from the private sector and beneficiary communities.

Table 53: Showing LGDP Financing Framework

Sources of Financing	Total Contributions FY1	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions	(%) Share by source of financing	Off Budget Contribution
Central Government Transfers ⁶ (Total Contribution)	24,669,895,000	25,687,895,000	26,705,895,000	27,723,895,000	28,741,895,000	133,529,475,000	72.9%	Nil
Transfers received from Other Government units	8,271,530,000	8,791,530,000	9,321,530,000	9,861,530,000	10,411,530,000	46,657,650,000	2.5%	Nil
Local Revenue	215,093,000	237,105,855	248,961,148	261,409,205	274,479,665	1,237,048,873	0.675%	Nil
Development Partners (DPs)-Specify ⁷								
UNICEF	220,000,000	307,860,000	323,253,000	339,416,000	356,386,000	1,546,915,000	0.84	Nil
UNFPA	156,929,000	164,775,000	173,014,000	181,665,000	190,748,000	867,131,000	0.57	Nil
Global Fund for HIV/AIDS/TB & Malaria	150,074,000	168,000,000	176,400,000	185,220,000	194,481,000	874,175,000	0.59	Nil
UNHCR	180,000,000	189,000,000	198,450,000	208,372,000	218,791,000	994,613,000	0.66	Nil
WHO	288,000,000	78,750,000	82,688,000	86,822,000	91,163,000	627,423,000	0.27	Nil

5.2 Central Government Transfers

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

Therefore, the funds to support local governments to implement their priority investments are provided for in the national budget. These funds will be released according to planned activities and will be remitted directly from the centre to the local governments through the vote functions for implementation of planned activities. Table 5.2.1 present the medium term budget for central government transfers to Maracha District Local Government and projections for the next five years.

5.2.1 Summary of Funding by Source for the Five Years

Table 54: Expected Medium Term Revenue Budget for maracha District from Central Government Transfers in the next 5 years

Discretionary Government Transfers	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
DDEG Normal	580,623,000	600,154,000	625,012,000	640,262,000	664,976,000
District UNCG (Non-Wage)	350,273,000	367,787,000	386,176,000	405,485,000	425,759,000
Urban DDEG	20,711,000	21,747,000	22,834,000	23,976,000	25,174,000
Urban UNCG (Non-Wage)	33,559,000	35,237,000	36,999,000	38,849,000	40,791,000
Urban UNCG (Wage)	219,029,000	229,980,000	241,479,000	253,554,000	266,231,000
Sub Total	3,519,214,000	3,695,175,000	3,879,934,000	4,073,931,000	4,277,626,000
Conditional Government Transfers					
Sector Conditional Grant (Wage)	3,950,404,000	4,147,924,000	4,355,321,000	4,573,087,000	4,801,741,000
Sector Conditional Grant (Non-Wage)	774,905,000	813,650,000	854,333,000	897,049,000	941,902,000
Sector Development Grant	528,541,000	554,968,000	582,717,000	611,852,000	642,445,000
Transitional Development Grant	19,802,000	20,792,000	21,832,000	22,923,000	24,070,000
Pensions for Local Government	53,212,000	55,873,000	58,666,000	61,600,000	64,680,000
Gratuity for Local Government	200,000,000	210,000,000	220,500,000	231,525,000	243,101,000
Sub Total	5,526,864,000	5,803,207,000	6,093,369,000	6,398,036,000	6,717,939,000
Other Government Transfers					
NUSAF	50,576,000	53,105,000	55,760,000	58,548,000	61,475,000
Uganda Road Fund	365,132,000	383,389,000	402,558,000	422,686,000	443,820,000

Infectious Diseases Institute (IDI)	30,000,000	31,500,000	33,075,000	34,729,000	36,465,000
DRDIP	16,319,848,000	17,135,840,000	17,992,633,000	18,892,264,000	19,836,877,000
Sub Total	16,765,556,000	17,603,834,000	18,484,026,000	19,408,227,000	20,378,637,000
Total	25,811,634,000	27,102,216,000	28,457,329,000	29,880,194,000	31,374,202,000

Source Finance Department 2020

5.2.2 Donor support

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

Table 53 below presents some of the major donor programmes that are expected to continue supporting the development initiative in Maracha district.

Table 55 Donor Programmes Supporting Maracha DDP 2020/2021-2024/2025 Implementation

Donor	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
UNICEF	293,200,000	307,860,000	323,253,000	339,416,000	356,386,000
UNFPA	156,929,000	164,775,000	173,014,000	181,665,000	190,748,000
Global Fund for HIV/AIDS/TB & Malaria	160,000,000	168,000,000	176,400,000	185,220,000	194,481,000
UNHCR	180,000,000	189,000,000	198,450,000	208,372,000	218,791,000
WHO	75,000,000	78,750,000	82,688,000	86,822,000	91,163,000
Total	865,129,000	908,385,000	953,805,000	1,001,495,000	1,051,569,000

5.2.3 Local Revenue

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

The District has mainly two major sources of local revenues namely, taxes and non taxes. Under taxes, the major active local revenue sources have been Local Service Tax, application fees, licenses and other licenses. While for non taxes, the main active sources included; rent-non

produce assets, sale of produce government assets and sale of non produce assets, rent/rates of produce assets, park fees, property related fees, animal/crop husbandry fees, registration of business, market/gate charges, agency fees and other fees and charges. Table 5.2.3 below presents the detail of local revenue sources for Maracha district local government for the next five year period.

Table 56: Details of Maracha District Local Revenue Budget Estimates by Source 2020/2021-2024/2025

Local Revenue	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Taxes					
Local Hotel Tax	600,000	630,000	662,000	695,000	729,000
LST	82,170,000	86,279,000	90,592,000	95,122,000	99,878,000
Land Fee	3,000,000	3,150,000	3,308,000	3,473,000	3,647,000
Application Fee	27,800,000	29,190,000	30,650,000	32,182,000	33,791,000
Business License	21,000,000	22,050,000	23,153,000	24,310,000	25,526,000
Other license	2,898,000	3,043,000	3,195,000	3,355,000	3,523,000
Sub Total	137,468,000	144,342,000	151,560,000	159,137,000	167,094,000
Non Tax					
Rent and Rates	10,500,000	15,025,000	11,576,000	12,155,000	12,763,000
Property Rates	3,000,000	2,100,000	2,205,000	2,315,000	24,310,000
Sell of non-produce	5,000,000	5,250,000	5,513,000	5,788,000	6,078,000
Park Fees	7,000,000	4,200,000	4,410,000	4,631,000	4,862,000
Animal and Crop Husbandry	9,500,000	9,975,000	10,474,000	10,997,000	11,547,000
BDR	1,400,000	1,890,000	1,985,000	2,084,000	2,188,000
Business Registration Fees	8,035,000	6,326,000	6,643,000	6,975,000	7,323,000
Agency Fees	10,000,000	6,300,000	6,615,000	6,946,000	7,293,000
Inspection Fees/medical Fee	9,500,000	9,975,000	10,474,000	10,997,000	11,547,000
Market Fees	49,480,000	51,954,000	54,552,000	57,279,000	60,143,000
Court Fees and Charges	100,000	105,000	110,000	116,000	122,000

Other Fees and Charges	89,706,000	96,191,000	98,901,000	103,846,000	109,038,000
Miscellaneous	10,874,000	10,368,000	10,886,000	11,430,000	12,002,000
Sub Total	215,095,000	220,709,000	225,446,000	236,717,000	270,432,000
Total	352,563,000	365,051,000	377,006,000	395,854,000	437,526,000

5.2.4 Other Sources of funding

Within the existing framework of government policy, the district will lobby for additional resources through the Local Government Associations, the Civil Society Organizations and the Private Sector to finance some of the unfunded priorities in the DDP that are of interest to the partners.

5.2.5 Off Budget Support Projections

Table 57: Offbudget projections

Donor	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
UNICEF	293,200,000	307,860,000	323,253,000	339,416,000	356,386,000
UNFPA	156,929,000	164,775,000	173,014,000	181,665,000	190,748,000
GAVI	160,000,000	168,000,000	176,400,000	185,220,000	194,481,000
UNHCR	180,000,000	189,000,000	198,450,000	208,372,000	218,791,000
WHO	75,000,000	78,750,000	82,688,000	86,822,000	91,163,000
Total	865,129,000	908,385,000	953,805,000	1,001,495,000	1,051,569,000

Sources: Finance Department Report March 2020

5.3 Costing of priorities and results (Sector Outcomes, outputs and Targets, annualized costs, sources- GOU, LR, DP, Private Sector)

Summary of Programme funding by source for the five years

The LGDP presents summary of the required total funding of the programmes providing annual breakdowns and indicative annual contributions from all sources. The format is provided in Table 58. Summary of programmes funding is derived from summing up the corresponding annualized costs of projects and funding requirements of the projects each Financial Year from Tables 58 a The Table is presented in Table 58

Table 58: Summary of Programme funding by source for the five years

Programme	Total LGDP Cost 2020/21 - 2024/25 (Billion)						GOU + LR 2020/21 - 2024/25 (Billion)						External Financing (DP, CSO + PS) 2020/21 - 2024/25 (Billion)					
	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY3	FY5	Total	FY1	FY2	FY3	FY3	FY5
Programme 1: Agro Industrialization	13.4	1.1	2.7	3.0	3.1	3.5	2.35	0.3	0.4	0.5	0.55	0.6	0	0	0	0	0	0
Programme 2: Toursim Development	0.198	0.05	0.06	0.07	0.08	0.1	0.168	0.04	0.06	0.08	0.1	0.15	0	0	0	0	0	0
Programme 3: Environment ,Climate Change and Natural Resource Management	3.96	0.7	0.75	0.8	0.81	0.9	1.0	0.1	0.15	0.2	0.25	0.3	0	0	0	0	0	0
Programme 4: Private Sector Development	0.116	0.01	0.02	0.025	0.03	0.031	0.0285	0	0.006	0.007	0.0075	0.008	0	0	0	0	0	0
Programme 5: Transport Interconnectivity	4.61	0.83	0.85	0.9	0.93	1.1	0.93	0.1	0.15	0.2	0.23	0.25	0	0	0	0	0	0
Programme 6: Sustainable Energy and ICT Development	0.47	0.075	0.095	0.1	0.1	0.1	0.23	0.03	0.05	0.05	0.05	0.05	0	0	0	0	0	0

	Total LGDP Cost 2020/21 - 2024/25 (Billion)						GOU + LR 2020/21 - 2024/25 (Billion)						External Financing (DP, CSO + PS) 2020/21 - 2024/25 (Billion)					
Programme 8:Sustainable Urbanization and Housing	0.107	0.016	0.016	0.020	0.025	0.030	0.105	0.02	0.02	0.02	0.02	0.025	0	0	0	0	0	0
Programme:8 :Human Capital Development and social protection	102.7	19.3	20.1	20.2	21.1	22.0	13.9	2.5	2.6	2.7	3.0	3.1	3.35	0.5	0.6	0.7	0.75	0.8
Programme 9: Community Development and Mindset Change	3.546	0.625	0.700	0.701	0.720	0.800	0.09	0.016	0.017	0.018	0.019	0.020	0	0	0	0	0	0
Programme 10: Regional or Special Development	6.0	1.0	1.1	1.3	1.4	1.2	6	1.0	1.1	1.3	1.4	1.2	0	0	0	0	0	0
Programme 11: Governance and Security Strengthening	3.163	0.563	0.600	0.625	0.675	0.700	0	0	0	0	0	0	0	0	0	0	0	0
Programme 12: Development Plan Implementation	2.0	0.362	0.363	0.400	0.425	0.450	0.372	0.066	0.070	0.075	0.080	0.081	0	0	0	0	0	0
Program 13 Public sector transformation.	22.2	3.9	4.0	4.5	4.8	5.0	5.5	0.9	1.0	1.1	1.2	1.3	0	0	0	0	0	0

Project Name	FY2020/21	Yr 2	Yr 3	Yr 4	Yr 5	GoU budget	LG Budget	Dev't Partners off Budget	Unfunded	Total
risk Management Committees										
Project 4: Afforestation or Tree Growing	0.05	0.1	0.05	0.05	0.05	0	0	0.3	0	0.3
Programme Description: Private Sector Development										
Project 1: Mapping investment potentials and opportunities	0	0.01	0.01	0.01	0.01	0	0.04	0	0	0.04
Project 2: Producer and Consumer Cooperatives mobilization and strengthening	0.5	0.5	0.5	0.5	0.5	0	0	0	2.5	2.5
Project 3: Capacity Building of the private s	1.01	1.01	1.02	1.02	1.02	0	0.07	0	5	5.07
Programme Description: Transport Interconnectivity										
Project 1: District road rehabilitation and maintenance	1.06	0.47	1.47	1.67	0.47	5.14	0	0	0	5.14
Project 2: Community Access road bottleneck improvement and upgrading	0.15	0.15	0.15	0.15	0.15	0.75	0	0	0	0.75
Project 3: District road equipment and other transport services	0.08	2.96	3.4	1.57	0.95	0	0	0	9.11	9.11
Programme Description:Sustainable Energy and ICT development										
Project 1: Rural electrification	0	0	0.07	0.07	0.07	0	0	0	0.22	0.22
Project 2: Solarizing institutions and households	0.2	0.58	0.66	0.52	0.5	0.67	0	0	1.8	2.47
Project 3: Renewable alternative energy	0.02	0.03	0.03	0.03	0.03	0.12	0	0	0	0.12
Project 1: ICT Penetration and utilization	0.01	0.24	0.24	0.24	0.24	0.004	0	0	0.98	0.976
Programme Description: Sustainable Urbanization and housing										
Project1: Urban greening and beautification	0	0.02	0.02	0.02	0.02	0.08	0	0	0	0.08
Project 2: Land consolidation surveying ,titling and banking	0	2.4	2.4	2.4	2.4	9.6	0	0	0	9.6
Programme:Human capital development and social protection										
Project 1: Strengthening teaching and learning environment	5.11	6.48	3.16	3.72	6.3	5.61	19.06	0	5.61	24.67

Project Name	FY2020/21	Yr 2	Yr 3	Yr 4	Yr 5	GoU budget	LG Budget	Devt Partners off Budget	Unfunded	Total
Project 2: Strengthening and improving health system	4.76	151.68	152.63	152.9	151.95	0	13.54	0.03	600.35	613.92
Project 3: Improving water, hygiene and sanitation	0.6	0.63	0.89	0.48	1.05	3.49	0	0	0.15	3.5
Project 4: Expanding the social protection										
Project 1: Expanding social protection to vulnerable groups										
Programme Description: Community Mobilization and Mindset Change										

Table 60: Details of funding gaps by department and strategies for bridging the gaps

Programmes	Funding gap Ushs. (000)	Strategies
1. Agro-industrialization	3,487,055	Public Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
2. Tourism Development program	16,780,892	Encourage private sector to invest, improving tourism infrastructure
3. Environment, Climate Change and Natural Resources Management	973,756	Lobbying development partners to support investments in environment, climate change and water catchment management
4. Private Sector Development	1,285,460	Public Private Partnerships, Strengthening capacity of private sector, lobbying and advocating for long term financing to support private investment
5. Transport Interconnectivity	15,681,274	Lobbying and advocating for central support in provision of road equipments, engage development partners to support improvement of road infrastructure
6. Sustainable Energy and ICT Development	5,044,129	Lobbying and advocating for rural electrification to bridge the gap of connectivity, engage development partners to support alternative sources of energy like solar, encourage private sector to invest in energy interventions
7. Sustainable	11,310,716	Mobilize and sensitize communities to construct decent housing,

Programmes	Funding gap Ushs. (000)	Strategies
Housing and urban Housing		encourage private sector to invest in low cost housing units, Urban authorities to invest in low cost housing and gazette urban areas for greening and attract future investments
8. Human Capital Development and Social protection	611,580,342	Lobbying and advocating central government to support construction of the District Hospital, Encourage private sector to invest in health and education, engage other development partners to support health, education and water programme and develop bankable project proposals in health, education and water
9. Community Mobilization and Mindset Change	4,107,163	Lobbying funding Minisytry of Tourism for construction community Hall for Youth, Advocate to Ministry of Gender, Labour and Social Development to increase funding for vulnerable groups, engage other partners to invest in social protection
10. Regional Development programme	4,166,000	Lobbying and advocating for additional funding central government for under served areas, Increase allocation to lower local governments lagging behind in service delivery, engage other development partners to support interventions in these areas
11. Governance and Security Strengthening	1,563,873	Improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions
12. Development Plan Implementation	381,675	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
13. Public sector Transformation	1,500,873	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
Total	677,863,208	

5.4 Resource Mobilization

5.4.1 Objectives for resource mobilization

The following are the objectives for the resource mobilization

To mobilize sufficient revenues for the execution of planned interventions in the plan

To identify, document and efficiently collect revenues that are budgeted

To strengthen inspection, supervision and monitoring of revenue mobilization activities

To promote awareness and tax education amongst tax payers and the public

To strengthen the district's relationship with donors and encourage PPP

5.4.2 Strategies for resource mobilization

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

Maracha District Local Government district will formulate and implement a local revenue enhancement plan for the district.

The district will also develop project proposals for funding, with a special focus on local economic development through different development partners

The district has highly prioritized agriculture with the aim of increasing production and productivity including value addition for increased household incomes and employment opportunities for those who are currently involved in informal trade which could be taxed

The district will also focus on improving her road condition so as to reduce the cost of doing business and improve access to markets

Maracha district will implement the developed Local Economic Development Strategy for Maracha District to increase locally generated revenue.

Strengthening revenue inspection, supervision and monitoring at all levels to reduce spending from source
Key staff will be recruited and deployed for revenue mobilization exercise especially parish chiefs

Strengthen revenue management and accountability through mandatory notices and community Baraza

Conducting mass awareness campaign through radio talk shows to mobilize the public and explain key priorities of the district in the DDP, BFP, and annual budgets and work plans.

Compliance to the existing laws and regulation to improve performance and also attract donor attention.

Increase the market infrastructure at areas proximity to the refugee camp to tap the market potential (both as consumers and traders) to spur more local economic activity and increased revenue opportunities.

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

6.0 LGDP MONITORING AND EVALUATION FRAMEWORK

6.1 LGDP Monitoring and Evaluation Arrangements

In order to remain on track and achieve the DDP Objectives, Maracaha District intends to conduct indebt M&E involving cross-section of stakeholders for all projects and this is summarized in table 6.1.1 below

Table 61: Showing LGDP Main M&E Events

Main M&E Event	Purpose and description	Output	Lead agency	Other key actors	Time frame
LGDP Annual Performance Review	Internal review of LGDP implementation (Programmes, interventions and projects)	Local Government Annual Performance Report	HLG/MC	LG Stakeholders	Annually, September
Alignment of BFPs and budgets to the LGDP	Align BFP with the LGDP (Alignment) following communication of the 1st BCC to HODs and LLGs and	- BFP	Accounting Officer, Planning Dept/Unit	MFPED, NPA, TPC Members and other LG stakeholders	Oct- November
Budgeting and Financial Planning	Circulate 2nd Budget Call Circulars to commence the budget preparation process	Annual Budget Estimates - Performance Contracts - Annual Work Plan	SAS, Planning and Finance Depts	MFPED, NPA, TPC Members and other LG stakeholders	Annual, March- May
Statistics Production and use in the NDP implementation	Basis for a before, midterm and end line assessment of the LGDP progress	Statistical abstracts and Quarterly Progress Reports	UBOS, MFPED	OPM, NPA, MFPED, other MDAs as well as LGs	Annually, Quarterly
LGDP Mid-Term Review	Assess mid-term progress of LGDP and projects and programmes to ensure consistency of implementation with	LGDP mid-term review reports	LG	NPA, MDAs, MFPED, OPM, LGs, private sector, CSOs	January-June 2023

	overall focus and objectives				
LGDP end Evaluation	Assess end-term evaluation of LGDP including projects and programmes	LGDP End evaluation reports	LG	MDAs, MFPED, OPM, LGs, private sector, CSOs	June 2025

6.2 LGDP Progress Reporting

Monthly progress reports by Program Heads highlighting both physical and financial achievements, challenges and strategies for improvement

Quarterly progress reports prepared and discussed in standing committee meetings

Quarterly field monitoring visits to ascertain progress of implementation, challenges and jointly agree on strategies for improvements where there were gaps

Bi-annual progress reports to ascertain accomplishment of targets and revisit direction of action in case of changes in the implementation environment.

Annual progress reports to validate achievement of annual targets and seek stakeholder views and satisfaction on the agreed actions.

6.2.1 Joint Annual Review of LGDP

Sector specific reviews to validate the achievements, challenges and proposed strategies for improvements. Here sector specialist sit to discuss their sector specific outcomes to be shared in a multi sector review meetings

Multi sectoral review meetings where all sectors come together and present their achievements, challenges and proposed strategies for improvement for stakeholders validation.

Baraza meetings shall be organized at Parish level to seek the opinion of the community members about the achievements, challenges and proposed recommendation for improvement

Key informant interviews shall also be organized to get additional information from key partners and leaders both at community, technocrats and political leaders as well as religious and cultural leaders.

6.2.2 LGDP Mid -term Evaluation

The Chief Administrative Officer shall for a technical Mid – Term Evaluation Committee to perform this task. The task shall begin with orientation and team formations. The team shall be given Terms of Reference.

The team shall conduct Focus Group Discussions, Key informant interviews and questionnaires to collect the required information.

Draft report shall be produced and shared in a multi stakeholder meeting for validation purposes and highlights proposed recommendations for improvement.

Final copy shall then be produced to inform the required changes in the remaining two and half year period

6.2.3 LGDP End of Term Evaluation

Just like the Mid-term evaluation, the Chief Administrative Officer shall form a task force to execute the task who shall provide ToR for the team.

The Task force shall also conduct Focused Group Discussion, questionnaire to collect the required data for the exercise

Draft report shall be produced and shared in a multi-stakeholder meetings to validate before the report is shared at community level for their validation

The recommendations highlighted in the report shall be used to guide the forth Development Plan for the District

6.3 LGDP Communication and Feedback Strategy/ Arrangements

An effective Communication strategy is an essential element of the LGDP implementation, monitoring and evaluation frameworks. It is crucial that all stakeholders in the LGDP process are adequately

informed and mobilized to understand and comply with the objectives, the targeted long-term outcomes and the strategic directions pursued in the NDP. On the other hand, an effective Communication strategy will also serve to actualize the required bottom-up influences presumed in the LGDP conceptual framework where local government priorities are expected to inform the selection of national sector development priorities. Similarly, an effective communication strategy will facilitate the transmission of monitoring and evaluation findings and recommendations to the respective centers where actions can be taken to address the issues that will be raised.

Therefore, this Section is on communication Strategy/plan relating to: Dissemination of the DDP and Annual Progress Report of the implementation of the DDP; Creation of awareness on the expected roles of the stakeholders in the implementation of the Plan including LLGs, CSO, and community members; promotion of dialogue and generation of feedback on the performance of the district, Effective management of people's expectations with regard to public services of the local government; Strengthening the relationships between the people involved in the planning, implementation and M&E processes, Strengthening public ownership of the LG plans and Enhance accountability and transparency in the implementation of the LG plans;

It is important to note that this Maracha DDPIII has been formulated using a wide range of consultative processes right from the village level through the district. This implies that it has attracted a great deal of stakeholders at each level who are all interested in knowing the progresses and challenges in the implementation of the plan. In this respect, the district has adopted a two-way communication strategy; firstly, a bottom-up approach as was used in the planning process and so shall be applied in communicating progress of implementation. In this approach, the communities, leaders and CBOs that are involved in monitoring activities at their various levels shall report their findings to the Sub-county or District for appropriate actions, where required. The district and sub-counties shall, on a regular basis inform the rest of the stakeholders on the progress of implementation of the plans. This will provide the stimuli to continue owning and contributing towards development plans or programmes by the communities and other stakeholders. It will further energize the stakeholders (including LLGs, CSOs and community members) to

know and play their roles in implementation, monitoring and evaluation and it will strengthen the relationship between the different stakeholders mentioned.

The available avenues for effective feedback for the above two-way strategy are through;

- Community feedback forum e.g. Barazas
- State of the district, Subcounty address by the Chairpersons L.C 5 and L.C 3
- Budget conferences at district and Subcounty levels
- Radio talk shows
- Use of public notice boards
- Communication during public gatherings

Table 62: Communication thematic issues

Thematic Area	Communication strategy
Indicative Planning Figures (IPFs)	<ul style="list-style-type: none"> ○ Send circulars about IPFs to all stakeholders ○ Hold meetings to discuss IPFs ○ Use extension staff to inform communities about IPFs ○ Display IPFs on district, sub county, TC notice boards
Participatory Planning	<ul style="list-style-type: none"> ○ Hold TPC meetings to discuss planning process ○ Use various information material to illustrate the planning process ○ Distribute planning process reports to councillors ○ Display lists of proposed projects in public places
Feedback on approved projects	<ul style="list-style-type: none"> ○ Send circulars to stakeholders on approved projects ○ Hold TPC meeting to discuss approved projects, locations and costs ○ Display approved projects
Project Implementation	<ul style="list-style-type: none"> ○ Submit progress reports using M&E Formats to district Council & relevant institutions ○ Hold TPC meetings to discuss reports & follow-up actions ○ Organise workshops to present and discuss lessons learnt, best practices, challenges & achievements ○ Disseminate success stories, best practices.
Operations & Maintenance of projects	<ul style="list-style-type: none"> ○ Hold community meetings to discuss O&M of community facilities ○ Mobilise councillors, CDOs & other extension staff to organise training workshops for facility users on O&M ○ Disseminate information on O&M of community facilities through mass media, poster , brochures, newsletters ○ Display information materials on O&M of community facilities in strategic community places.
Transparent &	<ul style="list-style-type: none"> ○ Submit lists of works, goods & services to be procured with their

<p>competitive procurement</p>	<p>specifications &</p> <ul style="list-style-type: none"> ○ shortlisted contractors/suppliers/service providers with their profiles to contracts ○ committee ○ Advertise the works, goods & services to be procured in public media. ○ Write to LLGs informing them of selected contractors suppliers/service providers ○ Write to successful bidders informing them of the results of the evaluation
<p>Financial management & Audit</p>	<ul style="list-style-type: none"> ○ Send letters to SCC/TCs about projects to be implemented, their costs, their location ○ Send letters to SCC/TCs about completed projects, certificates issued & payments effected ○ Display lists of central government transfers & local revenue generated by source, location & expenditure in strategic public places ○ Submit quarterly audit reports to the respective councils & PAC for discussions. ○ Hold meeting with the affected personnel to discuss audit reports ○ Submit final accounts to the relevant central government MDAs
<p>Assessment reports</p>	<ul style="list-style-type: none"> ○ Submit internal assessment reports to MoLG, ○ Organise meetings to discuss national and internal assessment reports and LG level

Annex 1:LGDP Results Framework

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Goal: Increase Average Household Incomes and Improve the Quality of Life of the people in Maracha District	Quality of life	Increased life expectancy	Life expectancy at birth	58	60	62	64	66	68
		Reduced population growth rate	Population growth rate	3.2	3.0	2.8	2.6	2.4	2.2
	Household income	Population below the poverty line (%)	Proportion of population below poverty line	60	55	50	45	40	35
Objectives	KRA	Outcomes	Indicators	Base line					
			Increase in volume of value addition products (tonnes)	0	10	15	20	25	30
		Increase in number of jobs created in agro-industry along the value	Proportion of jobs created along Agro-industry value chain	0	5	10	15	20	25
		Proportion of households that are food secure	Proportion of households dependant on subsistence agriculture	80	75	70	65	60	55
			Households having atleast two meals per day	40	50	60	70	80	
	Tourism	Increased tourism activities	Revenue generated from Tourism activities	0	0	1,000,000	2,000,000	3,000,000	4,000,000
			Percentage of tourism returns to total Local Government Budget	0	0	0.1	0.2	0.3	0.4
	ICT	Increased ICT Penetration	Percentage of area covered by Broad band internet connectivity	0	0	5	10	15	20
	Land	Increase area covered by wetlands	Increase in wetland cover	8	10	12	14	16	18

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		Increase land area covered by forest	Increase in forest cover	7	10	13	16	19	22
			Percentage of titled Institutional land (Schools, Health centres, markets, sub-county and District headqurtes) surveyed and titled	10	30	50	70	90	100
		Increase the proportion of surveyed land	Proportion of rural growth centres with physical planning	0	3	6	9	12	15
		- Increased water samples complying with national standards	Proportion of water samples tested complying with national standards	73	78	83	88	93	98
		- Increased clean and safe water supply within the district	Proportion of population accessing safe and clean	75	80	85	90	95	100
2 Strengthen private sector capacity to drive growth and create jobs	Private sector growth	- Increased volume of loans from the Local SACCOs to the local private sector - Reduced informal sector contribution to local employment	Total Savings in the Registered SACCOs as a percentage in the District budget	3	5	7	9	11	13
			Total annully amount of loan disbursed by the registered SACCOS to Clients within the district	0.2 Bn	0.4Bn	0.5Bn	1.0 Bn	1.5 Bn	2 Bn
			Reduced youth unemployment	80	70	60	50	40	30
			Number of new enterprises developed and functional	0	5	10	15	20	25
			Number SACCOs registered and functional	1	2	3	4	5	6
3 Consolidate and increase stock and	Energy		Households with access to electricity, %	0	0	0	5	10	15
	Road	- Reduce average travel time within and	%age of District roads in Fair to	49.4	54.4	59.4	64.4	69.4	74.4

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets					
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
quality of productive infrastructure		without the district	good condition							
		- Reduce unit cost of building transport infrastructure especially roads	Upgrading Urban roads to paved standards	0	2	4	6	8	10	
		- Increase average infrastructure life span especially (Urban paved roads, District Roads and Community Access Roads	Rehabilitation of District Feeders	0	10	15	20	25	30	
			Length of Upgrading Community Access roads to District Roads	0	5	10	15	20	30	
			Improving road bottlenecks within the Community Access Roads	0	50	80	110	140	170	
	Water for production			Water usage (m ³ per capita)						
				Cumulative WfP Storage capacity (million m ³)						
	ICT		- Increase ICT penetration in the district - Increase the proportion of population accessing services online - Increase proportion of government services online	Number of secondary schools with access to internet broad band	0	0	2	4	6	8
				Number of primary schools with access to internet broad band	0	0	4	8	12	16
				Number of Sub Counties & Town Council with access to internet broad band	0	0	1	3	4	6
				Percentage of population that have access to internet	4	8	12	16	20	24
				Number of health centres with access to internet broad band	1	2	3	4	5	7
	4. Enhance productivity, inclusiveness and wellbeing of the population	Labour productivity & Employment	- Decrease the urban unemployment rate - Decrease the percentage of urban dwellers living in slums and informal settlement	Proportion of the urban population employed in gainful and sustainable jobs	0	8	10	12	14	16
			Improve the efficiency of solid waste collection	Solid and liquid waste management sites identified and	0	1	2	3	4	5

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			developed						
			Labour Force Participation Rate (LFPR)						
			Employment Population Ratio						
	Health		No of new HIV infections per 1,000 population	0.6	0.588	0.57	0.56	0.55	0.54
			TB incidence per 100,000 population	108	105.8	103.7	101.6	99.6	97.6
			Malaria incidence per 1,000 population	764	748.7	733.7	719.1	704.7	690.6
			Hepatitis B incidence per 100,000 population	2.9	2.84	2.78	2.73	2.67	2.62
			Incidence of Road accidents per 1,000	2.0	1.96	1.92	1.88	1.84	1.81
			% Under 5 illnesses attributed to Diarrheal diseases	7.0	6.86	6.72	6.58	6.45	6.32
			Maternal Mortality ratio (per 100,000)	103	100.94	98.92	96.94	95.0	93.10
			Neonatal Mortality Rate (per 1,000)	6	5.88	5.76	5.64	5.53	5.42
			Infant Mortality rate (per 1,000)	23	22.54	22.09	21.64	21.21	20.79
			Under Five Mortality Rate (Per 1,000)	2	1.96	1.92	1.88	1.84	1.81
			Mortality due to Malaria	26.4	25.8	25.35	24.84	24.35	23.86

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
					7				
			Mortality due to TB	1.6	1.56	1.53	1.50	1.47	1.44
			Mortality due to AIDS	0.06	0.058	0.057	0.056	0.055	0.054
			Mortality rate attributed to poor sanitation (per 100,000)	2.4	2.35	2.30	2.25	2.21	2.16
			Prevalence of teenage Pregnancy	20.4	19.99	19.59	19.20	18.81	18.43
			Prevalence of Malnutrition in the population, %	0.03	0.029	0.028	0.027	0.026	0.025
			Mortality attributed to Injuries (%)	0.8	0.78	0.76	0.75	0.73	0.72
			Health Determinants						
			Access to safe water supply	78%	79.1	81.1	82.7	84.4	86.1
			Access to basic sanitation	89%	90.5	92.5	94.4	96.3	98.2
			Total Fertility Rate	7	6.86	6.72	6.58	6.45	6.32
			Adolescent fertility rate (Birth rate per 1,000 adolescent women (aged 10 – 19 years)	22.4	21.95	21.51	21.08	20.66	20.24
			Unmet need for Family Planning	43%	42.14	41.29	40.47	39.66	38.86
	Education		Gross Enrolment Ratio	86,000	87,000	87,200	87,500	88,000	88,500

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			Net Enrolment Ratio	85,000	85,25	86,000	86,500	87,000	88,000
			Proficiency in Literacy, %	75%	78%	80%	83%	87%	90%
			Proficiency in Numeracy, %	65%	67%	70%	75%	80%	85%
			Survival rates, %	75%	78%	80%	83%	85%	80%
			Proportion of schools/ training institutions and programmes attaining the BRMS, %	80%	82%	85%	88%	90%	92%
			Transition from P.7 to S.1	85%	90%	91%	92%	93%	94%
			Science pass rates (O-level)	45%	48%	50%	52%	54%	56%
			Quality adjusted years of schooling						
			Average years of schooling	13	12	12	12	12	12
			Proportion of children with age - appropriate development	40%	43%	45%	47%	50%	52%
			Child poverty rate, %	85%	80%	75%	70%	65%	60%
			Proportion of children protected from abuse and violence, %	55%	60%	65%	70%	75%	80%
			Percentage of children aged 5-17 years engaged in child labour	65%	60%	55%	50%	45%	40%
			Prevalence of under 5 Stunting, %	15%	12%	10%	8%	6%	5%
			Proportion of children able to learn, play and grow up in safe, clean and stimulating environment	45%	48%	50%	52%	54%	60%
			Prevalence of Violence Against Children (VAC), %	56%	58%	60%	62%	64%	68%
			Proportion of primary school children accessing a school meal, %	25%	28%	30%	32%	34%	40%
	Energy								
	Water and		Safe water coverage (%) (rural &	40	50	60	70	80	90

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Environment		Urban						
			Sanitation coverage (Improved toilet)	83	86	89	92	95	98
			Hygiene (Hand washing)	35	42	49	56	63	70
	Social Protection Coverage (%)	-Strengthen Community Based Management Information System	Proportion of population accessing social insurance, %	0	0	0	10		
			% population receiving direct income support	11	12	13	14	15	16
			Proportion of eligible population with access to social care services, %	60	65	70	75	80	85
	12.	-Strengthen agriculture extension systems -Strengthen agricultural research and development -Improve land tenure system that promote agriculture investments -Strengthen the agricultural inputs markets and distribution system to adhere to quality standards and grades -Increase access to and use of agricultural mechanization -Strengthen farmer organizations and cooperatives -Strengthen systems for management of pests, vectors and diseases -Improve skills and competence of agriculture labour force both technical & managerial	Proportion of Households dependent on subsistence agriculture as main source of livelihood	90	85	80	75	70	65
			Proportion of farmers adopting and practicing recommended agricultural practices		15	30	45	60	75
			Proportion of household engaged in large scale commercial	0	2	4	6	8	10
			Proportion of farmers having access to quality and affordable planting materials	0	2	4	6	8	10
			Proportion of household having access to ox traction and tractor for cultivation	0	5	10	15	20	25
			Proportion of farmers utilizing water for production	0	1	2	3	4	5

Category	KRA	Impact	Indicators	Base line (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
5. Strengthen the role of the District Local Government in development	Local Revenue to Total LG Revenue (%)	Percentage of local revenue to the district budget	Percentage of local revenue to the district budget	1.7	1.9	2	3	4	6
		1. Develop Strategic Local Economic Development Plan	Number of LED initiatives established by LG and functional	0	3	4	5	6	7
		2. Strengthen Local Revenue Mobilization and management	Percentage of local revenue to the district budget	1.7	1.9	2	3	4	5
		3. Scale up civic education	Increase the percentage of the population participating in electoral process	50	60	70	80	90	100
			Increase percentage of youth engaged in district and national projects/ programmes and services	30	35	40	45	50	55

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
HUMAN CAPITAL DEVELOPMENT	Education and skills development	Roll out early grade reading and early grade Math's in all primary schools to enhance proficiency literacy and numeracy Equip and support all lagging schools to meet basic requirement and minimum standards in pre-primary, primary and secondary schools Implement a need based approach to establish a pre-school class in public schools Implement integrated ICT	Roll out early grade reading and early grade Math's in all primary schools to Enhanced proficiency in literacy and numeracy Equipped and supported all lagging schools to meet basic requirement and minimum standards in pre-primary, primary and secondary schools Implemented a need based approach to establish a pre-school class in public schools Implement integrated ICT enabled teaching, school level inspection and	Gross Enrolment Ratio	86,000	87,000	87,200	87,500	88,000	88,500
				Net Enrolment Ratio	85,000	85,250	86,000	86,500	87,000	88,000
				Proficiency in Literacy, %	75%	78%	80%	83%	87%	90%
				Proficiency in Numeracy, %	65%	67%	70%	75%	80%	85%
				Survival rates, %	75%	78%	80%	83%	85%	80%
				Proportion of schools/ training institutions and programmes attaining the BRMS , %	80%	82%	85%	88%	90%	92%
				Transition from P.7 to S.1	85%	90%	91%	92%	93%	94%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY						
						YR1	YR2	YR3	Y4	YR5	
		enabled teaching, school level inspection and supervision.	supervision.	Science pass rates (O-level)	45%	48%	50%	52%	54%	56%	
				Quality adjusted years of schooling							
				Average years of schooling	13	12	12	12	12	12	
				Proportion of children with age - appropriate development	40%	43%	45%	47%	50%	52%	
				Child poverty rate, %	85%	80%	75%	70%	65%	60%	
				Proportion of children protected from abuse and violence, %	55%	60%	65%	70%	75%	80%	
				Percentage of children aged 5-17 years	65%	60%	55%	50%	45%	40%	

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				engaged in child labour						
				Prevalence of under 5 Stunting, %	15%	12%	10%	8%	6%	5%
				Proportion of children able to learn, play and grow up in safe, clean and stimulating environment	45%	48%	50%	52%	54%	60%
				Prevalence of Violence Against Children (VAC), %	56%	58%	60%	62%	64%	68%
				Proportion of primary school children accessing a school meal,	25%	28%	30%	32%	34%	40%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				%						
	Population health, safety and management	Reduce the burden of communicable diseases with focus on high burden diseases (Malaria, HIV/AIDS, TB, Neglected Tropical Diseases, Hepatitis), epidemic prone diseases and malnutrition across all age groups emphasizing Primary Health Care	Target population fully immunized	No of new HIV infections per 1,000 population		0.588	0.57	0.56	0.55	0.54
Reduced morbidity and mortality due to HIV/AIDS, TB and malaria			TB incidence per 100,000	108	105.8	103.7	101.6	99.6	97.6	
Preventive programs for NCDs implemented			Malaria incidence per 1,000	764	748.7	733.7	719.1	704.7	690.6	
Health facilities at all levels equipped with appropriate and modern medical equipment.			Hepatitis B incidence per	2.9	2.84	2.78	2.73	2.67	2.62	
Adolescent Health Policy developed and			Incidence of Road accidents per 1,000	2	1.96	1.92	1.88	1.84	1.81	
			% Under 5 illnesses attributed to Diarrheal	7	6.86	6.72	6.58	6.45	6.32	
			Maternal Mortality ratio (per 100,000)	103	100.94	98.92	96.94	95	93.1	

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5	
		Approach	disseminated	Neonatal Mortality Rate	6	5.88	5.76	5.64	5.53	5.42	
		Prevent and control Non-Communicable Diseases with specific focus on cancer, cardiovascular diseases and trauma	Comprehensive Electronic Medical Record System (EMRS) scaled up	Infant Mortality rate	23	22.54	22.09	21.64	21.21	20.79	
				Under Five Mortality Rate	2	1.96	1.92	1.88	1.84	1.81	
		Improve the functionality of the health system to deliver quality and affordable preventive, promotive,	Emergency Medical Services critical cadre trained and recruited	Mortality due to Malaria	26.4	25.87	25.35	24.84	24.35	23.86	
				Mortality due to TB	1.6	1.56	1.53	1.5	1.47	1.44	
		Improve the functionality of the health system to deliver quality and affordable preventive, promotive,	Basket of 41 essential medicines availed.	Mortality due to AIDS	0.06	0.058	0.057	0.056	0.055	0.054	
				Health workers trained	Mortality rate attributed to	2.4	2.35	2.3	2.25	2.21	2.16
					Increased access to safe water, sanitation &	Prevalence of teenage Pregnancy	20.4	19.99	19.59	19.2	18.81

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		curative and palliative health care services focusing on (a. Ensure adequate human resources for health at all levels, with special focus on specialized and super specialized	hygiene	Prevalence of Malnutrition in the		0.029	0.028	0.027	0.026	0.025
			Increased access to FP services and age appropriate information	Mortality attributed to Injuries (%)	0.8	0.78	0.76	0.75	0.73	0.72
			Hunger and malnutrition reduced	Access to safe water supply	78%	79.1	81.1	82.7	84.4	86.1
			Death due to, accidents and injuries reduced	Access to basic	89%	90.5	92.5	94.4	96.3	98.2
			Physical health activities and	Total Fertility Rate	7	6.86	6.72	6.58	6.45	6.32
				Adolescent fertility rate		21.95	21.51	21.08	20.66	20.24
				Unmet need for Family	43%	42.14	41.29	40.47	39.66	38.86
	Gender & social protection	Expand scope and coverage of social Care and Support services to the most vulnerable groups and disaster-prone	Expand livelihood support, public works, and labour market programs to promote green and resilient growth Labour Intensive	Number of Elderly supported annually	106	110	120	130	140	150
					Number of PWDs supported annually	30	50	70	90	110

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		communit Reduce vulnerability and gender inequality along the lifecycle Scale up Gender Based Violence (GBV) interventions at all levels Support Gender equality and Equity Responsive Budgeting in all sectors and LGs	Public works Programmes established	Number of Youths supported annually	200	210	250	300	350	400
			Senior citizens grant expanded to all aged above 65years	Number of orphans and vulnerable children supported annually	0	10	20	30	40	50
			Child disability benefits provided	Number of orphans and vulnerable children supported annually	0	10	20	30	40	50
			Youth livelihood Programme Phase 2 implemented							
			Youth Venture Capital Fund strengthened							
			Women entrepreneurship Programme Phase 2implemented							
			National Youth							

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
			Service Scheme developed							
			Prevalence of GBV cases among men, women and children reduced							
			Sector Gender compacts developed							
			Population/DD, Gender and equity compliance assessments conducted							
			National Male Involvement Strategies in promotion of gender equality implemented							
			Regional Talent							

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
			identification centers established							
Programme: Public Sector Transformation	Strengthen accountability for results across government Strengthen human resource management function of Government for improved service delivery Deepen decentralization and citizen participation in local development	Review and strengthen the client chatter feedback mechanism to enhance the public demand for accountability Empower MDAs to customize talent	Client charters developed and implemented	Level of client satisfaction with the client feedback mechanism	60%	65%	70%	80%	90%	100%
			Barraza program implementation scaled up	% of individuals achieving their performance targets	70%	80%	85%	90%	95%	100%
			Performance of MDA reviewed Capacity of Public officers built in performance management	% of Public Officers receiving salary according to the approved pay plan	96%	100%	100%	100%	100%	100%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		management (Attract, retain and motivate public servants)	Training curriculum on mainstreaming cross cutting issues implemented	Level of beneficiaries satisfaction with services provided	60%	65%	70%	80%	90%	100%
		Increase participation of Non-State Actors in Planning and Budgeting	Systems, procedures and practices of high risk corruption MDALGs reviewed	% reduction of maladministration complaints against public officers	35%	30%	25%	15%	10%	5%
		Operationalize the parish model	CSO Development Planning and Budgeting Issues Papers	Timeliness in filling declared vacant positions	90 days	90 days	90 days	90 days	90 days	90 days
			Parish level Structures to implement the Parish Model established and	% of Professional Public Servants (Final Outcome)	70%	75%	80%	85%	90%	95%
				% of Public Officers with the right skills, competencies and mind-set	75%	80%	85%	90%	95%	100%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
			empowered	% talent retention	70%	75%	80%	85%	90%	95%
				% of advertised positions filled with skilled & competent staff	76%	78%	80%	85%	90%	96%
				% of employees leaving the service on grounds other than due to retirement or dismissal	6%	5%	4%	3%	2%	1%
				% of Strategic Positions with qualified officers available for succession	60%	65%	70%	80%	90%	100%
				Percentage level of integrity in the local	65%	70%	75%	80%	85%	95%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				government						
				NO.of employee grievances resulting into industrial action	1	1	1	1	1	1
				% of employees grievances resulting into litigation	3	4	2	1	0	0
				% of Public Officers whose performance is progressive	70%	75%	80%	85%	90%	95%
				Absenteeism rate in the District	20%	15%	10%	5%	0%	0%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				% NO. of employees earning salary according to their salary scales	1,529	1,580	1,620	1,750	1,815	2,180
				% % of staff accessing payroll within 30 days after assumption of duty	80%	90%	95%	100%	100%	100%
				% of employees' information in HCM consistent with service records and other key Government System's data	50%	60%	70%	80%	90%	100%
				% % reduction in accumulated	20%	15%	10%	5%	0%	0%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				pension and gratuity arrears						
				% % of retirees accessing retirement benefits on the due date	60%	70%	75%	80%	90%	100%
				P% level of knowledge retention	70%	75%	80%	85%	90%	95%
				% Staff who have completed minimum competence level	85%	55%	45%	35%	25%	15%
				% Staff at Intermediate Level	10%	30%	35%	25%	15%	10%
				% Staff at Mastery level	5%	15%	20%	40%	60%	75%
				Proportion of the Training	65%	75%	85%	95%	100%	100%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				Plan implemented.						
				% of Teachers attending to duty-Primary	80%	83%	87%	90%	92%	95%
				% of Teachers attending to duty-Secondary	80%	82%	85%	90%	92%	95%
				% of Schools with the recommended Staffing – Primary	60%	70%	80%	90%	100%	100%
				% of Schools with the recommended Staffing-Secondary	30%	40%	50%	60%	70%	80%
				Average process turnaround time (Minutes) for retrieval of	20	15	10	5	5	5

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				records						
				% of records lost due to poor storage conditions	20%	18%	15%	10%	8%	5%
				% of public officers who are affectively committed to their jobs	50%	60%	70%	80%	90%	100%
				% increase in local revenue mobilization	0.02%	0.025%	0.03%	0.04%	0.05%	0.06%
				% increase in the utilization and access of local government content on parish model	20%	30%	40%	50%	60%	70%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				% of enterprises surviving up to the first anniversary	20%	30%	40%	50%	60%	70%
				% of households in the pilot parishes with income generating enterprises	5%	20%	30%	40%	50%	60%
				% increase in population within the pilot parishes living below the poverty level.	5%	10%	20%	30%	40%	50%
				% of the Public that views the recruitment process as skills and merit based	40%	50%	60%	70%	80%	90%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				% of clients able to access the required information through institutional websites	0%	10%	20%	30%	40%	50%
				Percentage of population knowledgeable about public services	45%	50%	60%	70%	80%	90%
				Percentage increase in listenership and viewership of the public services broadcaster	0.50%	5%	10%	20%	30%	40%
Programme: Governance and Security Strengthening	Strengthen capacity of Security Agencies to address emerging security threats. Strengthen people centered delivery of security, justice, law and order	Review and enact appropriate legislation Improve the	Sub county NGO monitoring committees (SNMCs) established	Number of Council sittings with relevant resolutions	6	6	6	6	6	6
				Number of Contracts	8	8	8	8	8	8

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
	order services Strengthen policy, legal regulatory and institutional framework for effective governance and security	legislative process in Parliament and Local Governments to ensure enhanced scrutiny and quality of legislation Develop appropriate infrastructure for legislation, security, justice, law and order Promote equitable access to justice through legal aid services (b.	NGOs inspected Coordination arrangements for NGOs and partners formulated and implemented Child friendly rooms established & equipped in all ODDP the regional offices Cases involving children handled. Improved service delivery Peaceful and stable country. Corruption free, transparent and	Committee sittings for approved Bid documents, Methods of procurement, Ecs and contracts awarded Number of DSC meetings for staff interviewed, selection, appointment, confirmation, promotion, disciplinary action Number of Internal and Auditor Generals Audit reports						
					8	12	12	12	12	12
					4	4	4	4	4	4

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		Promote child friendly justice procedures)	accountable system.	reviewed						
		Strengthen transitional justice and informal justice processes	Improved Legislative process and Policy Implementation. Increased access to justice Free and Fair Democratic process.	Number of Standing committee meetings held with well adopted agenda and recommendation	6	6	6	6	6	6
				Number of Land Board sittings organized to approve Land Registration and renewal applications	8	8	8	8	8	8
				Proportion of the population having corruption	70	60	50	40	30	20

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				perception on District Local Government						
				Number of corruption cases reported	0	5	3	2	1	0
				Number of Lower Local Government Staff trained annually	7	10	15	20	25	30
				Number of tools and equipment procured and supplied to lower local governments	1	5	10	15	20	25
				Number of timely submission of reports to line	4	4	4	4	4	4

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				ministries						
				Number of audit queries generated annually	15	10	8	6	5	4
				Number of Lower Local Governments reporting timely	3	4	5	6	6	6
				Un qualified opinion of the Auditor General annually	0	1	1	1	1	1
				Percentage score on the national assessment conducted by	51	70	75	80	85	90

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				OPM						
				Average percentage score by District Councillors and Chairperson	0	50	55	60	65	70
Programme: Sustainable urbanization and housing	Increase economic opportunities in cities and urban areas Promote green and inclusive cities and urban areas Enable balanced and productive national urban system	1 Support establishment of labour-intensive manufacturing, services, and projects for employment creation including development of bankable	Jobs created	No of Building plans approved	10	20	30	35	40	45
			Skilling and entrepreneurship development centres upgraded in urban areas	No of Functional Physical Planning Committees	4	8	8	15	15	15
			Access to safe water	No of physical development plans Prepared and	0	0	1	2	1	1
			Access to solid waste management							

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		business plans	services	implemented						
		Upgrade accredited institutions to offer certified skilling, entrepreneurship and incubation development in sustainable urbanization and housing related fields	Physical Devt plans for all Urban Areas in place	No of proto type plans issued	3	4	6	8	10	12
			Urban wetlands and forests restored and preserved	No of Building inspections done	10	15	15	20	20	25
			Urban Physical Devt plans produced	Proportion of communities trained	20	30	35	40	45	50
		Improve urban safe water and waste management services and associated infrastructure for value	Integrated physical and economic development plans for municipalitie	No of quality houses built and owned by the communities	5	10	12	14	16	20
				No of physical planning trainings Organized and facilitated	2	4	4	4	4	4

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		addition and revenue generation		No of Minutes of PPC submitted to the MLUHD	4	4	4	4	4	4
		Improve the provision of quality social services to address the peculiar issues of urban settlements		No of technical officers recruited	0	1	1	0	0	0
		Conserve and restore urban natural resource assets and increase urban carbon sinks		Level of compliance to national Planning standards	10%	15%	20%	25%	50%	60%
		Develop and								

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		implement integrated physical and economic development plans in the new Cities and other urban areas								

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
Programme: Natural Resources, Environment, Climate	Assure availability of adequate and reliable quality fresh water resources for all uses	Improve coordination, planning,	Wetland management plans developed	Km of Wetlands restored and de-gazated	5	6	7	8	9	10

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
change, Land and Water Management	<p>Increase forest, tree and wetland coverage and restore and protect hilly and mountainous areas and rangelands</p> <p>Promote inclusive climate resilient and low emissions development at all levels</p>	regulation and monitoring of water resources at catchment level b.	and implemented.	Number of woodlots in acres established by households	25	30	35	40	45	50
		Develop and implement wetland and forest management plans	A national green growth financing and investment plan developed	Number of woodlots in acres established by institutions	50	60	70	80	90	100
		Develop a national green growth financing and investment plan	Conserved and degraded wetlands demarcated and gazetted.	Number of Hectares of LFR maintained and managed	25	30	35	40	45	50
		Demarcate and gazette conserved and degraded	Sensitization and awareness campaigns on permitted pollution thresholds and corresponding penalties for non-compliance undertaken.	Wetlands restored in hectares	5	6	7	8	9	10
			Forest Cover	Number of Local Environment Committees	3	5	6	6	7	14

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		wetlands	Increased	trained						
		Undertake sensitization campaigns on the permitted levels of pollution and penalties for exceeding thresholds thereof	Dedicated Fuel wood plantations established	Number of green belts beautified in Km	1	2	2	3	3	4
			Wetland Management Plans prepared	No of Government Land Titles processed	15	17	17	15	15	15
		Develop wetland management plans to support gazettement and demarcation of existing wetlands	Degraded wetlands restored	No of Land application files handled by the District Land Board	50	60	100	200	250	400
			Over 85% survival Rate of Planted Tree Seedlings achieved.	No of Men and Women trained and sensitized on Land Rights	100	200	250	300	350	350
		Restore the natural	LGs physical planning priorities profiled	No of Land Conflicts handled and	2	4	4	4	4	4
			Climate and							

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		integrity of degraded wetlands to their ecological functionality	disaster risk reduction responsive planning, budgeting and reporting systems at district levels.	settled						
		Assure a significant survival rate of planted tree seedlings	District Mitigation Action (NAMAs) plans for the Renewable Energy sector developed and financed.	Proportion of Land Institutions formulated and trained	2	6	8	15	15	15
		Building capacity for climate change adaptation and mitigation including hazard/ disaster risk reduction	Local capacity built in climate change response.	Safe water coverage by population.	83%	85%	87%	89%	91%	93%
		Promote	Local governments and communities sensitized on sustainable	Access (distance of less than 1,000km) to safe water.	89%	93%	95%	97%	99%	100%
				Increased functionality of water sources.	84%	85%	86%	87%	89%	89%
				Increased latrine coverage	89%	93%	95%	97%	99%	100%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		continuous integration of climate change and disaster risk reduction in planning, budgeting and reporting Mainstream climate change resilience in programmes and budgets with clear budgets lines and performance indicators (a. Scale up use of renewable energy through off-	natural resource management.	Increased hand washing facility coverage	70%	80%	85%	90%	95%	100%
			Strengthened coordination for sustainable natural resource management.	Number of wetland management plans	0	0	1	1	1	1
			Ensured availability of adequate and reliable quality fresh water resources for all uses	% of people accessing adequate and reliable quality fresh water resources for all uses % households in unhealthy environment	81	83	84	85	86	87
			Increased forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands; Strengthened	Km of wetland boundaries demarcated	1	2	2	3	4	5
				Number of stakeholders sensitized on pollution	150	300	400	450	500	550

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		grid electrification	land use and management;	thresholds						
		Build strategic partnerships with other players such as; private sector, cultural institutions, media and politicians	Maintained and/or restore a clean, healthy, and productive environment; Promoted inclusive climate resilient and low emissions development at all levels;	Number of Tree Seedlings planted through District Forestry Services (Million).	0.1	0.2	0.3	0.4	0.5	0.6
			Reduced human and economic loss from natural hazards and disasters;	Proportion of youth employed in green jobs	0.3	0.4	0.5	0.6	0.7	0.8
			Increased incomes and employment through	Number of hectares of fuel wood plantations planted and established	20	25	30	35	40	45
				Number of wetland Management Plans developed and implemented	1	1	1	1	1	1

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
			sustainable use and value addition to water, forests and other natural resources	Number of degraded wetlands restored	2	3	3	4	4	5
				Percentage increase in survival rate of planted tree seedlings.	40	50	55	60	65	70
				District PDPs developed and aligned to NDPDP	0	0	0	1	1	1
				Number of LG Physical planning priorities profiled	8	8	8	10	12	14
				Number of stakeholders trained and integrating climate change and disaster risk reduction in	200	300	500	600	700	800

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				their plans, budgets and reports.						
				Number of Renewable Energy Sector NAMAs financed	0	0	0	0	0	0
				Number of sensitization campaigns undertaken on climate change response	4	4	4	4	4	4
				Number of local governments and communities sensitized on sustainable natural resource management.	4	4	4	4	4	4

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				Number of collaborative meetings held annually	2	2	2	2	2	2
Programme: Tourism Development	Promote domestic and inbound tourism	Review and implement a national tourism marketing strategy targeting both elite and mass tourism segments by (a. Brand Image: Build a positive and competitive image of the destination by increasing market presence in key source markets and	Data base and Inventory established to Tourism Trends	Level of development/ review of the District Tourism Marketing Strategy	0	0	1	0	0	1
			Tourist attractions developed, upgraded and/or maintained (Miradua falls)	No of brand promotional campaigns carried out	1	5.00	1	10.00	1	15.00
			Quality marks/standards enforced through regular inspecting, grading of tourism-related facilities such as accommodation, attractions,	Number of Digital platforms developed	1	1	2	3	4	5
				No of domestic promotional campaigns carried out	5	5	6	8	10	12

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		improving destination awareness in domestic and key source markets) (c. Establish a Market Intelligence Framework to monitor trends and status of Tourism Growth) Develop new tourist attraction sites profiled by region to include new products such National Park to East Madi wildlife	beaches, restaurants and travel	Number of promotional material content data sets on	0	5	8	12	15	17
			Key Wildlife Reserves and Natural Central Forest Reserves upgraded to National Park status	No of LLGs supported to profile, develop and promote tourism	0	7	8	12	15	17
			Skilled personnel along the tourism value chain and ensure decent working conditions	No of new tourism products marketed by 2025	1	7	10	15	20	25

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		reserve through Lake Albert, Semuliki river and River Nile; MICE; Agro-tourism								
		Establish and enforce quality marks/ standards for the tourism industry and segments through regular inspection and grading of tourism-related facilities such as accommodati								

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		on, attractions, beaches, restaurants and travel as well as enforce								

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		<p>service standards for tour operators</p> <p>3.7 Develop and implement a framework for conserving natural and cultural heritage</p> <p>4.2 Provide tailor-made training for actors across the entire tourism value chain</p>								

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
Programme: Community Development and mind set change	Community sensitization and empowerment Strengthening institutional support Civic education & mindset change	Review and implement a comprehensive community mobilization (CME) strategy (a. Prepare a Community Mobilization and Empowerment (CME) Coordination Framework) Design and implement activities aimed at promoting awareness and	Sensitization and mobilisation programmes undertaken	Number of community mobilizations done through dialogues and house to house visits	20	24	28	32	36	40
			Local Civic Education Program awareness campaigns conducted							
			Home and village improvement campaigns revived & implemented	Number of governments programmes supported, owned and sustained by the communities	8	10	12	14	16	16
		Design and implement activities aimed at promoting awareness and	Culture & creative industries promoted 15 HH model	Proportion of the population informed about national programmes	50	55	60	65	70	75

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		participation in existing government Programs 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	implemented	Percentage of Households participation in saving schemes	60	70	75	80	85	90
			A national vision, interest and common good popularized	Adult literacy rate increased by (10%)	40	50	60	70	80	90
			National incentives framework established including rewards and sanctions	Empowered communities for participation	40	45	50	55	60	65
			Community intangible cultural heritage researched and documented	Increased staffing levels	60	65	70	75	80	85

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		Design and implement a program aimed at promoting household engagement in culture and creative industries for income generation	Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs	Community development initiatives in place	40	50	55	60	65	70
				Improved morals, positive mindsets, attitudes and patriotism of the community	20	30	40	50	60	70
			Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural	Reduction in	40	50	60	70	80	90
				Reduction in negative cultural practices	50	60	65	70	80	90
Agro - Industrialisation	Agricultural Production and Productivity Storage, Agro-Processing and Value addition Agricultural Market	Strengthen the agricultural extension system (a.	Extension workers recruited up to parish level Increased human	No. of parishes with extension workers	25	25	25	50	60	91
				Proportion of farmers that	30%	35%	40%	45%	50%	55%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5	
	Access and Competitiveness Agricultural Financing Agro-Industrialization programme coordinatio and management	Operationalize agricultural extension system)	resources and logistical facilities for agricultural extension	access extension services							
				No. of extension service providers registered	4	6	5	7	9	11	
		Develop and operationalize an ICT-enabled agricultural extension supervision and traceability system	Increased monitoring and supervision of agricultural research	Enhanced access to agricultural extension services	No. of LLG using the ICT-enabled agricultural extension supervision system	8	8	8	8	17	17
					Research-extension-farmer linkages developed and strengthened	0	26	32	38	46	50
		Scale-up innovative extension models such as nucleus farmers in all agro-ecological	Increased farmer access of quality	No.of demonstrations sites for the different value chain	6	25	30	35	40	45	

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		zones Strengthen the research-extension-farmer linkages to increase uptake of new technologies	agricultural inputs	Proportion of farmers receiving quality inputs	20%	35%	45%	55%	65%	75%
		Strengthen the agricultural inputs markets and distribution systems to adhere to quality standards and grades (a. Setup and equip farm service centers	Capacity both local government and national level staff enhanced	No. of District extension staff trained in inspection, certification and regulation of inputs	4	5	6	6	6	8
			Isolation units for infected material, products, animals, plants, fish) developed	No. of District extension trained staff accredited to conduct inspection, certification and regulation of inputs	4	5	6	6	6	8
			Functional and well managed farmer cooperatives	No. of agricultural child labor exploitation cases handled	8%	6%	5%	4%	3%	2%
			Youth mobilized and sensitized							

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		within the public service e-service centers for bulk input procurement, storage and distribution)	Enhanced capacity for pests and disease management	Proportion of sub-counties, districts with post-harvest handling & storage facilities	5	7	11	13	16	19
		Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties	Awareness training conducted on climate smart agricultuer	No. of Cereal processing and value addition facilities established	5	7	9	11	13	15
		Strengthen farmer	Training and skilling centers for agro-industry supported	Proportion of community access and feeder roads in	2%	4%	6%	10%	16%	20%
			Capacity of labor sector enhanced	Proportion of agricultural labor force skilled in post-harvest handling,	5%	10%	15%	20%	25%	30%
			Post-harvest handling and storage infrastructure established at sub-county and	Number of tones of cassava produced	10	15	20	25	30	35

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		organizations and cooperatives Support up-coming farmer groups and cooperatives to effectively manage themselves) Empower youth to form cooperatives Strengthen systems for management of pests, vectors and diseases (a. Develop and	district levels	Number of tones of potatoes produced	2	3	4	5	6	7
			Cereal processing and value addition facilities established	Number of tones of soya produced	1	2	3	4	5	6
			Community access and feeder roads for market access constructed and maintained	Number of tones of Cassava	3	5	7	9	11	13
			Enhanced skills and competencies of agricultural labor force	Number of tonnes of rice marketed or sold outside the district	1	2	3	4	5	6
			Agricultural market information digitized	Number of tones of soya marketed or sold outside the district	1	5	10	15	20	25

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		equip infrastructure and facilities for disease diagnosis and control)	Youth empowered to participate in the agro-industry value chain	Number tonnes serena sorghum marketed or sold outside the district	0.5	1	1.5	2	2.5	3
		Promote sustainable land and environment management practices in line with the agroecological needs	Rural and urban agricultural markets developed at district and community levels	Number of storage facilities constructed.	5	1	1	1	1	2
		Introduce and upscale Agro-forestry	Women farmers to transition to agro-business, and more profitable agricultural enterprises, including skilling	Number of Agroprocessing and value addition facilities established	0	2	1	1	1	1

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		for mitigation and climate resilience) Build the capacity of youth to practice climate smart agriculture Improve skills and competencies of agricultural labor force at technical and managerial levels (a. Strengthen training and skilling centers for	and financial incentives (e.g. reduced credit interest rate and finance)							
Programme: Integrated transport infrastructure and services	Prioritize transport asset management Reduce the cost of transport infrastructure	Rehabilitate and maintain transport	Transport infrastructure rehabilitated and	An integrated agriculture market information system	0	5%	10%	16%	20%	25%

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
	and services Strengthen and harmonize policy, legal regulatory and institutional framework for infrastructure and services	infrastructure Scale up transport infrastructure and services information management systems (b. Scale up the transport sector data management system) Implement cost-efficient technologies for provision of transport infrastructure and service Enforce	maintained	developed						
Functional data management system			% of the youth participating in agro-industry value chain	15%	30%	38%	50%	62%	84%	
Cost-efficient transport infrastructure/ services technologies adopted			No of rural and urban agricultural markets developed	5	8	12	15	17	20	
Transport infrastructure and services policy, legal and regulations and standards			No of women farmers transitioning to agro-business, and more profitable agricultural enterprises, including skilling and financial incentives (e.g. reduced credit interest rate)	15	27	35	40	46	50	

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
		relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks		and finance)						
		5.4 Monitor and evaluate transport infrastructure and services policy, legal and regulatory framework		Percentage of urban population with convenient access to public transport	30	35	40	45	50	55
				No. of reports produced and informed by data from the system	1	1	1	1	1	1
				Number of km constructed using low cost seals on DUCAR	0	0	0	1	1.5	2
				Number of road safety campaigns carried out (road fatalities)	0	0	0	4	4	4

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				Number of M&E reports produced	4	4	4	4	4	4
			implemented Monitoring and Evaluation reports produced	Number of M&E reports produced	4	4	4	4	4	4
Programme: Sustainable energy development	Increase adoption and use of clean energy Promote utilization of energy efficient practices and technologies	Build local technical capacity in renewable energy solutions Promote uptake of alternative and efficient cooking technologies (electric cooking, domestic and	Technical capacity in renewable energy solutions built	Number of persons people using renewable energy	53,000	55120	57664	60844	65084	70384
			Increased uptake of improved cook stoves	No. of households using improved cook stoves ('000s)	0.72	1.08	1.44	1.8	2.16	2.52
			Increased utilization of alternative and efficient cooking technologies	Number of households with access to electricity;	580	940	1660	2020	2380	2740
			Increased	Number households	720	1080	1440	1805	2170	2535

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5	
		institutional biogas and LPG)	proportion of access to electricity to Households and Institutions	cooking with: (LPG, Biogas, Solar thermal applications, energy saving stoves, etc.) by age and sex of the household head							
			Improved internet connectivity								
			Improved usage of friendly cooking stoves	Proportion of population having access to affordable internet,	2	0	0	5	7	8	
			Increased percentage of solar energy from 2.5% to 25% at Household level	Proportion of population having access to Digital Television signal coverage	0	0	0	10	20	25	
				Proportion of Institutions having to affordable broad band	0	5	10	15	20	25	

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				internet,						
				Proportion of Micro, Small and medium enterprises accessing electricity from the national grid	2	0	0	5	7	8
				Proportion of households using electricity, Gas and Solar as an alternative means of energy for cooking	0	0	0	10	20	25
				Proportion of households accessing electricity	30	35	40	60	80	100

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
				Proportion of institutions (Schools, Health Centers, markets and sub-counties) connected to National Grid	10	15	25	30	35	40
Programme: Private Sector Development	Enabling Environment for Private Sector Development	Improve the management capacities of local enterprises through massive provision of Business Development Services geared towards improving firm capabilities	SME specific Business Development Service Framework	MSME database framework developed MoU between MDAs and universities signed No. of SMEs supported	2	2	3	4	5	6
	Strengthening Private Sector Institutional and Organizational Capacity		Industry associations, chambers of commerce and trade unions strengthened	No. of fully functional trade unions in place	0	0	1	2	3	4
	Unlocking Investment and Private Sector		Formation of producer cooperatives and	No. of Sub-county skills-based enterprise associations (EMYOGA)	0	36	40	44	50	54
	Potential Strengthening Private Sector Institutional and Organizational Capacity									

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		through Strengthening Industry associations, chambers of commerce and trade unions De-risking Sub-county skills-based enterprise associations (EMYOGA) Supporting organic bottom up formation of cooperatives Improve data availability on the private	pooling of resources for credit facilitated Support measures undertaken to foster organic bottom up formation of cooperatives Adequate framework for a MSME database in place	benefitting from the Presidential Initiative Number of support measures undertaken to foster organic bottom up formation of cooperatives MSME database framework developed Number of new Micro, Small and Medium enterprises established Number of local firms contracted and sub						
					5	8	10	12	14	16
					0	10%	15%	20%	25%	30%
					0	2	4	6	8	10
					5	10	15	20	25	30

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
		sector; and Improve Dialogue between the private sector and Government		contracted						
				Value in Uganda shillings of Contracts and sub contracts awarded to local contractor	0.6BN	1.0BN	1.4 BN	1.8 BN	2.2 BN	2.6 BN
				Number of private sector investing in the key growth areas annually	0	2	4	6	8	10
Programme: Development Plan Implementation	Strengthen capacity for development planning	Strengthen Public Investment Management across the entire government to be able to	Development Committee and LG staff trained in green growth responsive projects design to support the PIMs	Proportion of LG staff trained in Green responsive project designs.	0.2	0.3	0.4	0.5	0.6	0.7
	Strengthen budgeting and resource mobilization			LG plan aligned to harnessing the demographic	60%	65%	70%	75%	80%	85%
	Strengthen coordination monitoring and reporting									

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5
	frameworks and systems Development Planning Research, Statistics and M&E Resource Mobilization and Budgeting Accountability System and Service Delivery	develop bankable projects on time (c. Strengthen the capacity of the Development Committee and MDA project units to support the PIMs process)	process	dividend (DD) objectives in NDP						
Aligned plans to the NDP			Level of alignment of budget to DD	60%	65%	70%	75%	80%	85%	
Aligned budgets to the DDP priorities		Proportion of on-budget and off-budget Development Assistance aligned to the DD priorities	20%	30%	35%	40%	45%	50%		
Timely and quality LG development reports informing policy decisions		Quarterly and monthly DDP implementation reports	0.20	0.30	0.40	0.50	0.60	0.70		
Strengthen the alignment of the Sector, MDA and LG Plans to the NDP III		LG with Statistical Abstracts on Harnessing the Demographic Dividend	0	1	1	1	1	1		
Alignment of budgets to development plans at national and sub-national levels		Proportion of DDPIII	0	80	85	90	95	97.5		
(Effective and efficient allocation and utilization of public resources		Effective Public Investment								

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY	YR1	YR2	YR3	Y4	YR5	
		Develop integrated M&E framework and system for the NDP Strengthen compilation of statistics for cross-cutting issues. (e.g. migration, gender, refugees and others)	Management	baseline indicators up-to-date & updated							
			Fiscal credibility and Sustainability	Improved budget credibility	Proportion of key indicators up-to-date with periodic data	0	84	85	91	95	98
			Improved development results	Improved compliance with accountability rules and regulations	Proportion of DDP results framework informed by Official Statistics	0	85	87	93	95	97
			Improved service Delivery	Improved service Delivery	Proportion of government programmes evaluated	0	80	85	92	96	99.8
			Enhanced use of data for evidence-based policy and decision making	Enhanced use of data for evidence-based policy and decision making	Number of multi sector monitoring and joint monitoring activities	4	4	4	4	4	4
			Improved public policy debates and decision	Improved public policy debates and decision							

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
			making	conducted and reports shared with stakeholders						
				Number of mid-term reviews conducted and report shared with stakeholders	0	0	1	0	0	1
				End of time evaluation conducted and report shared with stakeholders	0	0	0	0	0	1
				Number of timely quarterly reports produced and submitted	4	4	4	4	4	4

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				Number of innovations developed and implemented to improve plan implementation annually	0	4	18	12	18	20
				Percentage increase in in Proportion of Local revenue to the total District budget	1.02	1.8	2	3	3	4
				Proportion total local revenue budget collected	60	65	70	75	80	85
				Number of new alternative local revenue sources identified and	2	4	6	8	10	12

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				collected						
				Supplementary as a percentage of the Initial budget	10%	8%	5%	4%	3%	2%
				External Financing envelope as a percentage of the District Budget.	1.90%	1.80%	1.60%	1.50%	1.20%	1%
				Un qualified opinion of the Auditor General annually	0	1	1	1	1	1
				Proportion of prior year external audit recommendations implemented,	60	70	80	90	95	98

Programme	NDPIII Sub Programme	Intervention	Local Government Output	Local Government Indicator	Baseline FY					
						YR1	YR2	YR3	Y4	YR5
				%						
				Percentage of internal audit recommendations implemented	50%	70%	80%	85%	90%	99%

