



THE REPUBLIC OF UGANDA

NGORA DISTRICT LOCAL GOVERNMENT

DISTRICT DEVELOPMENT PLAN

2015/16 – 2019/20

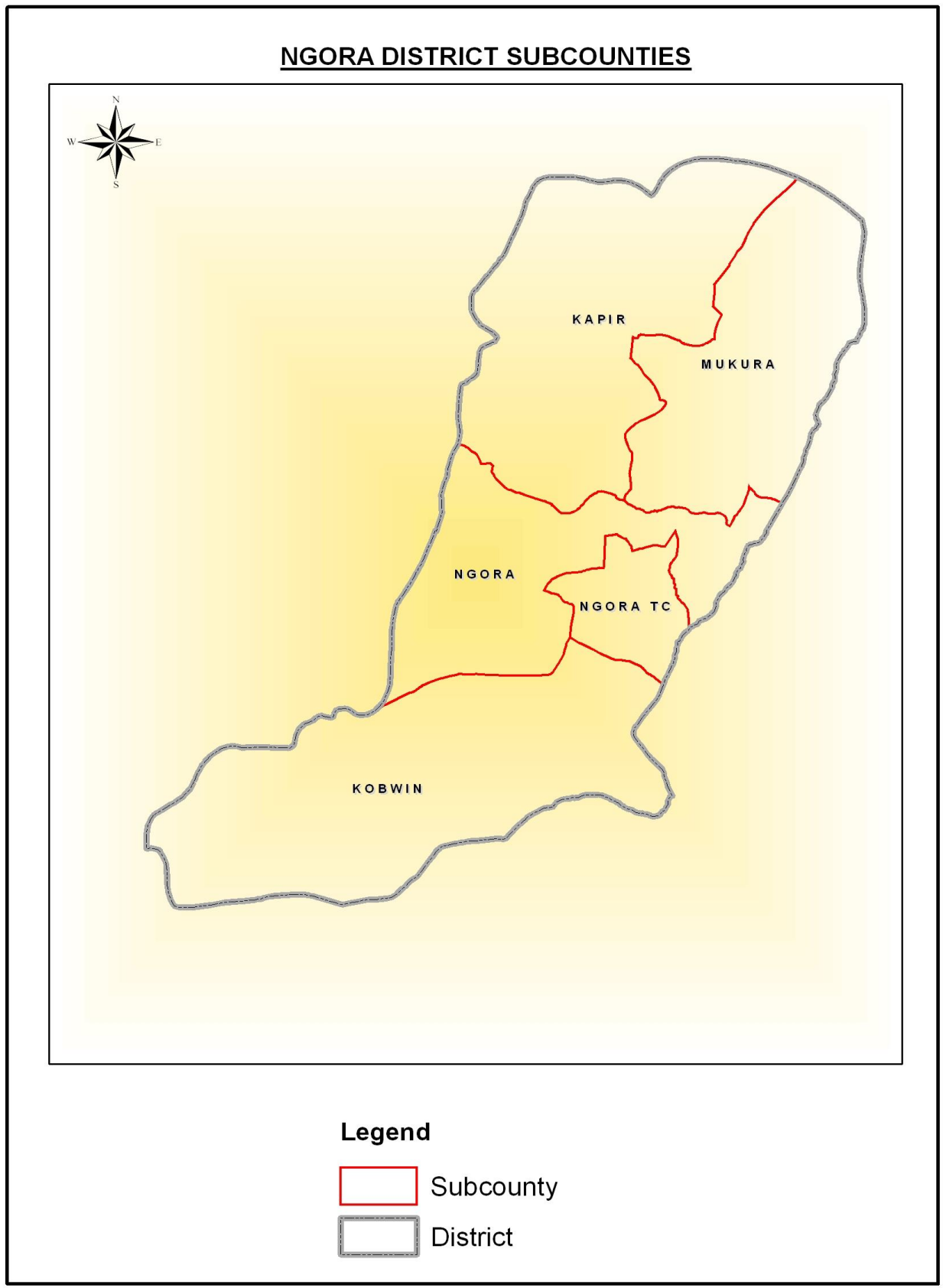
“A prosperous district by 2040 through positive collective involvement”

Theme: “Empower the people of Ngora to to accelerate sustainable wealth creation and development”

Compiled by: District Planning Unit

November 2015

MAP OF NGORA DISTRICT SHOWING SUB COUNTIES



District vision statement

“A prosperous district by 2040 through positive collective involvement”

District Mission Statement

“To improve on the livelihood of the community for sustainable development through provision of quality services”

Foreword

The focus of Ngora District Development Plan 2015/16 to 2019/20 is to use opportunities for Local Economic Development and socio-economic development. This shall be attained through increased access to social services for wealth creation and sustainable development. This plan embraces the government sectoral policies, activities and strategies geared towards ensuring enhanced efficiency, competitiveness and productivity which is hoped to steer the district to socio economic development.

With all available opportunities, the people of Ngora district shall be able to benefit greatly from different Government programs. This will enable the district to further consolidate its gains in poverty eradication programs.

I therefore appeal to all the stakeholders to embrace this Development Plan and all government programs. This District Development Plan is therefore, tailored to consolidate strategic priorities for enhanced socio-economic development.

The 2015/16 to 2019/20 DDP priorities are as follows:

- Improve transport infrastructure with focus of improving the movement of goods and services to the markets,
- Support to the production sector to increase their support to farmers through provision of appropriate technologies and quality inputs,
- Improve the quality of social services with special focus on education, health and access to clean water, Strengthen social accountability oversight for effective service delivery.

For God and My Country

Eumu Benard

District Chairperson/Ngora District

Acknowledgement

The 5 year Development Plan covers the period 2015/16 – 2019/20 and it stipulates the district’s medium term strategic direction, development priorities and implementation strategies. In addition, it details district’s current development achievements, challenges and opportunities. The plan therefore is a reflection of the importance of partnership and a contribution of many stakeholders. Among these stakeholders are central government, the political leadership of Ngora district both Higher and Lower Local Governments, the various development partners, Civil Society Organizations and communities of Ngora District. These various stakeholders have made commendable contributions to the achievements the district has made in the past and remain vigilant to tackle the many challenges that still lie ahead.

The planning process was undertaken using the Operational Manual for Local Governments and the Participatory Planning Guide from the Ministry of Local Government and National Planning Authority respectively.

I would like to thank all stakeholders who have supported this participatory process in one way or another, including the Ministry of Local Government, line ministries, Lower Local Governments and all other development partners, without whom this document would not have been produced.

My special appreciation goes to the District Chairperson, District Executive Committee and the entire District Council, for their support not only in the formulation of this document, but also in the implementation of various development projects. Without your support the technical staff would find it almost impossible to achieve district targets. Appreciation also goes to the Sub-county Local Governments and Lower Councils for their support in the formulation process. To you I say your support is even more critical during the implementation of this plan in order not only to consolidate the past achievements but also to make new strides of progress and development.

I thank the District Technical Planning team for their hard work during the process of developing the 5-year Development Plan. I particularly want to commend the District Planning Unit technical staff for their tireless and endless efforts in producing this document.

Aluta Continua

Alex Kwizera

Chief Administrative Officer

Ngora District Local Government

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List of Acronyms

AIDS	-	Acquired Immune Deficiency Syndrome
AWP	-	Annual Work Plan
BMU	-	Beach Management Unit
CAO	-	Chief Administrative Officer
CBO	-	Community Based Organization
CDO	-	Community Development Office (r)
CSO	-	Civil Society Organization
DDP	-	District Development Plan
DEC	-	District Executive Committee
DPs	-	Development Partners
DTPC	-	District Technical Planning Committee
EMIS	-	Education Management Information System
EMTCT	-	Elimination of Mother to Child Transmission of HIV/AIDS
FAL	-	Functional Adult Literacy
GoU-	-	Government of Uganda
HDI	-	Human Development Index
HIV	-	Human Immunodeficiency Virus
HLG	-	Higher Local Government
HMIS	-	Health Management Information System
HU	-	Health Unit
IGAs	-	Income Generating Activities
IMR	-	Infant Mortality Rate
LGBFP	-	Local Government Budget Framework Paper
LGMSD	-	Local Government Management and Service delivery program
LLG	-	Lower Local Government
M&E	-	Monitoring and Evaluation
MIS	-	Management Information System
MOESTS-	-	Ministry of Education, Science, Technology and Sports
MoFPED-	-	Ministry of Finance, Planning and Economic Development
MWH&C	-	Ministry of Works Housing and Communication
NCC	-	National Council for Children
NDP	-	National Development Plan
NGO	-	Non Governmental Organization
NPA	-	National Planning Authority
NPHC	-	National Population and Housing Census
NTC	-	Ngora Town Council
OBT	-	Output Budgeting Tool
OVC	-	Orphans and Vulnerable Children
PAF	-	Poverty Action Fund
PDCs	-	Parish Development Committees
PHC	-	Primary Health Care
PLE	-	Primary Leaving Examinations
PLWA	-	People Living With HIV/AIDS
PMA	-	Plan for Modernization of Agriculture
PMC	-	Project Management Committee
POCC	-	Potentials Opportunities, Constraints and Challenges
PTA	-	Parents Teachers Associations
PWDs	-	People with Disabilities
SFG	-	School Facilities Grant
SMCs	-	School Management Committee
SOCADIDO	-	Soroti Catholic Diocese Integrated Development Organization
STD	-	Sexually Transmitted Disease
STI	-	Sexually Transmitted Infection
STPC	-	Sub County Technical Planning Committee
UPE	-	Universal Primary Education
UTL	-	Uganda Telecom Limited
V.TERUDO	-	Vision Teso Rural Development Organization

EXECUTIVE SUMMARY

District Vision *‘A Prosperous district by 2040 through positive collective involvement’*

District Mission *‘To improve on the livelihood of the community for sustainable Development through provision of quality services’*

Mandate *‘To guide, harmonize, mentor and advocate for all Lower Local Governments in support of the vision of the district to bring about socio-economic transformation of the district’*

Ngora Development Plan Goal *‘To ensure that Ngora District utilises her natural, human and financial resources to positively change the social and economic lives of the population in sustainable way hence contributing towards poverty eradication’*

Ngora Development Plan broad strategy *‘The DDP goal will be achieved through pursuing the various sector strategies and activities by mobilising community participations, re-focusing district resources to pro-poor interventions and enlisting the participation of all partners in development’*

Broad development objectives Ngora district in a bid to achieve its Mission and Vision has the following objectives: a) To meet our clients’ requirements and expectations within the established standards b) To work in collaboration with our CSOs and development partners, we shall seek to continuously improve the quality of services we provide, for the ultimate benefit of the community Ngora , c) Striving to achieve our planned results in accordance with set targets and performance standards for quality service delivery, d) Endeavouring to optimally use resources including time, in the attainment of organizational objectives and targets, e) Commitment to the policies and programs of the government at the National and Local levels.

Ngora district Development Plan investment priorities: a) Construction of sanitation facilities and provision of desks, textbooks, and recruitment of competent teachers, b) Development and creation of an enabling environment for provision of an effective community responsive extension service. Emphasis is on training, equipping extension workers and building the capacity of private sector to offer extension services, c) Development and maintenance of accessible and sustainable road network. Emphasis is on routine maintenance, rehabilitations of roads and periodic maintenance of roads, d) Promote household food security and increased incomes in an environmentally sustainable manner. Agricultural development including crops, livestock, fisheries and promotion of agriculture marketing in a sustainable manner, e) Provision of accessible and adequate safe and clean water to the population. Emphasis is on drilling and maintaining boreholes, shallow well provision, spring protection and rain water harvesting and provision of accessible, quantitative and equitable primary education to all school going children. Specific priorities are classroom construction, teachers’ houses.

List of unfunded priorities: Statutory bodies (Furniture (2 office tables and 4 chairs) under the district Service Commission and 50 plastic chairs under the District Service Commission),

Production and Marketing: Water for Production Projects e.g. de-silting of dams, establishment of simple/affordable irrigation technologies at community levels, Organized marketing points/structures e.g. stalls, market improvements, Building of spraying crushes, dips for tick control, Plant clinic and laboratory equipment, fish processing/transportation equipment, value addition equipment, Storage facilities, Establishment of demonstration sites e.g. apiary, multiplication sites and Establishment of fish ponds/aquaculture sites, **Health:** Construction Staff houses at Ngora District Maternity Unit Health centre III, Out Patient Department construction at Opot and Atoot Health Centre II, Maternity ward construction at Ajeluk and Kobwin Health Centre III, Construct health centre III at Orisai and Kadok as they are not within 5 km of reach to nearest health facility, upgrade Mukura Health centre III to Health centre IV and Study tours by council and selected staff members, **Education, Science, Technology and Sports:** Surveying/Fencing of schools, Motor vehicle for DEO and 2 motorcycles for inspectors and construction and furnishing of Education Office, **Roads and Engineering:** Stone pitching and drainage improvement of Mukura- Ngora (15) km road, Installation of solar powered borehole and pump at the District Headquarters, Procurement of transport facilities for the department and construction of one works yard and one office block all fenced, **Community Based Services:** Gender mainstreaming, activities for the Elderly, capacity building for stakeholders on gender budgeting and capacity building on data management and utilization and **Planning Unit:** Procurement of a vehicle and procurement a public address system.

Strategies to finance implement and coordinate the plan: The 5 year Development Plan will be coordinated by District Planning Unit and guided by the National Planning Authority. The coordination will take into account monitoring and evaluation of the implementation of the DDP and key consideration shall be put on the DDP objectives and results. Implementation guided by outputs and annual work plans alongside budgets, wide sector engagement with an obligation to achieve vision 2040. The implementation of the DDP shall also be guided by the regulatory instrument in place established by government. The contribution of CSOs and NGOs cannot be ignored but highly appreciated. The contribution of our development partners is paramount as we work hand in hand to achieve our vision and mission. The strategy to finance the Development Plan is highly dependent on the Central Government transfers, Local Revenue and contribution of the Development partners.

1.0 CHAPTER ONE: INTRODUCTION

1.1 Background

1.1.1 Summary of the previous plan performance and historical context

Ngora district five year District Development Plan is generated from the second National Development Plan 2015/16 to 2019/20. Its implementation should also be in line with the national theme ‘Strengthening Uganda’s Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth’ and along with our district vision ‘A prosperous district by 2040 through positive collective involvement’

Ngora district has come a long way since July 2010 and started off with office unit which housed both the technical and political staff, however 5 years down the road a number of achievements have been made i.e. construction of a new administration block which accommodates a good number of staff, staffing levels increased to from 35% to 45%, critical positions filled, sanitation improved from 62% to 81.5%, these are to mention but a few.

During the previous 5 years i.e. 2010/11 -2014/15 Ngora district achieved a number of milestones. To highlight a number of achievements , a few of them can be mentioned i.e. Under **Works and Technical Services:** road rehabilitation works of 65.73 km, periodic maintenance works 17.3km, spot improvement works 14.1km, routine mechanized works of 122.5 out of 192 km, construction and opening of 35km out of 50km, surface sealing of 2.35km out of 15km, drilling of 48 deep boreholes out of the planned 48, rehabilitation of 50 boreholes out of the planned 50, construction of 5spring wells out of the planned 5, construction of 14 HDSW out of the planned 15. The current road status is as follows: 122.5 are good condition, 46.9km are in fair condition and 22.6km are bad condition. **Under health sector,** the performance is as follows: Out patient services 100%, Antenatal services 100%, Maternity services 100%, immunization 100%, family planning 100% laboratory services 66.7% and dental services 16.6%. **Education and Sports,** number and quality of inspections is 1 against 3, PLE passes div 1-4 is 83.9% against 85.6%, Pupil Teacher Ratio 59.1 against 53.1, Pupil Classroom Ratio 92:1 against 54.1, Teacher House Ratio 3:1 against 1:1, Pupil Stance Ratio 59:1 against 40:1, Pupil Desk Ratio 5:1 against 5:1 against 3:1 and Pupil Book Ratio 5:1 against 1:1. **Production and Marketing:** procurement of 180,000 doses of NCD vaccine, fencing of Mukura cattle market, Procurement of citrus and mango seedlings for farmers, training of 200 farmers on soil fertility management, training of 200 farmers on quality fruit production, training of 80 farmers on milk handling, meat hygiene and zoonosis, Training of 20 farmers on apiary management, training of farmers on aquaculture management, disease prevention and control carried out e.g. vaccination of dogs and cats against rabies, tsetse fly surveillance and installation of tsetse fly trap nets in parts of Ngora sub-county

This development plan being guided by the Local Government Development Planning (LGDP) cycle will be a 5-year horizon that will correspond with the National Development Planning cycle.

Ngora district aims at promoting participatory planning process. A stronger linkage has been forged between the various plans and budgets. The budget desk executive interaction explains the process that was followed to develop Ngora District Development Plan 2015/16-2019/20. As a general observation, a lot of effort has been made to ensure that there is significant integration between the LGBFP, budget and the DDP. Also wide use of all the local government planning and budgeting structures at all levels was employed. Some of these stakeholders include the following:

- District and Sub-county Council and their other organs like sectoral committees and Executive Committees
- District and Sub-county Technical Planning Committees.
- Investment committees and parish level committees at Lower Local Government levels.
- The general public involved at the district and sub-county levels during the budget and planning conference and at grassroots level at the parish and village action planning process.
- NGOs and CBOs whose participation though still low is improving significantly.

The following process was followed in developing the plan: The planning process was undertaken using the principals of bottom –up planning while incorporating gender, environment, HIV/AIDS and other cross cutting issues in the plans. A community based monitoring and evaluation frame work was incorporated. The planning process involved the following steps, reviewing of performance of each sub-county and designing strategies for improvement in the next fiscal year (FY), situation analysis where identification of potentials, opportunities, constraints and challenges were identified and projected in line with the vision 2040.

The priorities of sub-counties were identified through participatory planning and forwarded to the district for funding. This comprised projects with costs like class room construction, construction of staff houses at health facilities, construction of pit latrines to public places and government institutions, capacity building activities including Functional Adult Literacy.

1.1.2 Structure of the District Development Plan

Ngora District Development Plan is broken down into 8 chapters which include: Introduction, Situation analysis, Strategic Direction and Plan, Implementation, Coordination and Partnership Framework, Financing frameworks and strategy (resource mobilization strategy), Monitoring and evaluation strategy, Project profiles and appendices.

1.2 Ngora district profile

Ngora district is located in the Eastern part of Uganda. It borders Kumi district in the East, Serere to the West, Soroti in the North West, Katakwi district in the North and Pallisa district in the South. Ngora district headquarters are located in Ngora Town Council and with a distance of about 326 kms from Kampala.

It lies approximately between: latitude 1⁰10' North and 1⁰35' North and longitude 33⁰30' East and 34⁰20' East. Ngora district covers a total area of 715.9 sq km, out of which 177.44sq.kms is land area while 330.76 (18.7%) is covered by open water bodies and swamps/wetlands. The main water bodies include Bisina, Nyaguo, Meito and Nyasala.

1.2.1 Key Geographical information

1.2.1.1 Topography

Ngora district is flat with few undulations and isolated inselbergs in all sub-counties of Ngora, Kapir, Kobwin and Mukura. These rocks are mainly of volcanic origin.

1.2.1.2 Soils

More than half of the district soils are sandy posing a great risk of leaching and erosion especially when poor cultivation methods are used. With continuous cultivation of such soils, soil fertility is lost and yet our farmers hardly add nutrients to the soil. The sandy soil's water carrying capacity is low compared to the loam clay soils.

1.2.1.3 Crops

The main crops grown in the district include:

- Root crops i.e. sweet potatoes and cassava.
- Cereals i.e. sorghum, finger millet, maize, rice, bull rash millet and rice (paddy and upland).
- Pulses or legumes i.e. ground nuts, cowpeas and green grams.
- Oil crops i.e. cotton and sunflower.
- Fruit crops i.e. citrus, mangoes etc.

It's also important to note that most of the food crops are now cash crops (non-traditional cash crops) which sometimes cause food shortages due to over selling. One of the constraints facing farmers is lack of improved seeds and seedlings. The department has embarked on fruit tree production because of conducive climate in the region. Improved seeds if present are very expensive. On sere nut 3, the groundnuts have got high oil content and there is a factory to be established in Soroti but the farmers in Ngora lack a foundation seed. Constraints faced by farmers include drought, soil degradation, pests and diseases have been the cause of food shortages and lately the floods which destroyed the crops and hindered the planting.

1.2.2 Administrative Setup

Ngora district was gazetted as a district in 2010 from Kumi district. Ngora district is made up of four sub-counties i.e. Ngora, Mukura, Kapir and Kobwin and 1 Town council (Ngora Town Council). Ngora district has 65 parishes and 139 villages.

Table 1.1: Number of administrative units in Ngora district

Sub-county	Parishes / Ward	Villages / Cells
Kapir	16	32
Mukura	15	30
Kobwin	19	38
Ngora	11	22
Ngora T.C	4	17
Total	65	139

Source: Planning Unit

Table 1.2: List of parishes and villages Ngora district

S/n	Sub-county/LLG	Parish/Ward	Village
1.	Ngora Town Council	Eastern	Kabakuli Kachinga Kobuku Okisimo
		Northern	Komodo A Akoroi Ngora Institutional Complex A Ngora Institutional Complex B Ngora Institutional Complex C
		Southern	Kobuin Konyila Ngora Township A Ngora Township B
		Western	Okoboi Osigiria St. Aloysius Complex A St. Aloysius Complex B
2.	Ngora	Agu	Agu Orit
		Angod	Angod Ogirigiroi
		Apama	Akero Apama
		Kalengo	Agolitom Kalengo
		Kopege	Kopege-Agule Kopege
		Ngora	Kees Ngora
		Nyamongo	Nyamongo Oledai
		Odwarat	Galilaya Odwarat
		Omaditok	Omaditok Opelu
		Oteteen	Osiru Oteteen
		Tididiek	Okorom Tididiek
3.	Mukura	Adul	Adul Rapad
		Agogomit	Agogomit Libia
		Ajeluk	Adokar Ajeluk
		Akeit	Akeit Obur
		Akubui	Akubui

S/n	Sub-county/LLG	Parish/Ward	Village
			Okwangai
		Ariet	Ariet
			Puna
		Kaler	Apuwai
			Kaler
		Kamodkima	Kamodkima
			Ogiriai
		Kees	Kees
			Yudaya
		Kokodu	Kokodu
			olilim
		Kumel	Kumel
			Namasagali
		Madoch	Madoch
			Orapada
		Morukakise	Morukakise
			Okomion
		Mukura	Mukura
			Oluroi
		Okunguro	Doyoro
			Okunguro
4.	Kobwin	Aciisa	Aciisa
			Okajaka
		Agule	Agule
			Nyaguo
		Akarukei	Akarukei
			Osunge
		Atoot	Atoot –Agule
			Atoot
		Kaderun	Kaderun
			Kosim
		Kadok	Kadok
			Kadok-Ajesa
		Koile	Koile
			Morualigoi
		Kalengo	Kalengo
			Okito
		Kobwin	Juwai
			Kobwin
		Kococwa	Kococwa
			Olupe
		Kodike	Kapujan
			Kodike
		Ojukai	Ojukai-Komolo
			Ojukai
		Okapel	Oceeren
			Okapel
		Olukangor	Okipitok
			Olukangor
		Omoo	Ojogol
			Omoo
		Kakoda	Kakoda
			Opot
		Oswara	Aliina
			Oswara
		Pokor	Pokor
			Agurur
		Tilling	Gawa
			Tilling
5.	Kapir	Abatai	Abatai
			Abatai –Agule
		Agirigiroi	Ogirigiroi
			Ojae
		Agule	Agule- Agule
			Ojam
		Ajelo	Ajelo
			Atutur
		Ajesa	Ajesa –Ajesa
			Agogomit
		Ajuket	Ajuket
			Obwangai
		Akarukei	Akarukei
			Olet
		Akisim	Aidi
			Akisim

S/n	Sub-county/LLG	Parish/Ward	Village
		Atapar	Atapar –Agule Atapar
		Kapir	Atiira Kapir
		Kokong	Kokong Kokong –Komolo
		Koloin	Koloin Ocodoi
		Oluwa	Obosai Oluwa
		Omiito	Kakor Omiito
		Omuriana	Amukurat Omuriana
		Orisai	Orisai-Ajesa Orisai

Source: CIS 2013

1.2.3 Demographic characteristics

1.2.3.1 Population size

The population of Ngora district is 142,487 as per the census 2014 provisional results, with 74, 270 female and 68,217 males. The community information system 2013 had a total population of 158,032 with 75,345 males and 82,687 females.

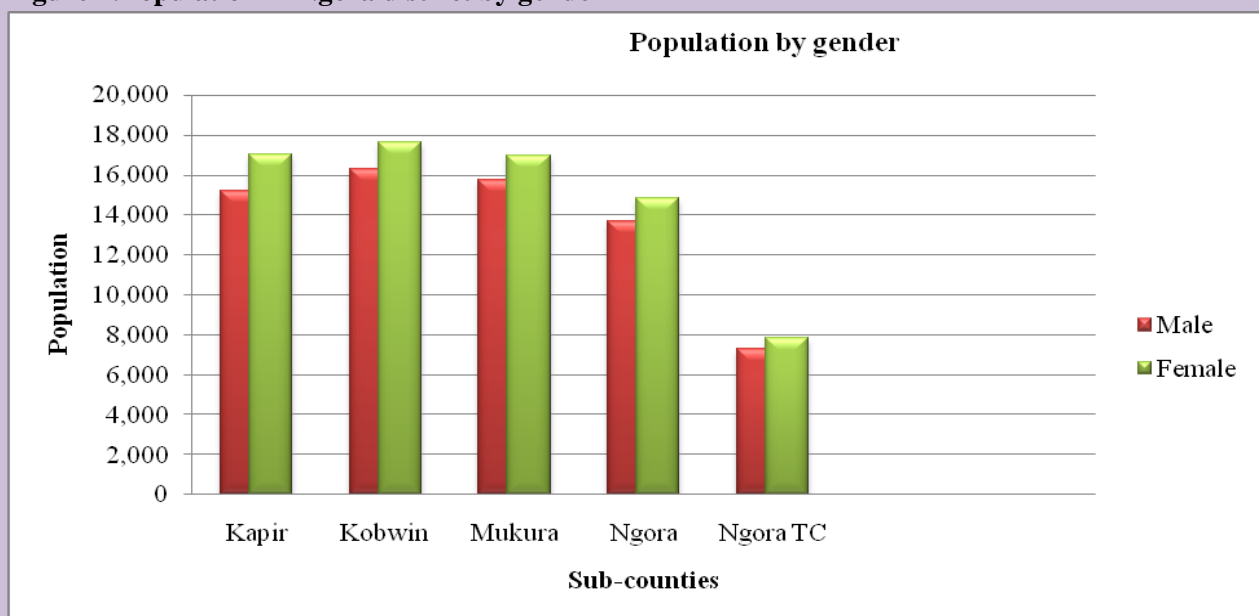
Sex ratio is defined as the relative number of males to females, usually expressed as a percentage. It's a ratio for comparing the numerical balance between the sexes. The sex ratio in Ngora district stands at 91 (91 males per 100 females) which is lower than the national level of 95.

Table 1.3 Population of Ngora district

Sub-county	CIS 2013			Census 2014				
	Total Number of households	Male	Female	Total	Total Number of households	Male	Female	Total
Kapir	4,840	17,091	18,868	35,959	5,331	15,184	17,004	32,188
Kobwin	5,074	17,139	19,373	36,512	5,194	16,309	17,656	33,965
Mukura	5,344	19,296	20,898	40,194	5,711	15,764	16,972	32,736
Ngora	4,570	14,059	15,196	29,255	4,617	13,686	14,826	28,512
Ngora TC	2,472	7,760	8,352	16,112	2,687	7,274	7,812	15,086
Total	22,300	75,345	82,687	158,032	23,540	68,217	74,270	142,487

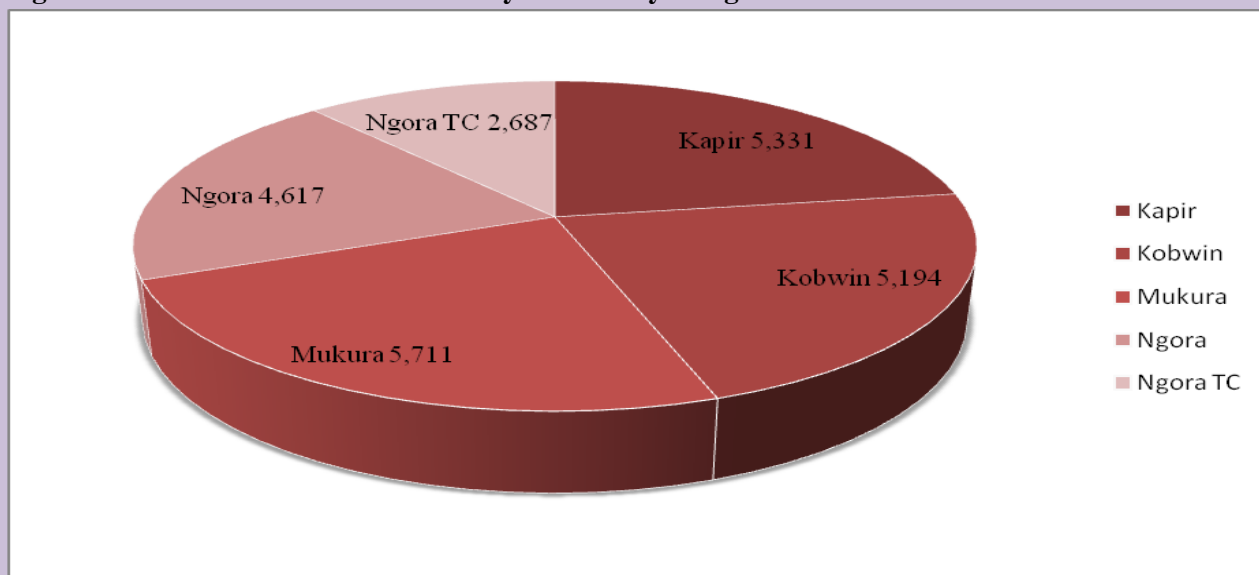
Source: Planning unit

Figure 1: Population in Ngora district by gender



Source: Census 2014

Figure 2: Total number of households by sub-county in Ngora district



Source: Planning unit

1.2.3.2 Average Household size

A household is a group of people who normally live and eat together. Household composition is a key variable in determining demographic characteristics of a population. Household size refers to the number of occupants of a household. The average household size and the sex of the head of the household are some of the indicators used to determine the economic status of a given household. The average household size for Ngora district is 7 persons. An analysis by heads of household shows that 76% are male headed and 24% are headed by females. Less than 1% of households in Ngora district are headed by children.

According to the CIS 2013 results, the number of households increased from 19,999 in 2002 to 22,300 in 2013, also during the census 2014 households increased to 23,540.

1.2.3.3 Sex and Age composition of the population

According to CIS 2013, the population of Ngora was 158,032, of these 75,345 were male and 82,687 were female. The distribution by age group i.e.0-5 years is 30,954, 6-17 years 60,509, 18-30 is 32,764, 31-59 is 25,592 and 60 years and above is 8,213. This means that the highest population is composed of the age group 6-17 years which poses a high dependency burden on the able population. By age composition and distribution, 18% of Ngora’s population is below 18 years.

Figure 3: Population distribution by age and sex (pyramid)

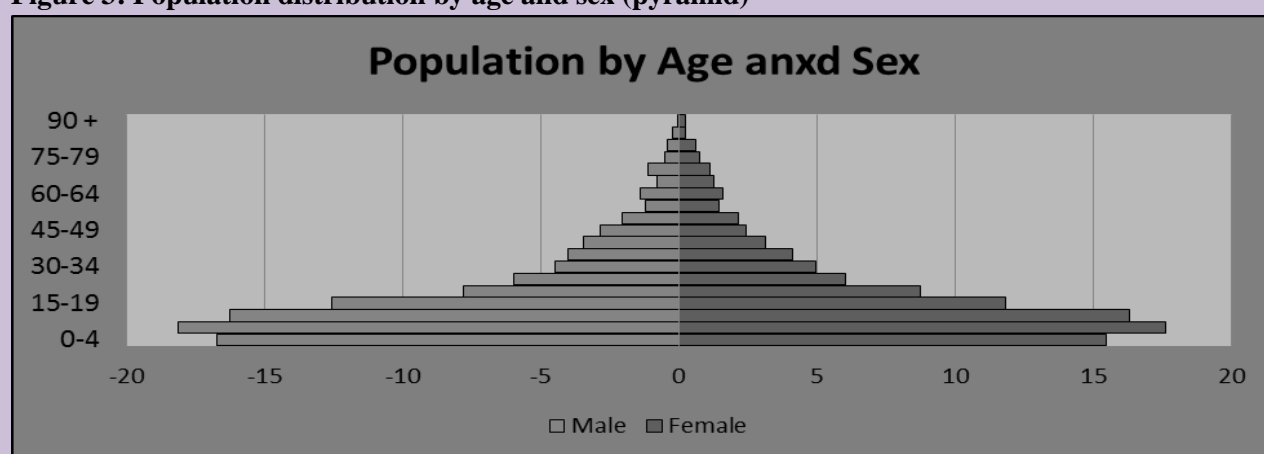
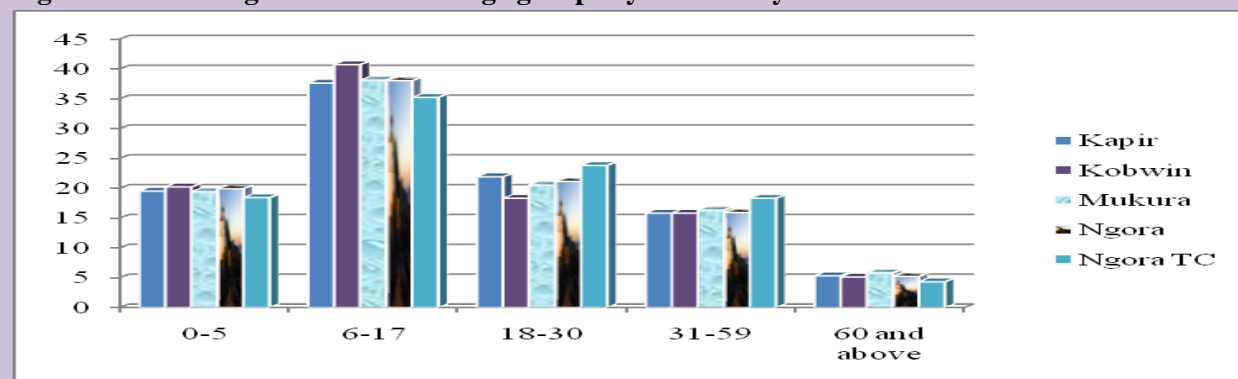


Table 1.4 Percentage distribution of the population by broad age groups

Sub-county	Broad age groups in completed years				
	0-5	6-17	18-30	31-59	60 and above
Kapir	19.5	37.6	21.9	15.8	5.3
Kobwin	20.2	40.7	18.3	15.8	5.1
Mukura	19.4	38.1	20.5	16.3	5.8
Ngora	19.9	38.0	21.1	15.9	5.2
Ngora TC	18.4	35.2	23.8	18.3	4.3
Total	19.6	38.3	20.7	16.2	5.2

Source: CIS 2013

Figure 4: Percentage distribution of age groups by sub-county



Source: CIS 2013

1.2.4 Natural Endowments

1.2.4.1 Climate and Vegetation

The rainfall pattern in Ngora district is bi-modal with peaks in April-May and July- August. The mean annual rainfall ranges between 800-1000mm while the mean annual temperature is 24⁰c. The district climate is the modified equatorial type. In the recent past however rainfall patterns have become erratic and unpredictable which has resulted to frequent flood and severe prolonged droughts and these have contributed to food insecurity in Ngora district.

In terms of vegetation, Ngora district is characterized by savannah grassland, with the poor tree cover. This has been as a result of indiscriminate cutting of trees. Ngora district is therefore among the districts with the lowest biomass covers, yet the population of Ngora district highly depends on fuel wood to meet the daily domestic energy needs. Additionally biomass is used for brick baking; charcoal burning. These have equally contributed to rampant deforestation.

1.2.4.2 Energy and Minerals

1.2.4.2.1 Energy

In Ngora, the main source of energy used for cooking is wood fuel i.e.91% of the households use firewood as the main source of fuel for cooking; this is followed by charcoal at 13% and electricity and solar energy at 3 %. 43% of the households in Ngora district use ‘tadooba’ for lighting and the category of 22 % mostly specified Torch as commonly used form of lighting.

1.2.4.2.2 Minerals

The common minerals in Ngora district are clay, sand and stone quarrying. There are no records of high value mining and or exploration in the district.

1.2.4.3 Environment

Environment refers to man and his surrounding, including the interactions between atmospheric resources, land resources, water resources and wetland as well as biodiversity and ecosystem health. Environment sector contributes to the productivity of other sectors like water, fisheries and agriculture among others. A healthy environment leads to improved productivity of such sectors as well.

However in Ngora district, the environmental resources are rapidly deteriorating. This is because of population pressure and economic activities. The main forms of degradation are through habitat conversion, pollution and emergence of invasive species. Environment management cuts across all sectors and requires the collective participation of all sectors. The challenge on this course is inadequate capacity and absence of funding to execute mainstreaming activities.

The Natural Environment in the district has thus continued to suffer abuse and degradation. This is mainly because more than 95% of the population rely on natural resources for a living. From therefore extraction rate, use and management of environment and natural resources are not sustainable. Generally many factors contribute to the continued degradation of environment and natural resources base. They include the following among others:

- Absence of environmentally friendly livelihood alternative technologies.
- Weak enforcement of environment/ wetland laws.
- Meagre funding for environment and Natural resources management. The department is one of the least funded in the district.
- High population growth rate which leads to land fragmentation.
- In-effective law enforcement. The capacity of law enforcers is low, non uniformity of implementation and interventions by the different stakeholders mostly officials holding political posts.
- Little or no capacity in environment management among stakeholders including policy makers and technocrats at all levels, law enforcers, prosecutors and magistrates.
- High poverty level that makes people to rely directly on environment and natural resources for livelihood and income generation.
- Little or no mainstreaming of environment issues/concern into other activities and projects that have negative impacts on the environment. A part from government projects where mainstreaming of environment concern is normally emphasized; it is not an issue in most civil society organizations. They therefore have little or completely no mitigation measures in their activities. There are also few NGOs/CBOs if any directly engaged in environment /natural resources sector.
- During the time of both national and local elections, environment and natural resources became issues for votes. In the 2006 general elections, wetlands suffered most from abuse. Degradation because wetland abusers became complacent.
- Need for quick personal money by local communities, which is typical of poor people yet the costs of environmental degradation are shared.
- Silent resistance by community members to sound environment and natural resources management

1.2.4.4 Tourism sites

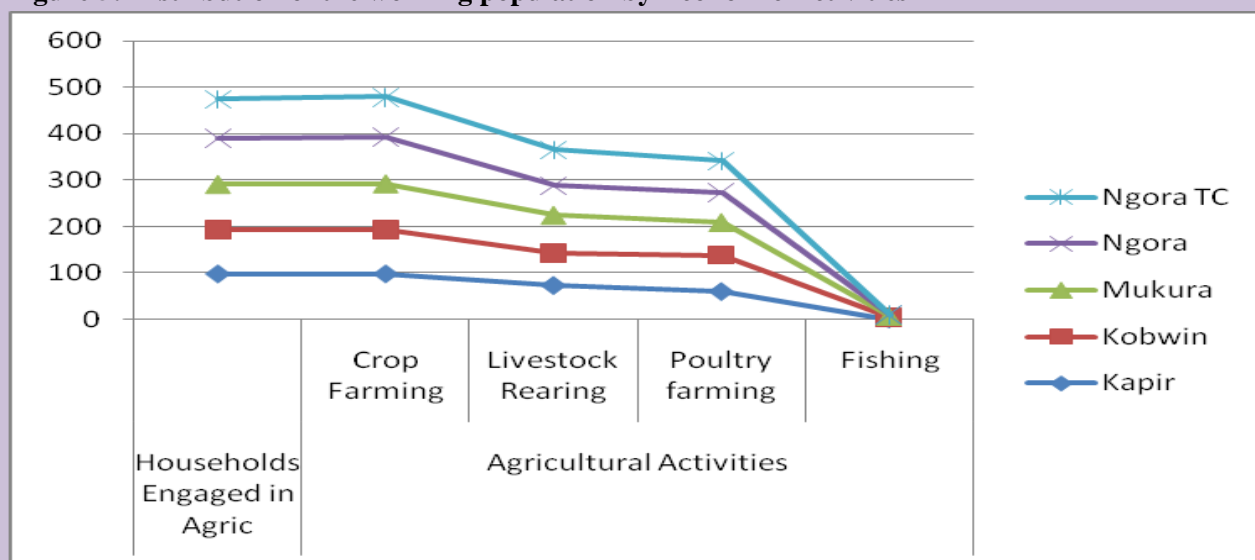
Ngora district has a tourism potential especially in the historical site of *Apany-imo*, beautiful scenery, sunny weather, varying cultural practices and spot fishing in the various satellite lakes. Despite the above, this industry is still small, under developed and under the control of the central government. There are many attractions e.g. in lake Bisina (Ramsar site) there are different rare bird species mostly the shoe bill stock and the fox- weaver which is endemic to this area.

1.2.5 Socio-economic infrastructure

1.2.5.1 Economic Activities

In Ngora district the major economic activity is farming; although other people depend on trade. Ngora is among the districts with least biomass cover in Uganda this results from indiscriminate tree felling to obtain charcoal, timber, fuel wood and brick baking in order to provide households incomes and needs. The indiscriminate tree felling has had a direct effect on the weather conditions of Ngora district and food security in Ngora district. However, agriculture remains the main economic activity (41.3%), trade 0.6%, manufacturing 0.2 %, Services 2.7%. The detail of economic activities in the district is illustrated in the tables below:

Figure 5: Distribution of the working population by Economic Activities



Source: CIS 2013

Table 1.5: Proportion of households engaged in Agriculture by Sub -county, (per cent)

Sub County	Total Number of Households	Households Engaged in Agric	Agricultural Activities			
			Crop Farming	Livestock Rearing	Poultry farming	Fishing
Kapir	4,840	97.7	97.7	72.9	59.7	0.7
Kobwin	5,074	96.1	95.7	70.1	78.4	2.8
Mukura	5,344	97.4	99.1	81.6	70.8	2.7
Ngora	4,570	98.2	100.0	63.0	64.2	2.9
Ngora TC	2,472	85.1	87.1	78.3	68.4	0.0
Total	22,299	96.0	97.0	72.8	68.5	2.0

Source: CIS 2013

Table 1.6: Proportion of households engaged in cottage industry by Sub-county, (per cent)

Sub County	Total Number of Households involved in cottage industries	Type of Cottage			
		Handicraft	Food Processing	Metallic fabrication	Other
Kapir	218	20.0	20.0	-	60.0
Kobwin	30	50.0	50.0	-	-
Mukura	216	35.7	42.9	7.1	14.3
Ngora	290	28.0	44.0	8.0	20.0
Ngora TC	56	14.3	85.7	-	-
Total	810	27.8	40.3	4.8	27.1

Source: CIS 2013

Table 1.7: Proportion of households belonging to a production and marketing group by Sub-county, (per cent)

Sub-county	Total Number of Households involved in prod and marketing	Services Offered			
		Marketing	Training	Provision of Services	Other
Kapir	142	7.7	92.3	0.0	0.0
Kobwin	1,042	0.0	78.3	15.9	5.8
Mukura	1,324	1.2	27.9	46.5	24.4
Ngora	615	45.3	18.9	11.3	24.5
Ngora TC	368	13.0	28.3	32.6	26.1
Total	3,491	10.1	44.0	27.8	18.1

Source: CIS 2013

Resources have been invested in the improvement of productivity of agricultural enterprises in Ngora district through demonstrations on use of improved technologies in groundnuts, citrus, mangoes, sunflower cassava, sorghum, sweet potatoes, cattle, goats, chicken, pigs, fisheries and bee farming. Farmers are adopting these technologies with encouraging results. The farmers in Ngora district are also engaged in other economic activities which include fishing small craft and pottery, brick making, carpentry, joinery and building.

To improve on the marketing of farmers' farm products there is a proposal to establish community outlet centres for bulking, value addition and marketing of farmers' farm products in the sub-counties.

Plans to reactivate the primary society cooperatives in Ngora district are in place through cooperative education and training of farmers in leadership, enterprise and entrepreneurship development, exposure to perform, so as to improve the cooperatives in the region and the country in general. This will also be in line with mentoring, supervision, monitoring and evaluation practices.

Furthermore, a trade policy on internal trade and capacity enhancement program for the business communities in Uganda and districts is in the offing by the Ministry of Tourism, Trade and Industry. Potential business communities will be empowered to make trade activities vibrant socially and economically.

1.2.5.2 Communication

Ngora district has gazetted district roads, trunk roads and community access roads. There is one airstrip in Ngora district situated in the NGO hospital of Ngora (Freda Carr). Ngora district is also traversed by a railway line from Kumi border to Katakwi/Soroti border. The railway transport was abandoned following the insurgency in Teso in the late 1980s. Its operation is expected to boost trade in the district since a feasibility study has been done and the consultant has given three options: minimum rehabilitation, partial upgrading and full upgrading. The feasibility study is expected to be concluded soon and work on this railway line will start boosting trade in the region and the life of roads will be pro-longed since it is meant for transportation of bulky goods. The main means of transport to households in Ngora district however is a bicycle. Ngora district has one sub-post office which offers postal and telephone services. Mobile phone services are provided by UTL, Airtel, Orange and MTN networks. This makes Ngora district easily accessible by mobile telephone.

1.2.5.3 Housing Conditions

This covers materials used for constructing the wall, roof and floor. In Ngora district, 93 per cent of the houses have permanent walls, while seven per cent have temporary walls. Improved roof includes roof made of iron sheets, asbestos, tiles, tin and cement while rudimentary roof are made of thatch, straw, mud and wood& planks. During CIS 2013, findings showed that 80 per cent of the houses in the district had rudimentary roof types, while 20 per cent had improved roof type. The finished floor includes floor made out of cement, mosaic, tiles, bricks, stone and wood while natural floor are made of earth and cow dung. Still during the CIS 2013 findings showed that 83 per cent of the houses in the district had floor types made of natural materials while 15 per cent had finished floor type.

Most rural houses in Ngora district are grass-thatched, with mud or wattle walls and rammed earth floor. In urban centres of Ngora town and upcoming urban growth centres, the state of houses is improving gradually though characterized by a mix of temporary and permanent housing units.

1.2.5.4 Sanitation

The usage of pit latrines in Ngora district is at coverage of 80.8% and water is 63.3%.

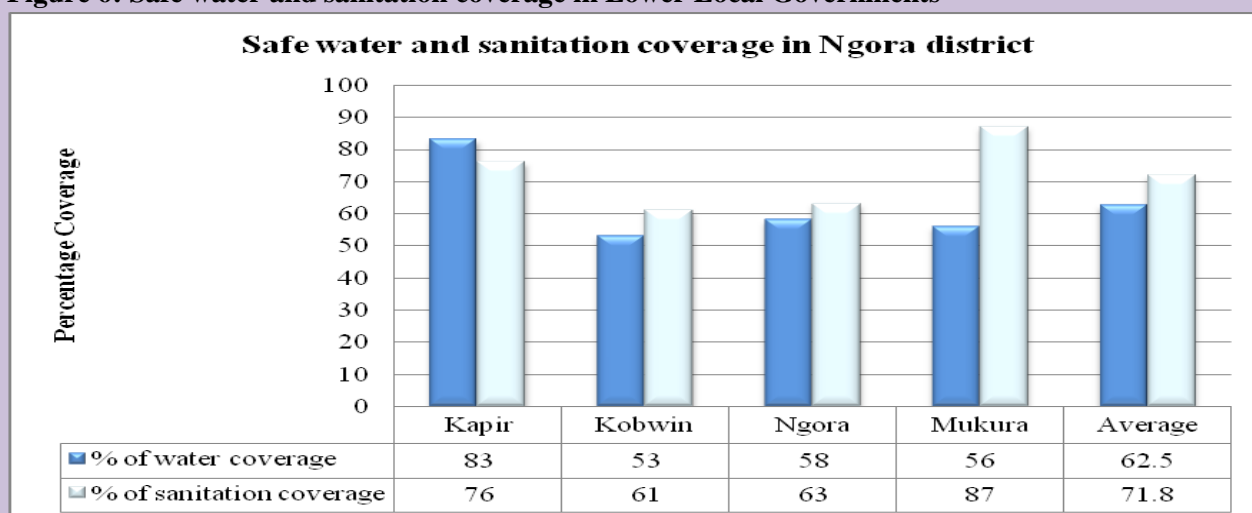
1.2.5.4.1 Water sources

Ngora district has a number of protected and unprotected water sources which include boreholes, shallow well, springs and hand-dug wells. Ngora water supply system is complete and serves Ngora complex and Ngora Town with piped water. The district is supplied with water that is tapped from Agu (a dis-tributary of Lake Kyoga).

1.2.5.4.2 Safe Water Coverage

The main source of drinking water is boreholes. Boreholes are used by more than four in every five households. 32 per cent of households in Ngora district access water within less than 5 km. Households that move some distance (less than 1km) are 15 per cent and a small proportion travel over 3km to find water. More data about safe water coverage in Ngora district is shown below:

Figure 6: Safe water and sanitation coverage in Lower Local Governments



Source: District Water Office

1.2.5.4.3 Latrine coverage

Latrine coverage in Ngora district is 80.8% as per statistics from the District Health Office which is slightly bigger than the national coverage 65%. The reason for this bigger percentage is because of willingness of staff to enforce bye-laws enacted by local councils as well as implementation of the Public Health act by both District Health Office and all Lower Local Government.

During the CIS 2013, the latrine coverage was used as a proxy to measure access to appropriate sanitation facilities. Over 80 per cent households had a toilet facility while 32 per cent had hand washing facility as detailed below:

Table 1.8 Distribution of households with toilet and hand washing facility by sub-county (per cent)

Sub-county	Total number of households	Toilet facility Availability (per cent)	Hand washing facility Availability (per cent)
Kapir	4,840	72.1	37.2
Kobwin	5,074	78.6	18.5
Mukura	5,344	72.7	37.3
Ngora	4,570	75.3	33.4
Ngora TC	2,472	86.6	39.1
Total	22,300	76.0	32.12

Source: CIS 2013

1.2.5.4 Education, Science, Technology and Sports

Ngora district has a total of 158 education institutions comprising of 29 nursery schools, 108 primary schools with 59 government schools, 14 secondary schools with 5 government and 7 tertiary institutions with 1 government PTC.

Table 1.9: Distribution of Schools per Sub-county 2014

Category	Status	Kapir	Kobwin	Mukura	Ngora	Ngora Town Council	Total Schools
Pre- Primary	Private	11	5	4	2	7	29
Primary	Government	13	11	15	11	9	59
	Private	17	8	9	3	7	44
	Community	2	1	2	-	-	5
	Total	32	20	26	14	16	108
Secondary	Government	1	1	1	-	2	5
	USE PPP	1	-	-	1	1	3
	Private	-	1	1	-	4	6
	Total	2	2	2	1	7	14
Tertiary	Government	0	0	0	0	1	1
	Private	0	1	1	1	3	6
	Total	0	1	1	1	4	7
Grand Total		45	28	33	18	34	158

Source: District Education Office, 2015

1.2.5.5 Medical and Environment Health

Ngora district has got 1 hospital, 6 Health centres III's and 4 Health centre II's. The details are in the table below:

Table 1.10: Health facility by ownership

Facility	Government	NGO	Total
Hospital	0	1	1
Health IV	1	0	1
HCIII	6	0	6
HCII	3	1	4
Total	10	2	12

Source: District Health Office

1.2.5.5.1 Private Health Units

Ngora district has 0 private pharmacies, 20 drug shops, 4 clinics licensed by Allied Health Professional Council.

Table 1.11 Number and categories of health facilities by ownership

Category	Number	Ownership
Hospitals	1	NGO
Clinics	4	Private
Pharmacies	0	
Drug shops	20	Private
HCII, III, IV	10	Government

Source: District Health Office

1.2.5.5.2 Accessibility of health Services

The average distance to the nearest health facility is 5 kms; the catchment population being by health unit is 13,169 and the percentage of the population within 5 km radius of a health unit is 90%. Ngora district has 20 private clinics. The ratio of Practicing Doctors to population ratio is 1:39, 509, the ratio of Clinical Officer to population is 1:14, 403, the ratio of Nurse to population is 1:3,762, and the ratio of midwives to pregnant women (15-49) is 1:343. The Out Patient Department utilization is 93.9% with the deliveries in health facilities being 34.9 % (National is 44.4%-2014). There was no available data on the number of drug stock-outs by health unit.

1.2.5.5.3 Public Health/ Health Education

Ngora district has got 2 Health Inspectors. Health programs are also carried out in schools and a number of them are planned to be carried out. The Health department also trains village health teams, the district has 338 VHTs

1.2.5.5.4 Morbidity and Cause of Ill Health

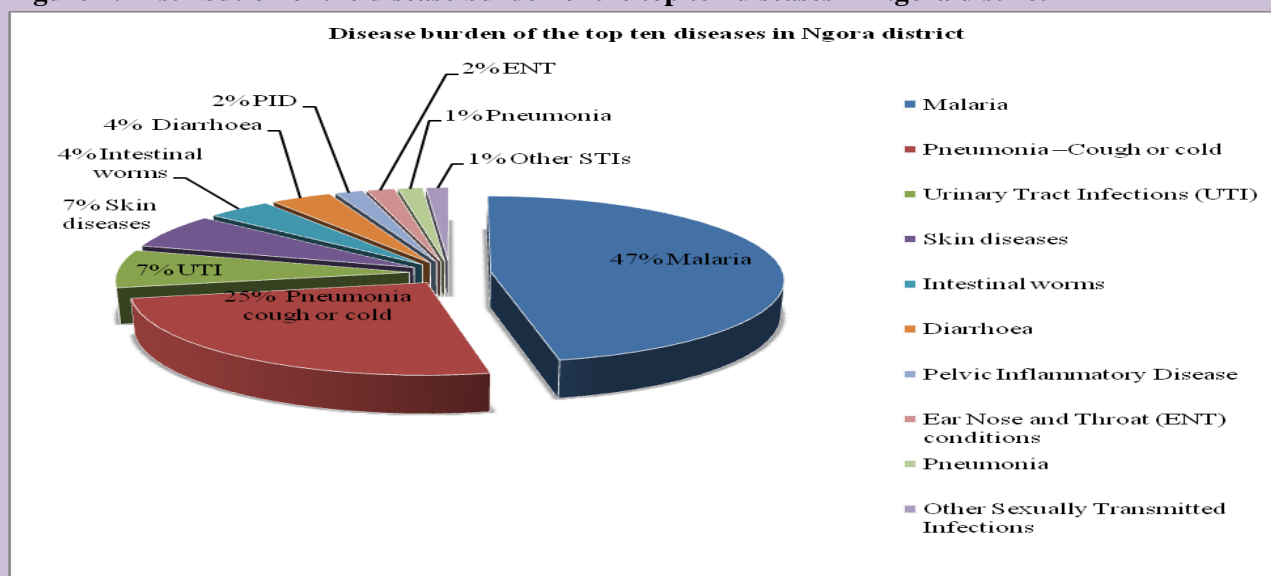
The 10 top commonest illnesses in Ngora district by percentage are indicated in the table below:

Table 1.12 Ngora district disease burden of the top ten diseases by March 2014/15

Disease	Cases	Total population	Percentage
Malaria	62,017	158,032	39.2
Pneumonia –Cough or cold	33,558	158,032	21.2
Urinary Tract Infections (UTI)	9,741	158,032	6.1
Skin diseases	8,835	158,032	5.5
Intestinal worms	5,284	158,032	3.3
Diarrhoea	4,926	158,032	3.1
Pelvic Inflammatory Disease	2,270	158,032	1.43
Ear Nose and Throat (ENT) conditions	2,258	158,032	1.42
Pneumonia	1,972	158,032	1.2
Other Sexually Transmitted Infections	1,794	158,032	1.1

Source: CIS 2013

Figure 7: Distribution of the disease burden of the top ten diseases in Ngora district



Source: District Health Office, 2015

1.2.5.5.6 Non-Governmental Organizations (NGOs) in Ngora district

Ngora district is supported by a number of NGOs which operate in every sub-county including Ngora Town Council. The NGOs support the communities by facilitating a good number of projects as illustrated in the table below:

Table 1.13 NGOs and areas of intervention in the district

S/no	Organization	Area of intervention
1.	Vision TERUDO	Education, HIV/AIDS, Agriculture and Capacity building
2.	Baylor Uganda	HIV/AIDS (Strengthening health services through provision of support and man-power)
3.	Build Africa	Education (Construction of schools), Provision of support to Village saving and loan associations (VSLAs), Promoting retention girl-child at school
4.	Pilgrim	Malaria control through distribution of long lasting nets.
5.	International Institute of Rural Reconstruction (IRR)	Capacity building especially of village saving teams (VHT).
6.	Ngora Child Development Centre	Education sponsorship and care and support for orphans and other vulnerable children (OVC)
7.	War-on-Want	Support farmers on marketing of their products as well as provision of inputs.
8.	Peoples Interventions Worldwide	General support to farmer groups
9.	Faith Action Development Organization	Support education through vocational training for school drop-outs Health interventions for HIV/AIDS persons through provision of health and basic support.
10.	Heifer International	Provision of livestock to farmers Provision of start-up capital for social and economic development. Nutritional support to the poor households and women headed households
11.	UWESO	Livelihood support through promotion of village loan saving associations (VLSA) Child protection through protection of children (advocacy for children's right) and education sponsorship.
12.	Soroti Catholic Diocese Development Organization (SOCADIDO)	Support farmers cooperatives to market their produce

S/no	Organization	Area of intervention
13.	New Hope Uganda	Support persons with disability (PWDs) through provision of wheel chairs and Education sponsorship for OVCs to attain apprenticeship education/skills
14.	Transform Uganda	Food insecurity interventions through provision of inputs and support to farmer clinics
15.	HADEFO	Support functional adult literacy (FAL) activities
16.	Edith Home	Education scholarships to OVCs (apprenticeship training), Provision of IGAs to child headed families.
17.	International Development Institute (IDI)	Safe and clean water provision through construction of boreholes Sanitation promotion through provision of pit latrine slabs.
18.	Centre for African Policy (CAP)	Capacity building and training of parish development committees on planning processes and cycle.
19.	Public Affairs Centre (PAC)	Promotion of good governance and anti-corruption campaign. Empowerment of communities on good governance, transparency and accountability (through organizing and holding Barasas)
20.	Grace for Rural Orphans and widows(GROW)	Offer education scholarships to orphans
21.	National Forum of Persons living with Aids (PHAs)	Mobilize HIV/AIDS persons to demand and advocate for accountability and transparency in service delivery
22.	Teso Community Action for Nature (TESCAN)	Promoting Environmental conservation and eco-tourism
23.	Christian Foundation for Community Development	Drilling and rehabilitation and rehabilitation of boreholes

1.2.5.5.7 Below the budget line investments

Sub-county	Investment
Kapir	Procurement of 60 wooden chairs One (1) 5 stance pit latrine with a urinal constructed for Koloin primary school Maintenance of Agogomit-Koloin and Akisim-Aidi Community Access roads Weeding and maintenance of wood lots at the sub-county headquarters
Kobwin	Wiring of new administration block Fumigation of office block and staff quarters Procurement of furniture Procurement of 100 3 seater desks for Opot and Koile primary schools Wiring and installation of electricity at Kobwin health centre III Procurement of benches for the new immunization shade Fencing of Kobwin milk plant Rehabilitation of Gawa-Aliina-Aciisa-Nyaguo CAR Procurement of sports equipment for the youth
Mukura	Re-establishment of tree nursery at the S/C Hqr Promote Tree planting on privately owned land and around the institutions in the sub-County Survey of Government Land Promote use of fuel saving technologies Construction of accommodation for Health Workers and decent health facilities and structures Drilling of deep boreholes Protection of springs and hand dug wells Construction of teacher's houses Construction of classrooms and pit latrines with access to pupils special needs requirement. Procurement of desks, cupboards, teachers' tables and chairs and other scholastic materials. Drilling of boreholes in primary schools. Upgrading, rehabilitating and maintaining of the road network in the Sub-County in order to improve their status/condition. Construction of Administration block Construction of slaughter slab.
Ngora	Procurement of a laptop Completion of Tididiek-Agolitom CAR Construction of urinals at sub-county headquarters Installation of solar power at newly renovated office block Procurement of 2 bicycles for youth representatives Procurement of goats for PWDs women Setting up of demonstration units in each parish for training of farmers on modern agronomic practices Setting up of kitchen gardens Establishment of tree nursery beds

2.0 CHAPTER TWO: SITUATION ANALYSIS

2.1 Introduction

This chapter presents the analyses of development challenges facing each sector in Ngora district. It presents a summary on the detailed situation analysis and highlights challenges of each sector.

2.1.1 Management and Support Services

2.1.1.1 Situation Analysis

Management and support services coordinates all departments in both district and sub-county level, it plays a central role in managing the affairs of the district. This sector has the following sub sectors; human resource sector, records where by the Chief Administrative Officer is the head of Public Service in the district and the Sub-county Chief at the sub-county level. There is one Chief Administrative Officer with one Principal Assistant Secretary and ACAO. There are two Senior Assistant Secretaries at Lower Local Government Level i.e., Ngora Town Council and Kapir sub county. The other sub-counties have acting Sub-county chiefs. There are three Humana Resource Officers in human resource department.

Ngora district has a Capacity Building Plan in place to address challenges of service delivery in line with the changing roles under decentralization. This has been operated on, and short courses, workshops and seminars for the staff will be conducted. The district will continue to train staff on accounting professional courses, human resource management, financial management, procurement and contracts management, innovation and organization change.

Ngora district has a big challenge of transport facilities in terms of vehicles and motorcycles. However management must is gradually addressing the problem.

Office accommodation has been secured with new office block. In sub counties so far Ngora, Kapir, and Kobwin have either constructed new administration blocks or renovated the existing structures.

2.1.2 Finance

2.1.2.1 Situation Analysis

The finance sub sector is divided into:

- Revenue taxation
- Budget expenditure
- Accounts

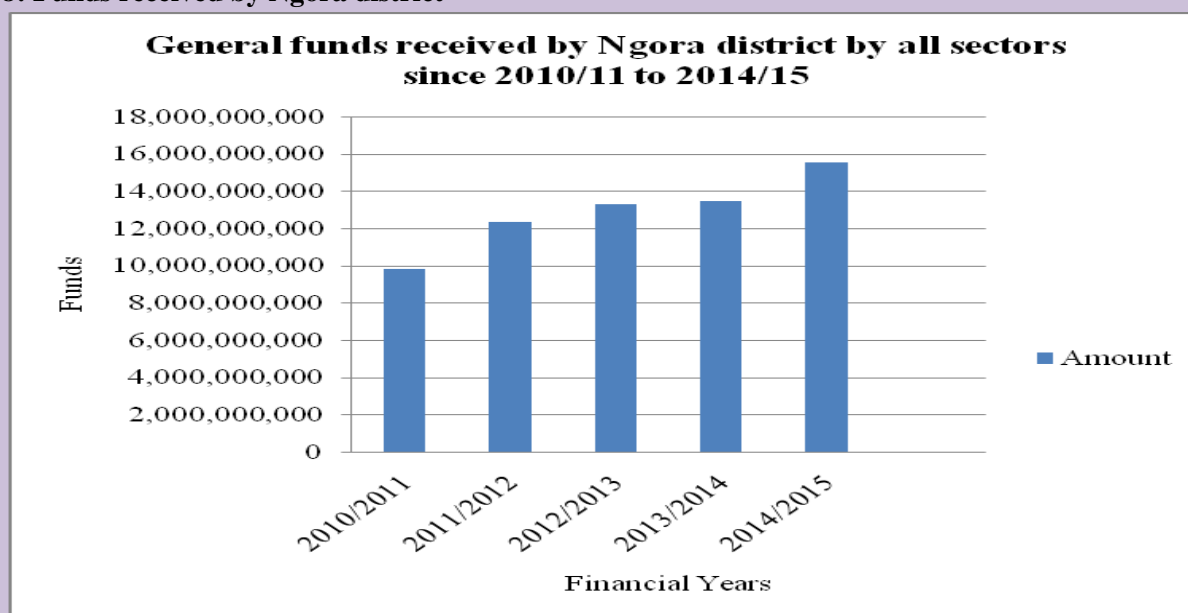
Finance is mainly a service department, which mobilizes revenue and guides in resource allocation to meet various district expenditures. The revenue sources for Ngora district mainly include; central government transfers, i.e. conditional, unconditional, and equalization grant; local revenue, i.e. property tax, user fees/charges, revenue from departments and urban authority permits and donors /NGO funds.

Table 2.1: Revenue by source since 2010/11 to 2014/15

Category	Actual receipts 2010/11	Actual receipts 2011/12	Actual receipts 2012/13	Actual receipts 2013/14	Actual receipts 2014/15	%age Budget Share
Local Revenue	163,459,000	171,631,950	180,213,548	189,224,225	198,685,436	1.83
Government Transfers	8,637,307,000	9,069,172,350	9,522,630,968	9,998,762,516	10,498,700,642	96.67
Donor/NGO funds	134,175,000	140,883,750	147,927,938	155,324,334	163,090,551	1.5
Grand total	8,934,941,000	9,381,688,050	9,850,772,454	10,343,311,075	10,860,476,629	100

Source: Finance department

Figure 8: Funds received by Ngora district

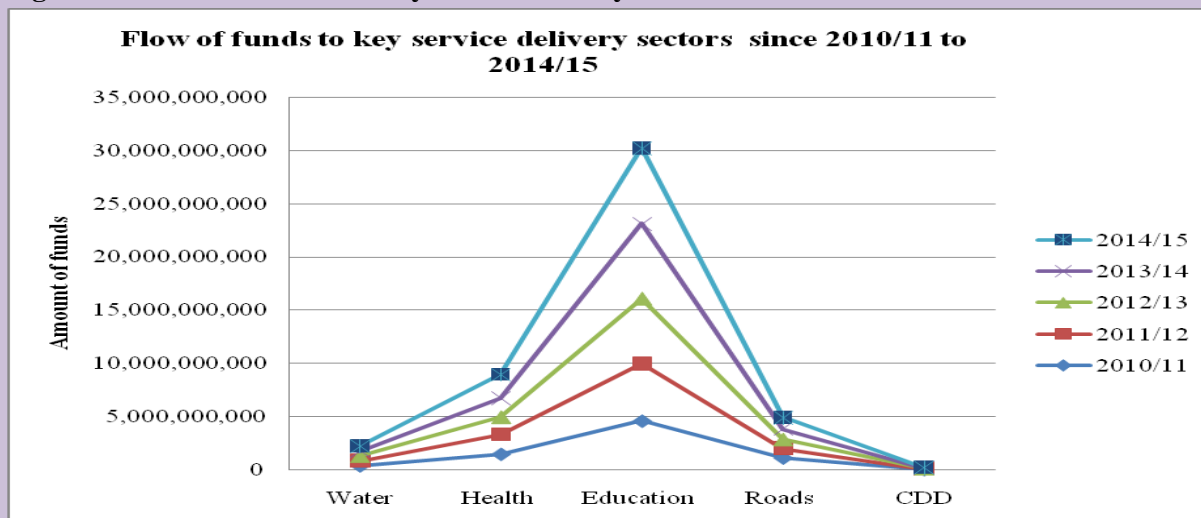


Source: Finance department

Table 2.2: Funds received under key service delivery sectors since 2010/11 to 2014/15

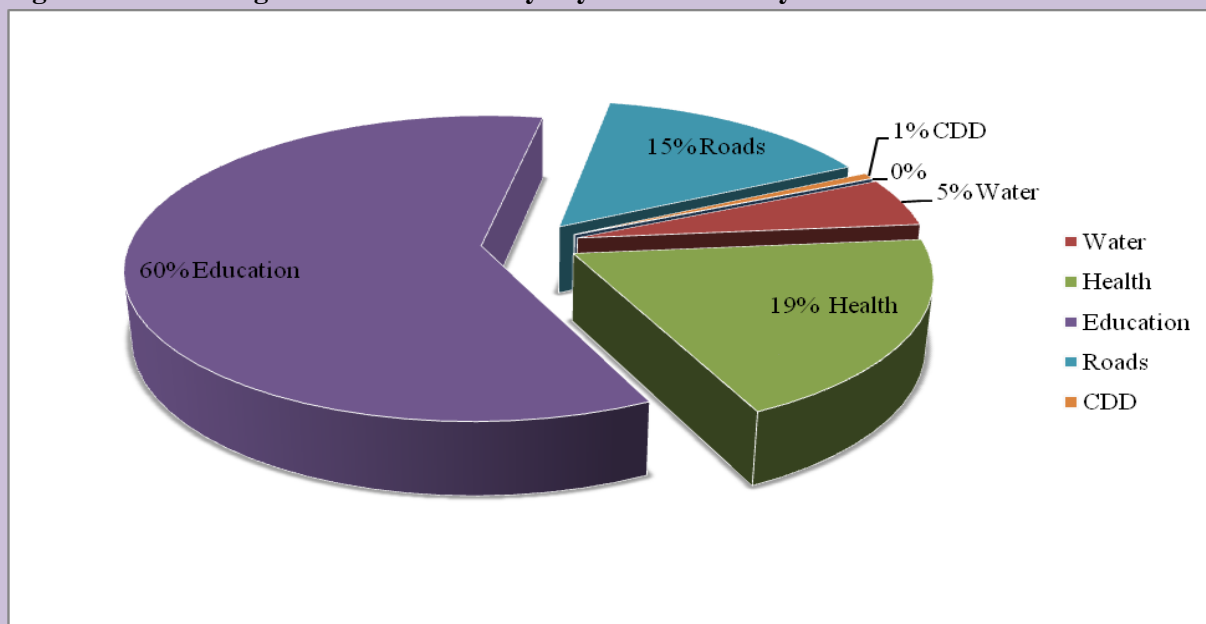
FY and Sector	Water	Health	Education	Roads	CDD	Grand Total
2010/11	399,476,000	1,494,734,760	4,629,258,636	1,143,680,610	48,667,000	7,715,817,006
2011/12	481,387,556	1,852,864,026	5,393,339,812	916,153,499	54,101,000	8,697,845,893
2012/13	450,175,000	1,630,985,935	6,097,018,801	819,246,978	36,396,000	9,033,822,714
2013/14	450,175,000	1,747,934,556	7,024,648,675	996,081,669	42,383,000	10,261,222,900
2014/15	450,175,000	2,254,524,000	7,091,061,000	1,058,407,000	36,186,000	10,890,353,000
Total	2,231,388,556	8,981,043,277	30,235,326,924	4,933,569,756	217,733,000	46,599,061,513

Figure 9: Flow of funds under key service delivery sectors



Source: Finance department

Figure 10: Percentage of funds received by key service delivery sectors



Source: Finance department

2.1.2.2 Challenges

- Broadening of the tax local revenue base.
- Improve transparency and physical accountability at grass root level.
- Strengthening tax administration.
- Cultivating attitudes on tax payments strengthening the implementation of the revenue enhancement plan.
- Timely submission of financial reports and budgets requests to attract further funding.

- Sensitization programs on taxation to target both men and women, who are potential tax payers and those in gainful employment.
- Difficulty in evaluating property due to limited resources.
- Politicization of property tax.

2.1.3 Councils and Statutory Bodies

2.1.3.1 Situational analysis

2.1.3.1.1 Councils

These comprise of a political head at the district and sub county level. These councils are composed of elected councillors at each sub-county for the district and from each parish for the sub-counties. Male and female youth representatives and persons with disabilities (PWDs) and a women representative are elected for the district and sub-county councils respectively. But it's important to note that the councils are faced with poor facilitation financially and in terms of office space and equipment. Councils are divided in to two, local and administrative governments i.e. Local Governments (LCV and LCIII), and Administrative Governments (LCIV, II and I).

The council has an executive committee which performs executive functions of:

- Initiating and formulating policies which are later approved by the council.
- Oversee the implementation of the government and councils policies, monitor and coordinate activities of the NGOs in the district.
- Monitor the implementation of council programs and take remedial action where necessary.
- Recommend to the council persons to be appointed to the commission, board and committees.
- Receive and solve problems and disputes forwarded to it from Lower Local Governments or councils.
- Evaluate the performance of the council against the approved plan.
- Carry out any other duties as authorized or assigned by council.

Apart from the above, there are also standing committees, commissions and boards that perform key functions on behalf of the council, these standing committees, commissions and boards include:

2.1.3.1.1.1 Standing Committees

- Works and technical services, Production, natural resources and marketing.
- Finance, planning and investments, Health, education and community development

2.1.3.1.1.2 Boards and Commissions.

- The District Land Board (5 members)

- Local Government Public Accounts Committee (5 members).
- The District Service Commission (5 members).
- Districts Contracts Committee (5 members)

Ngora District Contracts Committee is in place and is responsible for:

- Preparation of annual procurement plan.
- Preparation of bid documents.
- Development of annual prequalified list of contractors.
- Evaluation of bid documents.
- Advertisement of bid opportunities.
- Hold Contracts Committee meetings (form secretary and organize meetings).
- Negotiate contract awards (if any).
- Prepare quarterly reports.

Ngora District Service Commission is a statutory body that is mandated to recruit, confirm, promote and discipline staff in the Local Governments. The members are persons of high moral character and proven integrity. The members of the District Service Commission can serve up to a maximum of two consecutive 4 year terms.

Local Government Public Accounts Committee is consistent of 4 members appointed by the district Council on the recommendation of the District Executive Committee and one member appointed in the case of district with more than one urban authority will be by an electoral college of the urban council executive committee members in the district and in the case of a district with only one urban authority, by the urban council on the recommendation on the recommendation on the urban executive committee. It is responsible for scrutiny of the budget performance of advances versus implementation of planned activities.

2.1.3.1.1.3 Challenges faced in the district service commission

- Insufficient facilitation and funding to the District Service Commission to ease operation.
- In adequate space for storage of files received from the applicants.
- Lack of furniture at the DSC which makes it difficult to conduct business when meetings are scheduled.
- Lack of power at the District Service Commission premises which exposes confidential information in the process of looking for power in other offices.

2.1.3.1.1.4 Challenges under other boards and commissions

- How to improve on facilitation and funding of councils.
- Training and capacity building of councillors at all levels.
- Provision of office space and equipment.
- Equipping the local councillors with skills to adequately execute their duties.

2.1.4 Production and Marketing

2.1.4.1 Agriculture

2.1.4.1.1 Situation Analysis

2.1.4.1.1.1 General Characteristics

Ngora district experiences a bimodal rain fall pattern. The second season rains are shorter and lighter than the first rains in most years although the weather pattern is now erratic in the recent past. The kind of agriculture practiced by the farmers is basically peasantry with small land holdings, growing majorly traditional crops. The warm climate is good for mango and citrus production.

2.1.4.1.1.2 Soils

More than half of the district soils are sandy posing a great risk of leaching and erosion especially when poor cultivation methods are used. With continuous cultivation of such soils, soil fertility is lost and yet our farmers hardly add nutrients to the soil. The sandy soil's water carrying capacity is low compared to the loam clay soils.

2.1.4.1.1.3 Crops

The main crops grown in the district include:

- Root crops i.e. sweet potatoes and cassava.
- Cereals i.e. sorghum, finger millet, maize, rice, bull rash millet and rice (paddy and upland).
- Pulses or legumes i.e. ground nuts, cowpeas and green grams and soya beans.
- Oil crops i.e. cotton, simsim and sunflower.
- Fruit crops i.e. citrus, mangoes etc.

However most food crops are now cash crops (non-traditional cash crops) which sometimes cause food shortages due to over selling. One of the constraints facing farmers is lack of improved seeds and seedlings. The department has embarked on fruit tree production because of conducive climate in the region. Improved seeds if present are very expensive. On sere nut 3, the groundnuts have got high oil content and there is a factory to be established in Soroti but the farmers in Ngora lack a foundation seed. Other recommended groundnut seedlings include serenut 2, 4 and 6 which are high yielding.

Constraints faced by farmers include drought, soil degradation, pests and diseases have been the cause of food shortages and lately the floods which destroyed the crops and hindered the planting.

2.1.4.1.1.4 Extension Coverage

The level of extension has been low due to high farmer to staff ratio (2000 households: 1 extension staff) however the approach now emphasized is group approach where many farmers can be met at once and also through this approach, diffusion to other farmers is high. Private Service providers have been the emphasis, but NAADS reviewed that public extension staff will provide the extension services under the single spine system.

With NAADS now operating in all sub counties, extension services have been provided by the extension workers other than private service providers. Extension service is expected to improve, however, the major problem with extension staff is inadequate facilitation to district and sub-county staff, especially in the area of transport.

2.1.4.1.1.2 Challenges

- Reduction in soil fertility due to poor cultivation methods and runoff water.
- Declining soil fertility at house hold level.
- Female and male farmers transforming peasant farming in commercial market oriented agriculture.
- Farmer groups' organization into marketing association and their sustainability with deliberate focus on women.
- Increasing effective agriculture extension to both female and male farmers.
- Effect of HIV/AIDS on the farming population.
- Supply of highly yielding varieties which are resistant to drought pests and diseases.
- Youth participation in agricultural activities is low.
- Low adoption of modern agricultural activities.
- Selecting male and female farmers to be supported.
- Cassava disease especially the Cassava Brown Streak Disease (CBSD).
- NAADS program withdrawal of funds affected implementation and moral of farmers.
- Group disintegration and neglect of technology development sites.

2.1.4.2 Veterinary

2.1.4.2.1 Situation Analysis

This sector deals with animal husbandry management. Ngora district practices the Teso farming system, basically a mixed crop and livestock production system. The livestock population in the district is predominantly indigenous type characterised by low production and productivity, (although high resistance to prevalent local diseases, tolerant to the poor animal husbandry practices etc), low marketability, low prices, poor compete ability thus the need to improve this quality for better productivity, production and profitability.

2.1.4.2.1.2 Ngora District has a Livestock Population as follows:

• Cattle	34,395
• Goats	50,526
• Sheep	6,324
• Pigs	7,311
• Dogs	5,069
• Cats	1,132
• Chicken	133,910
• Turkeys	7,470
• Ducks	530

The high population of bulls/bullocks/oxen is due to the fact that they are mostly used as draught animals to help in ploughing. Nearly every household has at least one ploughing bulls/bullocks/oxen.

2.1.4.2.1.3 Livestock productivity in the district

The livestock production /productivity in the district and is low as shown below:

- Average yield per cow/day 1 litres
- Average live weight 150kgs
- Average dressed carcass weight 120kgs

The low production/productivity level is due to:

- Conservatism/ poor attitude change/ low adoption of modern technologies.
- High production costs.
- Low level of disease and pests control
- Poor husbandry methods.
- Poor quality pastures for livestock

- Prevalence of diseases and pests.
- Scarcity of water for production especially during the dry season.
- Unavailability of pastures/poor pastures during dry season especially due to over cultivation of grazing land.
- Use of low grade livestock for breeding/production.

Table: 2.3 Categorisation of cattle by sub-county

S/C	Bull (L)	Bull (I)	S/Total	Cows (L)	Cows (I)	S/Total	Total
Kapir	3,207		3,207	5,035		5,035	9,159
Kobwin	3,494	6	3,500	5,490	48	5,538	10,036
Mukura	2,542		2,542	3,990		3,990	7,258
Ngora	2,792		2,792	4,347		4,352	7,942
Total	12,035	6	12,041	18862	53	18915	34,395

Source: Production and Marketing office

2.1.5.2.1.5 Rampant Pests and Diseases in the district

There are rampant pests and diseases for different livestock as indicated below:

Table 2.4 Rampant pests and diseases for different livestock

S/No	Type	Diseases/Pests
1.	Cattle	<ul style="list-style-type: none"> • Ticks and tick-borne diseases e.g., East Coast Fever (ECF), Heart water, Anaplasmosis, Babesiosis etc. • Notifiable diseases e.g., Foot and Mouth Disease (FMD), Contagious Bovine Pleuro-Pneumonia (CBPP), Lumpy skin. • Other diseases e.g. Brucellosis, Black quarter etc.
2.	Goats and sheep	<ul style="list-style-type: none"> • Worm infestations. • Trypanosomiasis. • Pneumonia. • Ticks. • Mange
3.	Poultry	<ul style="list-style-type: none"> • Newcastle Diseases (NCD). • Gumboro. • Infectious Laryngotracheitis. • Coccidiosis. • Marek's disease. • Pullorum etc.
4.	Dogs/Cats	<ul style="list-style-type: none"> • Rabies • Canine distemper etc
5.	Pigs	<ul style="list-style-type: none"> • African swine fever, Erysipelas etc • Worm infestation. • Ticks, Lice. • Mange.

Source: District Production Office

The pests and diseases prevention and control are poor as a result of a number of factors e.g.

- High prices of chemicals e.g. acaricides-drugs.

- Lack of vaccines
- Lack of cold chain in the district e.g. Deep freezer.
- Shortage of extension staff at district and sub county level. Existence of quacks operating in the field caused by vacuum resulting from shortage of extension staff.
- Changing policies.
- Lack of functioning dips i.e. District has only 2dips in Ngora Sub County and Mukura Sub County that is non-functional.

2.1.4.2.1.5 Support from private sector and NGOs

There are a number of NGOS, CBO, that have been helpful in the veterinary sub sector helping farmers in many related activities that includes restocking of farmers, sensitisation/training of farmers, building of infrastructure etc.

These development partners include; TEDDO, Vision TERUDO, SOCADIDO, PAG, Self Help Africa etc. On top of government programs like NUSAF, NAADS, NLPPI, AHIP, VACNADA which have injected substantial amount of support to the livestock industries in Ngora district and have to be recommended for these efforts.

2.1.4.2.1.6 Fight against food insecurity

Livestock industry continues to play a significant and pivoted role in its fight against food insecurity and poverty among the communities by providing the following:

- Provide draught power for ploughing gardens for planting.
- Provide food through its products and by products e.g. meat, milk, eggs, milk by products etc.
- Provide income through livestock, livestock by products sale.
- Provide manure for soil fertility that helps to improve crop yields.
- Improve on health status of the communities through provision of high grade foods (proteins) etc. Healthy population is expected to be food secure as they are physically fit to produce food (human labour).

2.1.4.2.1.7 Water and Pasture Availability for Livestock Production

The existence of water bodies e.g. Lakes Bisina, Nyaguo, rivers, springs, swamp lands; valley dams etc provide water and pasture for livestock. Livestock are forced to walk long distances for water and pasture during the dry period/ season every year thus affecting their production and productivity to a very high serious level.

The district has 4 valley dams; i.e. Kajamaka in Mukura rehabilitated by NLPIP, under MAAIF was functionalised for both livestock and humans and the other 3 i.e. Kobuku in Ngora. Alodo in Kapir, Onyuruku in Ngora are no longer functional as a result of silting forcing livestock from these areas to walk long distances (over 15kms) for water during dry season.

2.1.4.2.1.8 Livestock Marketing

There is one major/ modern livestock market in Ngora Sub County and the three small ones in Kobwin, Kapir (Akisim) and Mukura sub counties. Ngora Livestock market was rehabilitated under NLPIP under MAAIF. The main problem with these three markets is that they are not fenced leading to operational difficulties.

Livestock trade i.e. poultry, goats, sheep, cattle, takes place in these markets when there is no quarantine in the district. Sale of milk is conducted through milk vendors who carry milk to Mbale, Kumi using vehicles and the pickup points are in Ngora Town Council, Kobwin trading centre on daily basis. There is only one poorly managed private milk collecting / processing centre in Ngora Town Council. This means that the farmers/milk producers are poorly paid by the middle men. The milk requires to be processed i.e. value addition to fetch better prices. A new plant/ cooler has been constructed in Kobwin sub-county.

Meat sales are carried out in all livestock markets, in the trading centres and scattered village points. The livestock slaughtered are mainly cattle, goats, pigs, sheep, poultry etc. Goats and Pigs dominate the scattered village points. There are slaughter slabs in Kapir (Akisim) market, Mukura market, Kobwin market, Ngora Town Council while Ngora complex and Ngora livestock market do not have. In such areas including scattered meat selling points in the villages Livestock are slaughtered unhygienically.

2.1.4.2.1.9 Challenges

- Poor livestock with poor productivity/ production.
- Rampant Livestock pests and diseases.
- Inadequate water for production especially during the dry season.
- Poor/lack of pasture-this is a result of over cultivation of a grazing land and during dry season.
- Poor husbandry practices and use of poor breeds for production and breeding.
- Silting of valley dams.
- Lack of slaughter slabs for livestock eg in Ngora complex, Ngora livestock markets etc
- Development, rehabilitation and maintenance of livestock infrastructure.
- High cost of chemicals and drugs.
- Lack of vaccines/and irregularity of electricity poor to run the deep freezer.

- Threat of other zoonotic diseases e.g. Bird flu, swine flu etc.
- Development of value addition/agro processing and marketing system for livestock products e.g. Milk, meat, Hides, and skins etc.
- Shortage of veterinary services provision and mushrooming of “quacks” in the field.
- Changing government policies on agricultural extension services.

2.1.4.2.1.10 Livestock Diseases and pests control and management

- Tick borne diseases, worm infestations, ectoparasites and notifiable diseases continue to be a major drawback to the livestock industry in Ngora district.
- Ticks and other ecto parasites are controlled through hand spraying by only few farmers.
- 2 non-functional dips exist in Ngora district which need to be rehabilitated.
- Worm infestations are controlled through deworming. Farmers have been sensitised but few have undertaken to do that due to high cost of dewormers.
- Various diseases are treated using anti-biotics by the few veterinary extension workers overwhelmed by large areas of operations. “Quacks” who are also involve generally use drugs indiscriminately and in most cases use under dosage, resulting in drug abuse causing drug resistance in the field.
- A few veterinary class c drug shops exist in the district which sel the veterinary inputs and drugs to the communities and veterinary extension workers to help in livestock health and productivity.
- Vaccinations are carried out whenever vaccines are available for poultry diseases, rabies, PPR, CCPP. However due to lack of vaccines in MAAIF, lack of cold chain in the district sometimes these vaccination programs are affected.
- Disease surveillance carried throughout the district monthly is a very strong tool for disease/pests control and management.
- There is need for compulsory/mandatory treatment of all livestock for breeding taken to livestock markets.
- There is need for all livestock bound for markets to be tick free.

2.1.4.3 Entomology

2.1.5.3.1 Situation Analysis.

This sub-sector covers beekeeping (Apiary); pests control e.g. tsetse flies etc. Beekeeping has a potential to contribute meaningfully to the livelihood of Ngora district farmers. Apiary has a potential in Ngora district to the vast flora(pastures, trees, crops etc) from where bees collect nectar and pollen to produce honey and bee wax that is of economic value/importance let alone crop pollination to give yields.

2.1.4.3.2 Production of honey

Beekeeping in Ngora district is basically still traditional where farmers used pots, hollow tree logs, basket, etc. Only a few farmers have entered into modern apiary using modern technologies (beehives) e.g. Kenya Top (KTB) and langstroth bee hives noted in 2 sub counties of Kobwin and Ngora. NAADS program has tried to support Apiary farmers to provide beehives, harvesting gears etc. Ngora bee farmers have formed a cooperative.

There is need for this lucrative industry to be popularised. A lot of trainings/sensitisation, demonstrations, study tours/exchange visits to be carried out.

The lot of farmers to be targeted include: the youth, women, elderly, orphans, widows/widowers and generally men, and people working in groups would be most favoured. Apiary should be encouraged among farmers engaged in fruit production as enterprise mix. Also where there is shortage of land for extension crop/livestock farming, apiary is a good alternative.

2.1.4.3.3 Marketing of honey

The honey production in the district is still very low and difficult to quantify .Honey has ready market, consumed locally, sold to other places e.g. Mbale, Jinja, Kampala markets. It can also be subjected to value addition so that it can be sold packed to fetch better prices. Currently unprocessed honey goes up at sh 2000-2500 per 500gms.

2.1.4.3.4 Programs Supporting Apiary.

Some of the NGOS, CBOS mentioned in veterinary industry support in one way or the other support the idea of apiary. The other one is trying to alleviate poverty at the household level have given support to Apiary development in Ngora district. Also government programs like PMG, FIEFOC, and NAADS prioritise on development of apiary in the district for example training of apiary farmers, setting up of Demo sites at sub county headquarters etc.

2.1.4.3.5 Tsetse Flies.

Field experiments carried out under NLLIRI have indicated that problem of tsetse fly infestation/existence is recorded in the sub-county of Kobwin and Ngora. The district received 2000 Nets (tsetse traps) impregnated with Delta Meltha Chemical from MAAIF for Ngora and Kobwin sub counties already deployed. The district is trying its best to control tsetse flies and to sensitize farmers on this pest.

2.1.4.3.6 Challenges

- Transforming traditional bee keeping (Apiary) to modern type.
- Formation of groups/Association for Apiary development

- Lack of entomology staff at district and sub county level.
- Costly equipment/technologies for Apiary development.
- Increasing honey production and value addition to meet internal and external market.
- Improving on pests (e.g. Tsetse flies, Ticks) control.
- Inadequate extension services to encourage farmers on Apiary.
- Poor/ destructive harvesting methods of honey.
- Rampant wild fires destroying bees/bee hives.
- Poor /traditional Apiary farming methods.
- Migration of tsetse flies from other tsetse fly infested zones to other neighbouring districts e.g. Ngora from Serere, Pallisa and Busoga.

2.1.4.4 Trade and Industry

2.1.4.4.1 Situation Analysis.

Trade and industry activities are picking up in this Newly established district with quite a number of trading centres mushrooming all over the district e.g. there is newly created Ngora Town Council, other trading centres include Kapir, Mukura, Kobwin etc. In all these centres business activities are taking place. Other activities e.g. welding, groundnuts processing etc. are taking place at the trading centres with electricity e.g. Ngora Town Council, Mukura, Kapir trading centres. Prosperity for all (*Abarata Keere*) programs through savings and credit organisations (SACCOS) are getting embraced in the district.

- There are few/none trade associations, companies, cooperative societies and industrial establishments that are functioning with existing businesses run on individual and association basis.
- Trade in farm products takes lead in the business with retailing, hawking and limited wholesaling of manufactured goods especially by few Indian business people picking up.
- There are 4 livestock/ food and other commodities markets in the district where businesses are carried out 4 times a week.
- Industrialization activities are low with value addition/ agro processing taking the lead. There are a number of grains milling machines and groundnuts shellers scattered throughout the district.
- Micro finances exist in all sub counties but financially weak with many poorly run with little membership and capital.

2.1.4.4.2 Challenges

- Lack of vibrant business associations, companies, cooperative societies and industrial investments.
- Lack of electricity in some trading centres and rural areas prohibits development of small scale industries.

- Micro finances have no capacity to run well and to promote development due to inadequate capital, low member registration and inadequate managerial skills.
- Fluctuating prices of raw materials and other products and poor marketing system.
- Lack of staff in the district for the sub sector.

2.1.4.5 Fisheries

2.1.4.5.1 Situation analysis

The increasing human population, high rate of exploitation of wild fish stocks and undesirable ecological changes that have taken place in most water bodies in Uganda have progressively resulted in declining fish catches and increased demand for farmed fish. As the global fisheries production increases worldwide, it has tremendously decreased in most parts of sub Saharan Africa, Uganda inclusive. This is majorly because of dependency to capture fisheries. Uganda's total annual fish production is about 250,000 tons, 90% of this comes from the five major lakes of Uganda and only 5% is from aquaculture. Aquaculture is considered to be the fastest growing global food producing sector and an important contributor to food security. It is unfortunate that this is not the case in Uganda, likewise Ngora district as is the case in Asia and America.

According to United Nations Food and Agriculture Organization (FAO), Africa as a continent produces less than 1% of global aquaculture production, regardless of the continents' endowments with natural resources suitable for aquaculture e.g. streams, swamps, springs, lakes etc. Ngora district has six satellite lakes of the Kyoga basin i.e. Bisina, Agu, Nyaguo, Nyasala, Meito and Kochobo. These lakes are connected together by one wetland system that extends from Aoja to Maito before emptying to the major Lake Kyoga. Fishing is done in all these lake-wetland system and it is one of the major economic activities among the riparian communities. Fishing has become unproductive probably economically unviable because of a complex of factors:

- The ever increasing human population over the same non multiplying surface area of water bodies has led to an increased fishing effort therefore resulting to overfishing and depletion of fish stocks in our lake bodies.
- Unfavorable weather changes have severely affected the wetland ecosystems resulting to: silting of lakes and rivers, sprouting of water weeds, and change of water parameters e.g. temperature, PH, salinity etc and aggregation of suds.
- Due to increased fishing pressure most fishers have resorted to use of illegal fishing methods and gears which has led to extinction of some species and reduced fish stocks in general.

There are 4 gazetted Beach Management Units established by Statutory Investment no 75 of 2003. These are Aciisa BMU, Kopelu BMU, Kakor BMU and Molem BMU in Mukura sub-county, established by

statutory instrument number 23 of 2003. The management of these units has fallen below standard for a couple of reasons:

- Failure to collect enough revenue to manage their demands.
- Inadequate funds to perform monitoring activities both by the district and ministry officials.
- BMU executives are the very active offenders on the lake.
- A regional management organization (LAKIMO) has ever since lost contact with Lower Local Governments.

This was a co-management approach to fisheries resource management in consonance with the National Fisheries Policy may 2004, that districts, sub-counties and communities will cooperate in the management of shared fisheries and aquatic ecosystems. However due to a few problems, this approach has not stood the test of time especially in the non-productive water bodies like the one in Ngora district. Source of funding to these management units has been a problem number one. Mentoring and monitoring were not followed up as supposed.

The common fish caught include:

- *Protopterus aethiopus (Ebileng)*
- *Oreochromis niloticus (Aporogon)*
- *Clarias macro cephalus (Ekolia)*
- *Clarias docmac (Ekolia)*
- *Haplochromines(Ayoi/ayalai)*
- *Mormyrus kanume(Usumo)*
- *Gnathonemus longibarbis(Adolia)*
- *Synodontis victoriae(Okuk/Ojujui)*
- *Rastroneobola argentea(Omena)*

The incidence of HIV/AIDS stands at 30% among the fishing folk (2004).The department of fisheries resources has recentralized licensing of fishers and fishing vessels. This is in a bid to close access to the lake. On that effect the district has not obtained any revenue from landing sites.

2.1.4.5.1Fish Farming

The district has a high potential for fish farming in the numerous springs. Farmers have taken advantage of this and have excavated ponds. Most of these ponds are not stocked because information about their existence many times is not known to the office. Farmers come when they fail to stock the ponds. The number of fish ponds now stands at 42.

2.1.4.5.2 Fish Processing

Fish processing is done around Lake Bisina. The methods used are: smoking and sun drying. These methods greatly affect the quality of processed fish. The rest of the fish caught in other lakes is consumed fresh. The fish processed is mainly Haplochromis species and Rastraneobola and to small extent lungfish.

2.1.4.4.2 Challenges

- Improving fish production by aquaculture.
- Inadequate staff and funds.
- Improving fish stocks in our lakes and wetlands.
- Controlling suds and weeds in our lakes and rivers.
- Strengthen regulation effort in the Ngora district.
- Reversing the high incidence of HIV/AIDS among fisher folks.
- Carry out research in our lakes to answer the severe ecological changes that have taken place.
- Copying up with the technical changes in fish farming.
- How to limit access to water bodies so as to allow them to revive productivity.
- The ever increasing number of fisher folk over the same non multiplying water bodies.
- Popularizing aquaculture in a population where it has not been practiced.
- Conducting research on lake fisheries especially minor lakes since they are a reservoir of endangered species.

2.1.4 Health

2.1.4.1 Situation Analysis

Ngora district has 12 health units, which include: 1 Ngora (PNFP) hospital, 6 health centres III and 4 health centres II. All these offer UNMHC package. Ngora hospital offers general health services, these include; dental, X-ray, Ultra Sound, HCT, ART service and curative, promotive as well as preventive e.g. immunization.

The national Maternal Mortality Rate (MMR) is estimated at 435 deaths per 100,000 live births, while the Infant Mortality Rate (IMR) is estimated at 76 deaths per 1,000 live births, stunting in children under five years is estimated at 32%. Communicable diseases contribute over 50% of Disability Adjusted Life Years (DALYS) lost. HIV prevalence in Ngora district is 4.2% which is lower compared to national prevalence rate of 6.4%.

2.1.5.1.1 Health Care

The district health office and health sub-districts (HSDs) play a key role in the delivery and management of health services at district and health sub district (HSD) levels, respectively. The health services are structured into general hospitals (Ngora Freda Carr Hospital - a Private not for profit), health centre IV, HC III and HC IIs. The Village Health Team (VHT)) works as a link between health facilities and the community.

The core functions of the District health system are:

- to plan, budget and implement health policies and health sector plans
- responsibility for the delivery of health services, recruitment, deployment, development and management of human resource (HR) for district health services
- to Develop and pass health related by-laws and monitor overall health sector performance
- manage public general hospitals and health centers
- provide supervision and monitor all health activities (including those in the private sector)
- Monitor and evaluate health sector performance.

The HSDs is a lower level after the district in the hierarchy of district health services organization. The health Sub District is mandated with planning, organization, budgeting and management of the health services at this and lower health center levels. It carries an oversight function of overseeing all curative, preventive, promotive and rehabilitative health activities including those carried out by the PNFP, and PFP service providers in the health sub district. The HC IIIs provide basic preventive, promotive and curative care and provides support supervision of the community and HC II under its jurisdiction. There are provisions for laboratory services for diagnosis, maternity care and first referral cover for the sub-county. The HC IIs provide the first level of interaction between the formal health sector and the communities. HC IIs only provide out patient care and community outreach services.

2.1.5.1.1.1 Health Facilities

Ngora district has 12 health units, which include: 1 Ngora (PNFP) hospital, 6 health centres III and 4 health centres II. All these offer UNMHC package. Ngora hospital offers general health services, these include; dental, X-ray, Ultra Sound, HCT, ART service and curative, promotive as well as preventive e.g. immunization.

2.1.5.1.1.1.1 Delivery of Health Services

The delivery of health services in the Ngora district is by both public and private sector. The public health delivery system is through health centre IV which is only one in Ngora district, health centre IIIs

which are 6 in Ngora district and these 6 include District Maternity Unit which though planned as health centre III is offering services of health centre IV, health centre IIs which are 3 and health centres I which are 137 Village Health Teams. These health centres provide promotive, preventive and curative health services.

The private health sector includes: one Private Not for Profit (PNFP) hospital, one missionary health centre II and numerous private clinics and drug shops. In the private sector there are traditional and complementary medicine practitioners (TCMPS) who pose a challenge to the health sector. The public private partnership at district level is however still weak. The health sector has defined Uganda National Minimum Health Care Package (UNMHCP) as its priority interventions and these interventions have been clustered:

Cluster 1: Health promotion, environmental health, disease prevention, community initiatives including disaster preparedness and epidemic response.

Over 75% of Uganda's disease burden is considered preventable as it is caused by poor hygiene and sanitation. Malaria, ARIs, diarrhoeal diseases, AIDS and vaccine preventable diseases can all be prevented as effective preventive measures exist. This cluster supports other clusters through creating awareness about diseases and health in general, strengthening community capacity for health promotion and improving service delivery and promotion of community participation in the delivery and management of health services.

These interventions focus on:

- Promoting individual and community responsibility for better health through the strategy of village health teams (VHTS).
- Contributing to the attainment of significant reduction of morbidity and mortality due to environmental health and unhygienic practices and other environmental health related conditions.
- Reduction of morbidity and mortality due to diarrheal diseases.
- Improving the health status of school children, their families and teachers and inculcate appropriate health seeking behavior among this population.
- Ensuring equitable access by people in PRDP districts (districts in conflicts and post conflict situations) of health services.
- Preventing, detecting and promptly responding to health emergencies and other diseases of public health importance.
- Scaling up delivery of nutrition services
- Promote exclusive breast feeding
- Formulate food security and nutrition policy
- Create a nutrition unit

Cluster2: Prevention, Management and Control of Communicable Diseases

HIV and AIDs, tuberculosis (TB) and malaria, are the leading causes of ill health.

These interventions are to:

- Prevent and Control STI/HIV/AIDS, Prevent and Control Malaria, Prevent and Control Tuberculosis and elimination and/or eradication of some particular diseases such as Leprosy, Lymphatic Filariasis, Trypanosomiasis ,soil transmitted helminthes and Schistosomiasis.
- Improve the quality of life of terminal ill patients by provision of palliative care and counselling to family members.

Cluster3: Prevention, Management and Control of Non Communicable Diseases, disabilities and injuries and mental health problems

NCDs include hypertension, cardiovascular diseases, diabetes, chronic respiratory diseases, mental illness, cancer conditions, injuries as well as oral diseases. The increase in NCDs is due to multiple factors such as adoption of unhealthy lifestyles, increasing ageing population and metabolic side effects resulting from lifelong antiretroviral treatment. The majority of the NCDs are preventable.

Strategies and Interventions

1) Promote individual and community responsibility for better health.

The strategies for achieving this include:

- Strengthening IEC initiatives to bring about changes in health and health related behaviours among people in Ngora district.
- Establishment and training of VHTS in all the villages in Ngora district.
- Initiation and implementation of advocacy programs to influence provision of effective preventive health services.
- Outreach clinic in hard to reach areas of Orisai, and Kodike
- Creation of Ngora District Government General Hospital
- Creation of Mukura Health Centre IV
- Establish dental clinic at Ngora Health centre IV

Cluster 4: Maternal and Child Health

Maternal and child health conditions carry the highest total burden of disease with perinatal and maternal conditions accounting for 20.4% of the total disease burden in Uganda.

The interventions are aimed at:

- Reducing mortality and morbidity related to sexual and reproductive health and rights.

- Improving newborn health and survival by increasing coverage of high impact evidence based interventions e.g. immunization, breast feeding promotion etc.
- Scale up and sustain high effective coverage of priority which is cost effective for survival packages which are cost effective for child survival in order to reduce under five mortality e.g. promotion of Vitamin A supplementation during bi-annual child days.

Cluster 5: Strengthening inter-sectoral linkages for health promotion.

1. Contribute to the attainment of a significant reduction of morbidity and mortality due to environmental health and unhygienic practices and other environmental health related conditions. The strategies include:

- Advocating and promoting improved sanitation and hygiene as detailed in the Kampala Declaration and Sanitation.
- Support and encourage Lower Local Government LC3, LC2 and LC1 councils to formulate bi-laws on environmental health and ensure that they are enforced.
- Strengthening the capacity of public and private health practitioners in health care (medical) waste and industrial waste management.
- Supporting and advocating for food hygiene and safety, safe water chain and hand washing with soap and provision of hand washing facilities.
- Mitigating effects of climate change and health.
- Strengthening, supporting and improvement of environmental health management information system in both public and private sector service delivery.

2. Reduce mortality and morbidity due to diarrheal diseases

- Strengthening initiatives at all levels for control and prevention of diarrhoea at all levels by training of health workers at health facilities and community.

3. Improve the health status of school children, their families and teachers to inculcate appropriate health seeking behaviours.

- Expanding the provision of clean water and improved sanitation to schools with special emphasis to primary schools-water harvesting gadgets.
- Provision of sanitary pads etc

4. Preventing, detecting and promptly responding to health emergencies and other diseases of public health importance.

5. Strengthening epidemic, disaster prevention, preparedness, response and management at all levels by building the capacity of health workers at the community level to be prepared to detect, respond, manage and mitigate epidemics and disasters.

6. Control of communicable diseases preventing STI/HIV/TB transmission and mitigation of medical and personal effects of the epidemic.

The strategies include:

1. Strengthening all aspects of HIV prevention namely reduction of sexual transmission of HIV, preventing Mother to Child Transmission (MTCT) and prevention of HIV through blood transfusion and blood products.
2. Improving access to quality HIV treatment and services at all levels including treatment of opportunistic infections.
3. Strengthening coordination, management, monitoring and evaluation of HIV programs at all levels.
4. Reduce the mortality, morbidity and transmission of tuberculosis.
 - Expand and consolidate high quality DOTS services.
 - Expand and strengthen TB/HIV collaborative activities, address MDR-TB and other challenges in special settings and populations.
 - Engage all care providers in TB care.
 - Empower people with TB and the communities to participate in TB care.
 - Build capacity for TB control.
5. Sustain the elimination of leprosy in the district
 - Strengthening the capacity of health workers to diagnose and treat leprosy cases.
 - Conduct sustained leprosy elimination and treatment campaign.
6. Reduce the mortality and morbidity rate due to malaria in all age groups.
 - Strengthen measures to control malaria transmission by procuring and distributing LLINS and expanding coverage of indoor residual spraying.
 - Strengthening the implementation of comprehensive policy on malaria diagnosis and treatment.
 - Strengthening IEC/BCC for malaria prevention and control.
 - Building the capacity of health workers for malaria control, prevention and treatment.
7. Reduce mortality and morbidity relating to sexual and reproductive health and rights.
 - Strengthen IEC activities on sexual and reproductive health which will include use of VHVS to create awareness about SRH, empowering communities by sensitization on their SRH rights and responsibilities, promoting deliveries by trained/skilled health workers.
 - Expanding the provision of quality SRH services.
 - Building institutional and technical capacity at health facility and community of SRH.
 - Strengthening adolescent SRH services.
8. Improve new born health and survival by increasing coverage of high impact evidence based interventions in order to accelerate reduction of infant mortality.

- Mobilize and develop capacities of households and families to keep new born healthy, make health decisions and respond appropriately to illness through recognition of danger signs early enough.
 - Improve capacities and quality of health services at community and facility level.
 - Build awareness of the right to health and survival of the new born.
 - Strengthen linkages between service levels and ensure continuum of care.
9. Scale up and sustain high effective coverage of priority package of cost effective child survival interventions in order to reduce under five mortality.
- Provision of and increase population oriented scheduled services for child health and survival e.g. EMTCT.
 - Improve preventive infant and child care through immunization.
 - Strengthen clinical referral

2.1.5.1.1.2 Access

90% of the total population access health services within five kilometres of health facility. However the challenge is provision of adequate quality health services due to low staffing norms which is at 39%. The choice of treatment and care seeking behaviours are mainly through: health units, drug shops and clinics. The district however lacks motorized ambulance for referral and most radio calls are non-functional. However, choice of treatment centre and care seeking behaviours are dependent on economic factors, others go to government health units, drug shops and private clinics.

Table 2.5 Health facility by type and location

Type of Health Centre	Number of beds	Number of staff houses	Location	Sub-county
Kapir HC III	5	6	Ajesa	Kapir
Omiito HCII	2	7	Omiito	Kapir
Kobwin HC III	2	7	Kobwin	Kobwin
Atoot HC II	1	6	Atoot	Kobwin
Opot HC II	0	2	Opot	Kobwin
Ngora HC IV	42	4	Kobuku	Ngora T/C
Ngora District Maternity Unit HC III	48	5	Institutional complex	Ngora T/C
St. Anthony HCII	2	1	Okoboi	Ngora T/C
Ngora Hospital (Freda Carr) NGO	126	30	Institutional complex	Ngora T/C
Agu HC III	4	6	Agu	Ngora
Mukura HC III	4	7	Okunguro	Mukura
Ajeluk HC III	2	6	Ajeluk	Mukura
Total	238	87		

Source: Health Management Information System (HMIS)

2.1.5.1.1.3 Disease burden

There is high prevalence of diseases in the district with malaria ranking the highest. Others are trauma, ARI, measles, hypertension, Helminthic infection (intestinal worms) malnutrition, anaemia, skin diseases, HIV/AIDS and TB. However programs have been designed to either contain or prevent diseases occurrence with emphasis on UNMCH package. The programs are:

- a) **Family planning:** These services exist in all government units as well as private clinics. The services are not fully utilized due to insufficient information on both availability and use of these services. For instance, some men have negative attitude towards family planning and restrict the women from getting the services.
- b) **Immunization:** The department frequently immunizes against tetanus, measles, and polio, TB, DPT. There has been good immunization coverage over 100%. This is attributed to political commitment and support, committed health staff and effective community participation and availability of vaccines and awareness in the community.
- c) **Health education:** This is targeted at increasing knowledge and awareness of health services including HIV/AIDS, gender concerns and STDS in the communities for positive behaviour change.
- d) **Malaria control program:** This program is carried out in both the communities and health facilities through creating community awareness on the control and preventive measures, case management, Long Lasting Insecticide nets use, indoor residual spraying, Intermittent Presumptive Treatment (IPT).
- e) **Other projections include:** Reproductive health, water and environmental sanitation, STDS management, eye care, rehabilitation, HMIS, human capacity building (training, recruitment, promotions) disaster preparedness, TB/ leprosy, drug management, mental health, clinical and dental health.

2.1.5.1.1.4 Challenges

- Sustainability and maintenance of the referral system.
- Shortage of health workers.
- Shortage of equipment (basic equipment and supplies for conducting maternal deliveries), essential equipment used for basic antenatal care.
- Poor lighting system and lack of water in the health facilities.
- Inadequate transport.
- Poor mobilization for health services by community leaders.
- Inadequate funding for health facilities.
- Low male involvement and participation in reproductive health services.

- Irregular drug supply and commodity tracking from centre to district up to LLU.
- In adequate staff housing to attract and maintain health workers.
- Dilapidated health facilities, old and in dire need for renovation and uplifting.
- There is an alarming doctor to patient ratio of 1:39,508 and Nurse /Midwife to patient ratio of 1:2822. The WHO recommended norm of doctor –patient ratio is 1:800. The health worker to population ratio of 1:1758 as compared to the WHO standard of 1:439.

Table 2.6 Contribution from the Development partners to health sector

Partner	Intervention	Area of Operation
Baylor	Construction of a Laboratory	Ngora HC IV
Uganda	Renovation & equipping theatre	Ngora DMU HC III
	Recruitment of health workers on contract	Entire District

Source: Health department

2.1.5.2 Sanitation

2.1.6.2.1 Situation analysis

Poor hygiene and sanitation are major contributors of disease burden in our communities. Hygiene and sanitation is one of the first priorities as recommended by national health assembly (NHA) and joint review meeting. The focus is to improve safe water coverage and pit latrines. The usage of pit latrines in Ngora district is at coverage of 80.8%

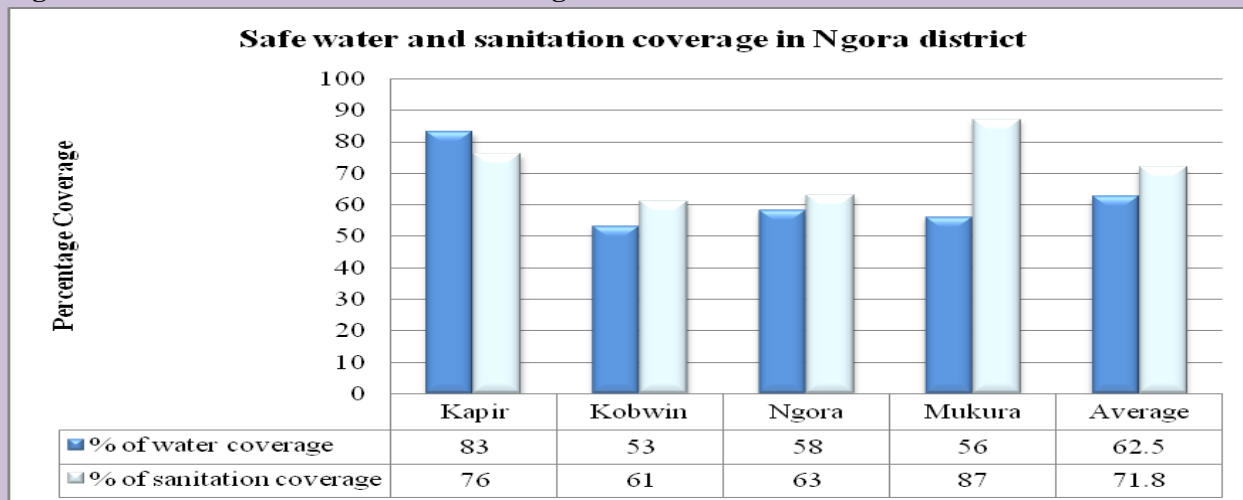
2.1.6.2.2 Water sources

Ngora district has a number of protected and unprotected water sources which include boreholes, shallow well, springs and hand-dug wells. Ngora water supply system is complete and serves Ngora complex and Ngora Town with piped water. The district is supplied with water that is tapped from Agu (a dis-tributary of Lake Kyoga).

2.1.6.2.3 Safe Water Coverage

Overall, more than 90% of the households access safe drinking water, which is above the NDP target. The main source of drinking water is boreholes. These are used by more than 4 in every 5 households. 32 per cent of households in Ngora district access water within less than 5 km. Households that move some distance (less than 1km) are 15 per cent and a small proportion travel over 3km to find water. More data about safe water coverage in Ngora district is shown below:

Figure 11: Safe water and sanitation coverage in Lower Local Governments

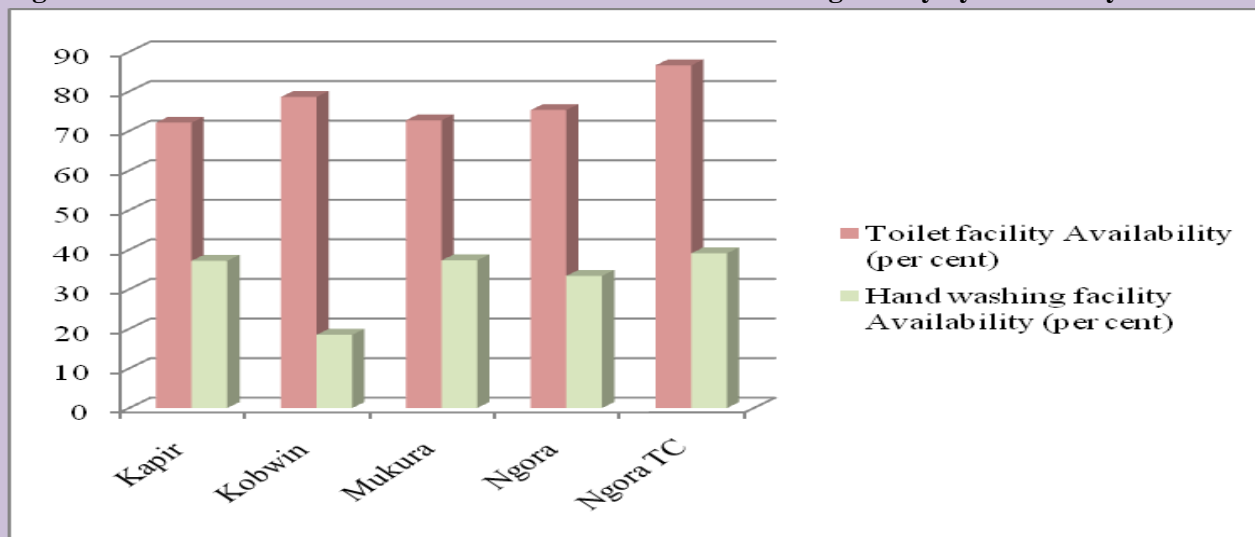


Source: District Water Office

2.1.6.2.4 Latrine coverage

Latrine coverage in Ngora district is 80.8% as per statistics from the District Health Office which is slightly bigger than the national coverage 65%. The reason for this bigger percentage is because of willingness of staff to enforce bye-laws enacted by local councils as well as implementation of the Public Health act by both District Health Office and all Lower Local Government. During the CIS 2013, the latrine coverage was used as a proxy to measure access to appropriate sanitation facilities. Over 80 per cent households had a toilet facility while 32 per cent had hand washing facility as detailed below:

Figure 12: Distribution of households with toilet and hand washing facility by sub-county



Source: CIS 2013

Solid waste disposal

Information on where household in Ngora dispose rubbish is available and over all 1 in every 2 households has a pit used for waste disposal. The highest percentages of households who use pits are in Mukura 72%. The second commonly used facility is the garden with 26% households using it and the majority in Kobwin sub-county.

2.1.5.2.2 Challenges

- Promoting latrine coverage to atleast 80% (low latrine coverage).
- Combating the negative attitudes towards sanitation and homestead improvement.
- Raising profiles of hygiene and sanitation in rural and urban setting.
- Kampala declaration targets not observed (Kampala declaration on sanitation)
- No district implementation guidelines.
- LCs system not committed in showing example.
- Non-existence and functions of parish chiefs.
- Lack of prioritization in budgeting process.
- Weak enforcement at local government markets.

2.2.1.1.6 Households and their livelihood

A majority of households in Ngora district are engaged in agriculture. This is quite understandable given that the other major sectors like industry and services are hardly developed in Ngora district. Heavy dependence on agriculture has great implications on the overall development of Ngora district.

Table 2.7: Distribution of households by main source of livelihood at Sub-county, (per cent)

Sub county	Main Source of Household Livelihood							
	Subsistence Agriculture	Commercial Farming	Employment Income	Business Enterprise	Cottage Industry	Property Income	Family / Friends / Relatives	Institutional or Program support
Kapir	95.4	0.51	2.94	0.71	0.02	0.04	0.36	-
Kobwin	93.0	0.06	3.21	2.08	0.33	0.37	0.67	0.16
Mukura	92.4	0.06	5.10	1.89	0.21	0.07	0.19	0.07
Ngora	94.1	-	2.84	1.77	0.15	-	0.65	-
Ngoro TC	69.7	0.04	19.18	7.71	0.73	0.32	1.49	0.52
Ngora District	91.03	0.14	5.29	2.29	0.24	0.15	0.57	0.11

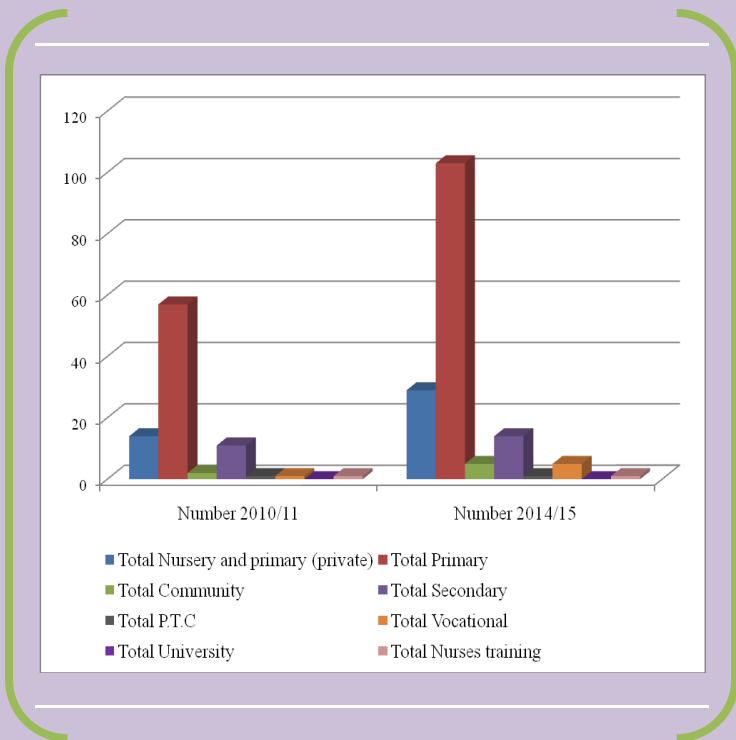
2.1.6 Education, Science, Technology and Sports

2.1.6.1 Situation Analysis

The vision and mission of education department of Ngora District Local Government and the Ministry of Education, Science, Technology and Sports (MOESTS) are synonymous i.e. “Access, equity and quality in education”. That is to all school going age pupils. Admittedly, the factors of access and equity have been immensely achieved above 90% although we still have dotted pockets of children of ages 6+ visible in our villages.

The main challenge remains on the provision of quality education. Basic inputs to enhance quality education have continued increasing relatively in schools although they still fall short of our expectations e.g. desk numbers stand at 8,608 today, against pupils enrolment of 38,640 giving a desk pupil enrolment of 1:5. This is still inconveniencing in the teaching/ learning situation. The current desk deficit is put at 4,272. If this desk ratio were to be addressed, we would strike the ideal in desk ratio of 1:3 this position would make sitting arrangements and learning very conducive. It will improve the writing skills of pupils too.

The class room count in the schools currently stands at 425 (May 2015). These are usable class rooms. This provides a class room pupils ratio of 1: 92. By all standards, this is a congested classroom. If the current deficit of 304 classrooms is realized, then we would achieve a classroom pupil ratio of 1: 53 which would be an ideal class. Poor latrine sanitation is one of the obstacles to provision of quality education.



Girl children are usually the first victims to be upset. It puts them on a course of uncertainty and unease and leads to substantial drop out rates. The current latrine stance coverage in our primary shools stand at 660 that provide a stance pupil ratio of 1: 59 which is high compared to the ministry of education and sports recommended ratio of 1:40.

The ability of children to grasp literacy and numeracy skills at the lower stages of primary schooling is one of the indicators of quality education provision. But this is not the case in Ngora district as yet. Pupils begin to read and write effectively after primary four. This scenario is brought about by several factors notably, lack or inadequacy of relevant instructional materials, overcrowded classes, teachers handling heavy loads and in dire need for retraining.

The poor and low funding of education activities is also having a negative impact on quality education provided to our children. With regards to infrastructure provision to enhance quality, Ngora district was lucky to have reliable development partners like Build Africa who have constructed a number of class rooms and latrines, and provided desks to hand full of our schools.

Table 2.8 Summary of educational institutions in Ngora district 2014

S/No	Category	Number 2010/11	Number 2014/15
1	Nursery and primary (private)	14	29
2	Primary	57	103
3	Community	2	5
4	Secondary	11	14
5	P.T.C	1	1
6	Vocational	1	5
7	University	0	0
8	Nurses training	1	1
Total		87	158

Source: DEMIS 2015

Ngora district has 18 parishes (3 in Kapir comprising Abatai, Ajelo & Ajuket; 8 in Kobwin comprising Agule, Atoot, Kadok, Kalengo, Kodike, Okapel, Olukangor & Aswarai; 6 in Mukura comprising Ajeluk, Akeit, Ariet, kaler, Kees & Mukura and Apama parish in Ngora Sub County) without government primary schools. This is making the average walking distance to and from school approximately 6 kms, which is tiresome for children. To avert this inconvenience of long distance walking, it would be necessary to open and code the 5 community schools as they would also reduce on congestion in classrooms in the needy rural areas.

Table 2.9: Primary schools by location and ownership

S/no	LLG/Sub-county	ownership	Parish	Name of primary school
1.	Kapir	Government	Agirigiroi	Agirigiroi
			Akisim	Akisim
			Kapir	Atiira
			Atapar	Atapar
			Ajesa	Kapir
			Koloin	Koloin
			Orisai	Orisai
			Omiito	Omiito
			Kokong	Kokong
			Akarukei	Akarukei Ajesa
			Agule	Agule Omiito
			Oluwa	Oluwa
			Omuriana	Omuriana
		Community	Omiito	Kakor
			Abatai	Abatai
			Private	Kapir
		Kapir		Okapel Nursery and Primary
		Kapir		St Michael
		Omiito		Little Angels
		Koloin		St Andrews
Akisim	Akisim parents			
Ajelo	Mayer			
Ajelo	Clemo			
Orisai	Creed Africa			
Ajes	Peace Nursery & Primary			
2.	Kobwin	Government	Aciisa	Aciisa
			Ojukai	Atoot
			Kobuin	Kobwin
			Omoo	Tilling
			Akarukei	Akarukei
			Kococwa	Kococwa
			Kakoda	Opot
			Koile	Koile

S/no	LLG/Sub-county	ownership	Parish	Name of primary school
			Pokor	Kodike
			Kaderun	St.Gusta Kosim
			Tilling	Gawa
		Community	Ojukai	Atukubui
		Private	Okapel	Prince of Peace
			Okapel	Faith Junior school
			Atoot	New Grace
			Atoot	St. Stephen
			Tilling	St Mathew
			Kodike	Nelly
			Kalengo	Bright Future
			Kodike	Light primary
			Kobwin	Amuno Naitet (New Hope)
			Kalengo	Top Care
			Kodike	City parents
			Kadok	St Patrick
			Kobwin	Kobwin modern
3.	Mukura	Government	Akubui	Ajeluk
			Kokodu	Akeit
			Morukakise	Morukakise
			Okunguro	Mukura
			Madoch	Ongeerei
			Kamodokima	Kamodikima
			Kokodu	Kumel
			Kumel	Amugagara
			Akubui	Akubui
			Agogomit	Agogomit
			Madoch	Madoc Ailak
			Kokodu	Kokodu
			Okunguro	Mukura Okunguro
			Morukakise	Puuna
			Adul	Kaler
		Community	Kaler	Apuwai
			Morukakise	Morukaisie Rock View
		Private	Kaler	Kamodkima Integrated
			Okunguro	Noah's Ark
			Okunguro	Mukura parents
			Okunguro	St Joseph's
			Okunguro	Arise Nursery and primary
			Akubui	Akubui Christian
			Morukakise	Good Dady
			Adul	Township Nursery ad primary
			Okunguro	Paradise Junior
4.	Ngora	Government	Tididiek	Agolitom
			Agu	Agu
			Kalengo	Kalengo
			Ngora	Ngora New
			Nyamongo	Nyamongo
			Odwarat	Odwarat
			Oteteen	Oteteen
			Tididiek	Tididiek
			Omaditok	Omaditok
			Kopege	Kopege
			Angod	Angod
		Private	Oteeten	Life Standard
			Tididiek	Good Hope
5.	Ngora Town Council	Government	Eastern	Ngora School for the Deaf
			Eastern	Ngora Girls
			Southern	Ngora Township
			Western	St. Aloysius Dem
			Eastern	B.K.C Dem
			Western	Ngora Okoboi
			Southern	Onyede

S/no	LLG/Sub-county	ownership	Parish	Name of primary school
			Northern	Apama
		Private	Eastern	Ngora Boys
			Southern	Obabario Grace
			Eastern	Ngora-Golden
			Western	St Clare
			Eastern	Toto Asio
			Southern	Pride
			Southern	Victory
			Southern	Jireh Christian
			Southern	Ngora Junior

Source: DEMIS 2015

The drop out phenomenon is likely that more 81.6 of boys and girls with high ratio towards upper primary. This may be summarized as follows:

- A considerable number of children drop off in the 2nd year of primary cycle.
- In middle primary (P3&P4) enrolment for both sexes tend to stabilize.
- The dropout rate increases in the upper primary classes P5-P7 as pupils move towards finishing the primary cycle.
- An entry point, more girls than boys access school but at the end point, the contrary is true, more girls drop off.
- Persistence is slightly higher among boys than girls.
- Almost close to three quarters of the pupils who start the primary cycle drop off by the end of the cycle.

The disturbing questions on this background of high pupils' drop out are therefore:

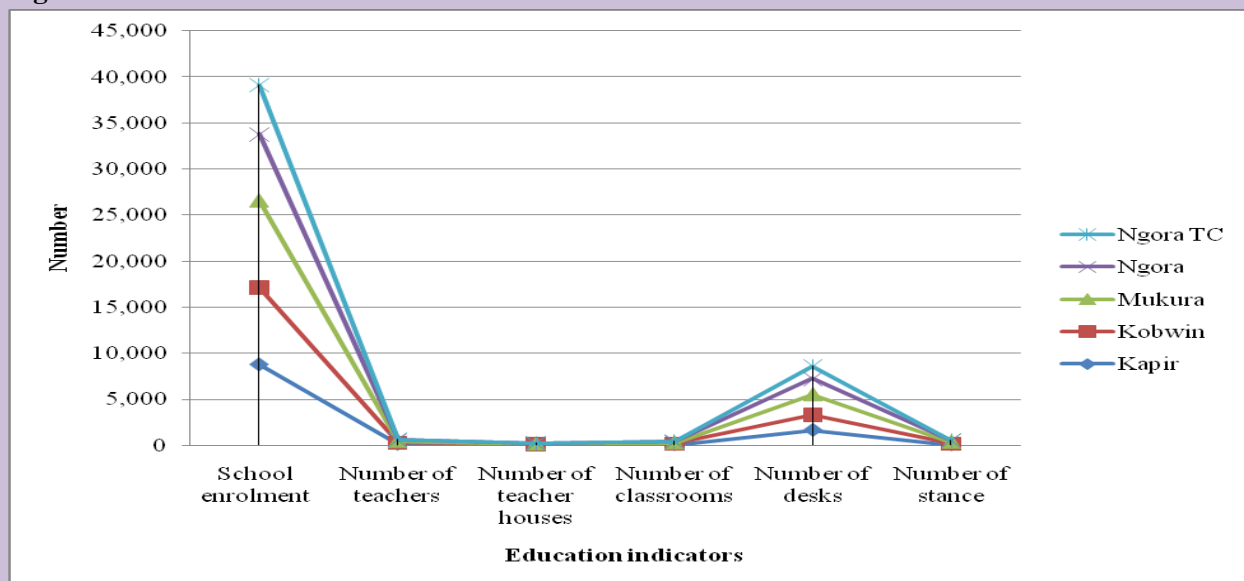
- If a lot of concerted support is exerted by all stake holders to have access to school every other passing year, where then do this large numbers of children for every cohort go and where do they live?
- What are the key activities of these children wherever they finally settle after dropping out?
- What should be done to track children who have dropped out of school and who should be the key players?
- What should we all do collectively as stake holders to ensure retention and persistence of children at school?
- We are convinced as a sector that if appropriate answers to the above questions are provided, then we might have immensely reduced on the drop out patterns?

Key factors behind the drop out phenomenon:

- Lack of awareness and appreciation of the values ultimately brought by education.
- Massive use of child labour for economic family chores, resulting in to child abuse.

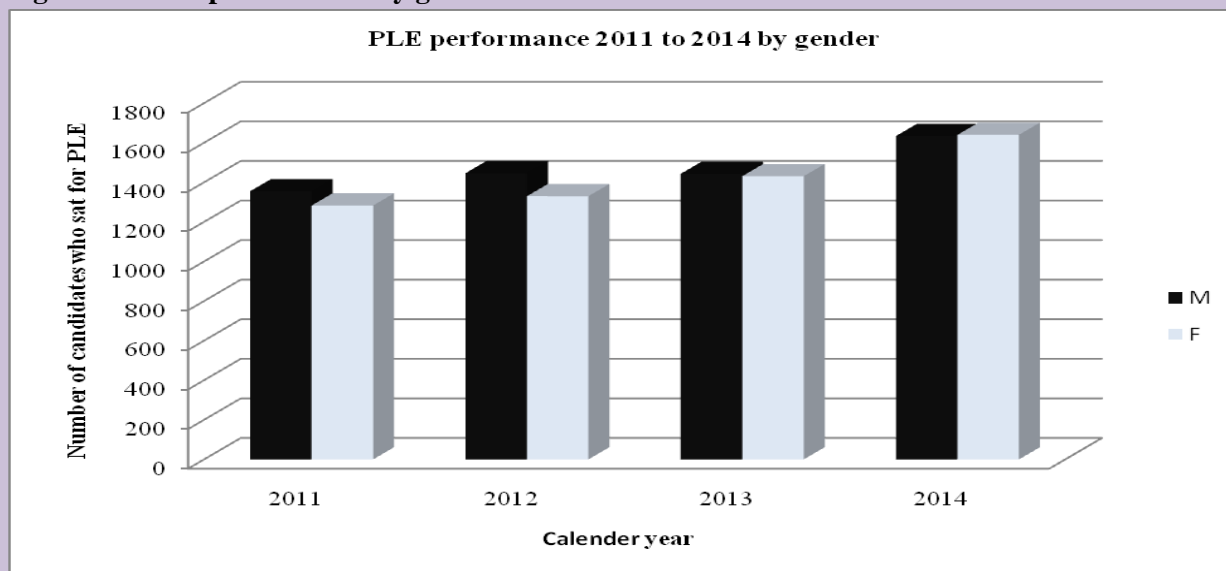
- Most schools do not have the basics which render them not child friendly e.g. poor latrine sanitation chases girls away.
- Poverty among our communities.
- Poor attitude amongst children themselves towards schooling.
- Lack of lunch meals in most of our schools.

Figure 13: School indicators



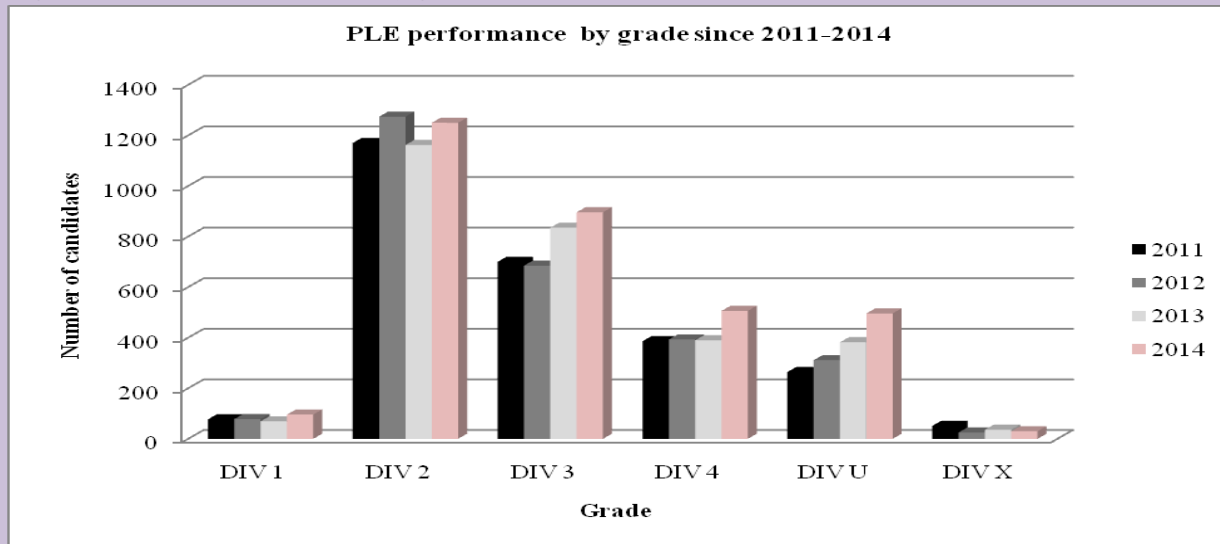
Source: DEMIS

Figure 14: PLE performance by gender since 2011 to 2014



Source: DEMIS

Figure 15: PLE Performance by grade since 2011 to 2014



Source: DEMIS

Education indicators

Enrolment in 2014 was 39,155 with 661 teachers and PupilTeacher Ratio 59:1. The number of teachers' houses were 226 with a Teacher House Ratio of 3:1, 425 classrooms with a Pupil Classroom Ratio of 92:1, Ngora district has 8,608 with a Pupil Desk Ratio of 5:1 and 660 stances with a Pupil Stance Ratio of 59:1. Detailed information by sub-county can be seen in the table 2.9 below:

Table 2.10 School data as of 2014

Sub County	Parish	School Name	School Enrolment	No. of Teachers	PTR	Teacher Ceiling 2014/2015	No. of Teachers Houses	THR	No. of Class Rooms	PCR	No. of Desks	PRD	No. of Stances	PSR
Kapir	Agirigiroi	Agirigiroi	898	12	75	14	4	3	7	128	125	7	5	180
	Akisim	Akisim	832	13	64	14	4	3	7	119	138	6	8	104
	Kapir	Atiira	988	13	76	14	0	13	8	124	92	11	10	99
	Atapar	Atapar	781	11	71	13	0	11	7	112	107	7	0	781
	Ajesa	Kapir	600	10	60	10	6	2	7	86	114	5	10	60
	Koloin	Koloin	666	12	56	11	8	2	7	95	162	4	0	666
	Orisai	Orisai	759	11	69	13	4	3	8	95	103	7	20	40
	Omiito	Omiito	629	13	48	11	5	3	9	70	210	3	10	63
	Kokong	Kokong	416	9	46	8	5	2	7	59	143	3	20	21
	Akarukei	Akarukei-Ajesa	638	9	71	11	5	2	7	91	214	3	0	638
	Agule	Agule-Omiito	702	12	59	12	5	2	8	88	0	234	5	140
	Oluwa	Oluwa	637	9	71	11	4	2	8	80	166	4	5	127
	Omuriana	Omuriana	241	7	34	7	0	7	3	80	65	4	4	60
		TOTAL	8,787	140	62	149	50	3	93	94	1,639	5	87	101
Kobwin	Aciiisa	Aciiisa	951	14	68	14	0	14	7	136	169	6	10	95
	Ojukai	Atoot	789	14	56	13	7	2	11	72	150	5	15	53
	Kobwin	Kobwin	892	13	69	14	7	2	8	112	258	3	0	892
	Omoo	Tilling	774	15	52	13	6	3	12	65	133	6	12	65
	Akarukei	Akarukei	859	14	61	14	1	14	2	430	63	14	5	172
	Kococwa	Kococwa	828	13	64	14	2	7	8	104	222	4	13	64
	Kakoda	Opot	796	10	80	13	7	1	7	114	57	14	5	159
	Koile	Koile	735	11	67	12	10	1	11	67	255	3	10	74
	Pokor	Kodike	636	10	64	11	3	3	8	80	107	6	15	42
	Kaderun	St Gusta Kosim	510	12	43	9	3	4	7	73	170	3	9	57
	Tilling	Gawa	598	9	66	10	5	2	8	75	93	6	10	60
		TOTAL	8,368	135	62	137	51	3	89	94	1,677	5	104	80
Mukura	Adul	Kaler	1083	15	72	15	6	3	10	108	361	3	8	135
	Akubui	Ajeluk	393	9	44	8	4	2	8	49	110	4	13	30
	Kokodu	Akeit	877	14	63	14	4	4	4	219	89	10	12	73
	Morukakise	Morukakise	644	13	50	11	6	2	7	92	152	4	5	129
	Okunguro	Mukura	859	11	78	13	5	2	8	107	154	6	14	61
	Madoch	Ongeerei	481	10	48	8	4	3	11	44	156	3	15	32
	Kamodokima	Kamodokima	595	10	60	10	9	1	8	74	95	6	10	60
	Kokodu	Kumel	317	10	32	8	0	0	0	317	107	3	10	32
	Kumel	Amugagara	884	12	74	14	5	2	8	111	296	3	24	37
	Akubui	Akubui	581	10	58	10	0	0	8	73	145	4	9	65
	Agogomit	Agogomit	335	9	37	8	2	5	8	42	57	6	3	112
	Madoch	Madoch-Ailak	635	8	79	11	4	2	7	91	115	6	20	32
	Kokodu	Kokodu	440	10	44	8	1	10	2	220	0	440	5	88
	Okunguro	Mukura-Okunguro	595	10	60	10	1	10	5	119	128	5	9	66
	Morukakise	Puna	681	11	62	12	6	2	7	97	230	3	10	68
		TOTAL	9,400	162	58	160	57	3	101	93	2,195	4	167	56
Ngora	Tididiek	Agolitom	821	12	68	14	1	12	7	117	239	3	10	82
	Agu	Agu	754	11	69	11	2	6	8	94	73	10	10	75
	Kalengo	Kalengo	439	10	44	8	0	10	5	88	100	44	8	55
	Ngora	Ngora new	775	9	86	12	2	5	2	388	100	76	14	55
	Nyamongo	Nyamongo	601	11	55	10	5	2	7	86	55	11	20	30

	Odwarat	Odwarat	543	9	60	9	9	1	7	78	181	3	10	54
	Oteteen	Oteteen	555	11	50	10	1	11	7	79	180	3	12	46
	Tididiek	TididiekOkorom	642	11	58	11	2	6	7	92	144	4	15	43
	Omadiatok	Omadiatok	923	10	103	14	0	10	6	154	290	3	18	51
	Kopege	Kopege	786	10	79	13	0	10	9	87	254	3	9	87
	Angod	Angod	406	8	51	8	4	2	6	68	80	5	10	41
		TOTAL	7,245	112	65	120	26	4	71	102	1,696	4	136	53
Ngora	Eastern	Ngora Boys	699	15	47	12	7	2	7	100	85	8	17	41
Town	Eastern	Ngora SFD	157	16	10	15	18	1	13	12	54	3	8	20
Council	Eastern	Ngora Girls	1,103	16	69	16	8	2	12	92	333	3	16	69
	Southern	Ngora Township	939	13	72	14	2	7	8	117	155	6	10	94
	Western	St Aloysius	570	13	44	10	3	4	8	71	190	3	12	48
	Eastern	BKC Dem	371	9	41	8	4	2	8	46	124	3	0	371
	Western	Ngora-Okoboi	415	10	42	8	1	10	4	104	138	3	0	415
	Southern	Onyede	458	10	46	8	0	10	7	65	153	3	10	46
	Northern	Apama	643	10	64	11	3	3	4	161	169	4	9	71
		TOTAL	5,355	112	48	102	46	2	71	75	1,401	4	82	65
		GRAND TOTAL	39,155	661	59	668	226	3	425	92	8,608	5	660	59
		NATIONAL		668	53			1		54		3		40

Table 2.11: Primary Leaving Examination Performance 2011-2014

Year	DIV 1			DIV 2			DIV 3			DIV 4			DIV U			DIV X			TOTAL		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
2011	58	19	77	685	485	1170	342	358	700	157	229	386	104	160	264	19	32	51	1355	1283	2638
2012	54	34	78	736	538	1274	347	338	685	173	220	393	123	188	311	13	12	25	1446	1330	2776
2013	56	13	69	692	470	1162	362	473	835	176	214	390	145	237	382	12	24	36	1443	1431	2874
2014	69	27	96	678	572	1250	405	491	896	243	263	506	221	275	496	18	12	30	1634	1640	3274

Source: DEMIS, Ngora 2015

2.1.6.2 Secondary sub sector

Ngora district today has 5 government aided secondary schools and 8 private schools secondary. There are also six tertiary institutions including technical schools. Some of the private schools and institutions have enrolled USE students which we are yet to establish.

Table 2.12 Secondary schools by Location and Ownership, 2015

S/no	Ownership	Sub-county/LLG	Parish	Name
1.	Government	Kapir	Kapir	Okapel SS
	Private		Akisirim	St. Stephen SS
2.	Government	Kobwin	Kobwin	Kobwin Seed SS
	Private		Kadok	Kadok Community SS
3.	Government	Mukura	Okunguro	Mukura Memorial SS
	Private		Okunguro	King of Kings College Mukura
4.	Government	Ngora Town Council	Northern	Ngora High School
			Northern	Ngora Girls School
	Northern		Ngora Parents	
	Southern		Teso Integrated SS	
	Western		Fr. John Kiggen Memorial College	
Private	Southern	Light college		
	Southern	Teso Progressive Academy		
5	Private	Ngora	Oteteen	Ngora Peas SS

Source: DEMIS 2015

The secondary sub sector draws most of its control and direction from the central government although the local government has input in as far as overseeing their operations and giving guidance over policy is concerned. Occasionally in conjunction with the Directorate of Education Standards (DES), the district education officials, team up in inspection of secondary schools. Performance at UCE is very poor and needs concerted efforts as evidenced by the table below.

Table 2.15 Uganda Certificate of Education (UCE) Results Analysis 2014

S/No	School	Div. 1	Div. 2	Div. 3	Div. 4	Div. 7	Div. 9	Div. X	Total
1	Ngora High School	55	108	30	9	0	0	0	202
2	Ngora Girls School	4	28	40	33	0	1	0	106
3	Light College	1	4	9	42	0	9	2	67
4	Ngora Parents School	0	12	35	67	0	2	0	116
5	Fr. Kiggens MEM School	2	12	32	58	0	6	0	110
6	Teso Intergrated SS	5	37	85	171	0	30	3	331
7	Teso Progressive SS	2	9	30	10	0	1	1	53

S/No	School	Div. 1	Div. 2	Div. 3	Div. 4	Div. 7	Div. 9	Div. X	Total
8	Ngora PEAS School	0	6	9	17	0	0	0	32
9	Kobwin Seed School	0	4	14	66	0	38	3	125
10	Okapel High School	0	4	11	36	0	10	2	63
11	Mukura Memorial School	0	27	75	187	2	43	0	334
12	King of Kings Mukura	0	9	26	51	0	8	1	95
13	St. Stephen SS Akisim	0	4	16	24	1	4	1	50
TOTAL		69	264	412	771	3	152	13	1684

Source: DEMIS 2015

2.1.7.2.1 Key challenges in the secondary sub sector among others include the following:

- Low transition rate from primary to secondary education.
- Imbalanced equitable access to secondary schools.
- Low quality inputs to address quality education provision in schools.
- Poverty in communities, making it difficult to provide the basics to students under secondary education.
- Inadequate building infrastructure especially class rooms, laboratories and libraries.
- Low funding from both local sources and central government.
- Irregular monitoring of secondary sub sector activities from local and central authorities.

2.1.7.3 Tertiary Education Sub-Sector

There are seven tertiary institutions in the district: 4technical and/or vocational institutes, Ngora Nurses training school and St Aloysius core PTC. There is Fr. Borghols ECD Training Institute training the nursery teachers. These institutions provide various skills that will help to fight unemployment in the near future.

Table 2.14 Tertiary institutions by location and ownership 2015

S/no	Ownership	Sub-county	Parish	Name of Institution
1.	NGO	Ngora Town Council	Northern	Ngora School Of comprehensive Enrolled Nursing and Midwifery
			Western	Fr. Borghols Vocational Institute
			Western	Fr. Borghols ECD Training School
			Northern	B.KC Christian vocational Institute
2.	Private		Western	St. Aloysius PTC
			Okunguro	Mukura Technical Institute
			Kobuin	Edith's Home Kobwin

Source: DEMIS 2015

2.1.6.4 Special Needs Education

This section of the education sector has been badly hit following the re-structuring out of its two technical and skilled specific staff and the withdrawal of the DANIDA support. Currently education officer in charge of special needs at the district is not recruited.

Achievements

There have been no achievements made under special needs education since there is no funding towards it and no efforts have been made to do so.

2.1.6.4.1 Challenges

- Conducting professional development workshops for teachers to make them more effective in the teaching/learning activity and general professional ethical standards.
- The failure of the Operationalization of the Special Needs & Inclusive Education Policy.
- Construction of additional latrine stances in order to improve the retention rate especially for the girl child.
- Provision of relevant instructional materials(text and non-text) to cover all schools in the district
- Availing more fund to the sector for effectively running its activities.
- Making schools more children friendly so as to stem down the high dropout rate and absenteeism rates of pupils per cohort
- Improvement in the pass rate of candidates in primary leaving examinations
- Improving on environmental status in schools
- Ensuring that sensitization on PIASCY HIV/AIDS is sustained among the pupils, teachers, and parents within and outside the school.

Table 2.16 Contribution of Development partners under education

Partner	Intervention	Area of Operation
1. Build Africa	Classroom Construction; MDG 2 & 3 (READ; RESTAR)	14 schools all over the district
2. Council for African Policy	Training of SMC	5 schools each in Mukura, Ngora & Kobwin Sub Counties.
3. BRAC Uganda	Sponsorship (O & A' level)	Entire District
4. Teso Education Support Services (TESS)	Sponsorship; Life Skills Training	Kapir Sub County & entire district.
Individuals	Sponsorship	Entire District

2.1.7 Works and Technical Services

2.1.7.1 Roads equipment and buildings

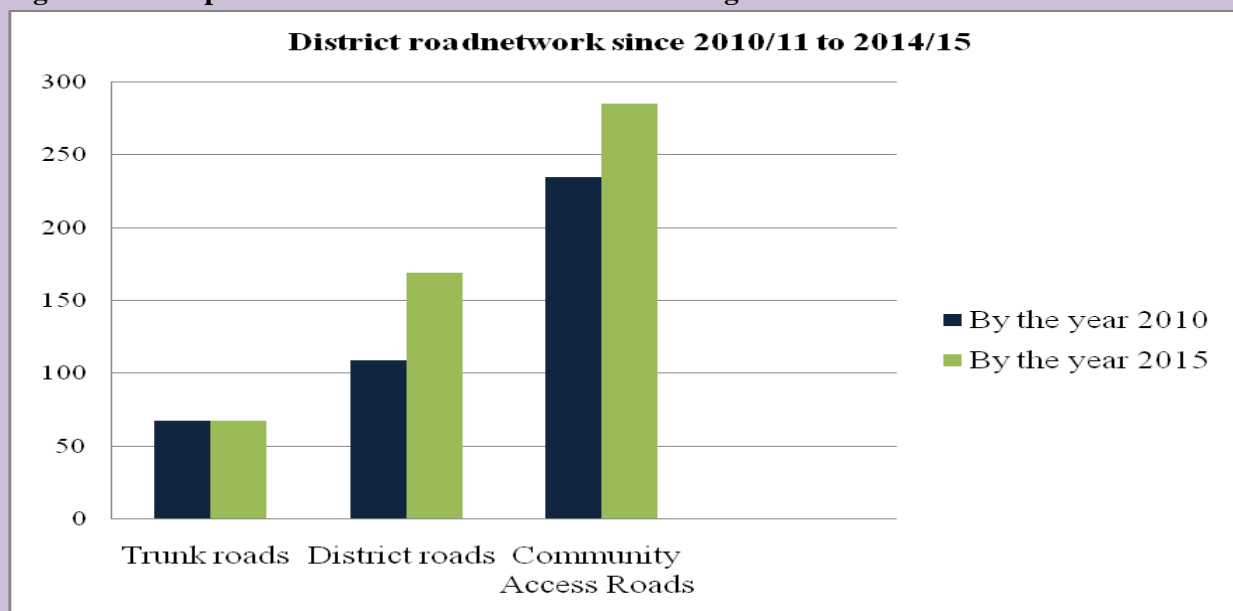
2.1.7.1.1 Situation analysis

The district apparently has a total of 192.4 km of district road network and approximately 320km of community road network. The total length of trunk roads maintained by the central government is about 81 km, of which about 23.0km are tarmac. Out of the 192.4 km of the district road network, 137.3 km are in good motor able condition, 34.8 km are in fair and motor able, while 20.3 km are in poor condition, 141.02 Km require routine manual maintenance and 86.82 Km require mechanized and periodic maintenance.

Table 2.17 Composition of the district road net work since 2010

S/n	Road Category	By the year 2010	By the year 2015	Responsible Entity
1	Trunk roads	67.30	67.30	Central Government / UNRA
2	District roads	108.80	168.70	District Local Government
3	Community Access Roads	234.30	284.73	Sub-county authorities
	Total	410.40	520.73	

Figure 16: Composition of the district road net work in Ngora



Source: Works and Technical Services, 2015

Looking at the district road network, 213.98 km of district roads require total rehabilitation, while 86.82km require mechanised and periodic maintenance; the entire district road network requires routine, periodic maintenance and spot improvement of sections that deteriorate. There is one bridge in the district

and three are swamps crossing installed with multiple culvert lines. The name and condition of the bridges and swamps crossing are shown below:

Table 2.18 Condition of bridges in Ngora district

Name of bridge	Multiple culverts crossing	Condition
Atoot bridge	Multiple culvert	Good but narrow
Okirigin		Good
Kapir		Good but narrow

Source: Works and Technical Services, 2015

Table 2.19 Road condition in Ngora district

S/n	Road Description	Road Condition			Total Kms
		Good	Fair	Bad	
1	District roads	139.32	17.77	0	157.09
2	Ngora T/C	4.318	29.403	0	33.721
3	Ngora S/C	0	11.43283	52.043	63.47586
4	Kapir S/C	0	33.72774	27.645	61.37277
5	Kobwin S/C	1.69863	13.08132	44.5252	59.30512
6	Mukura S/C	0	10.8102	89.7667	100.57692

Figure 17: Road condition in Ngora district

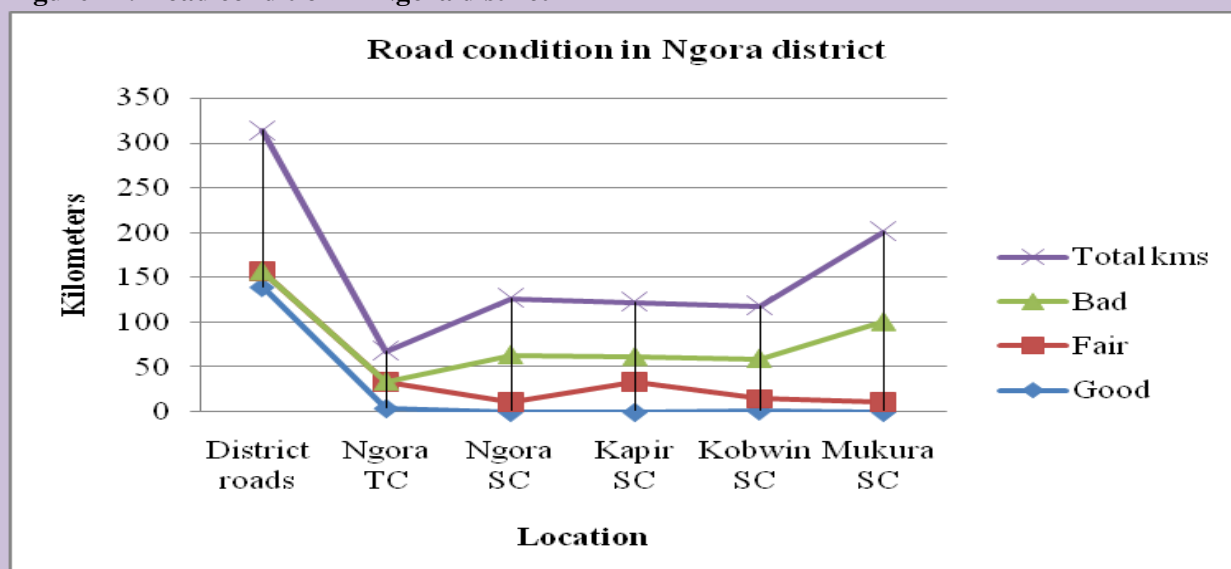


Table 2.20 List of Ngora district Roads by distance

Road Code	Name of road	Length of the road (KMs)	Condition
92001	Kapir-Koloin	3	Good
92002	Mukura-Ngora	15	1.3km tarmac, 13.7km good
92003	Ngora-Kobwin-Aciisa	14.3	10km good, 4.3 bad
92004	Amapu-Kobuku	3.3	Fair
92005	Atoot-Kodike - Aleles	23.5	15.6km Good and 7.9km Fair
92006	Mukura-Nyero	5.1	Good
92007	Agolitom-Okorom	7.1	Good

92008	Akeit-Ogooma-Kalapata	16	11km Good and 5km Fair
92009	Agu-Kobuku	10.2	Good
92010	Mukura - Kamodokima	6.7	Good
92011	Atoot – Kamenya	0.8	Good
92012	Amugagar Agirigroi	3.2	Fair but earth road
92013	Ngora – Kees - Omaditok	6.5	Fair but earth road
92014	Mukura Morukakise Bisina	10.2	4.9km good, 5.3 bad
92015	Mukura – Agogomit	5.5	Good
92016	Aciisa Opot Kakoda Kalengo	10	Good
92017	Atoot Tiling Gawa Agu	13	10km good, 3 km fair
92018	Kapir Morukakise	6.6	Good
92019	Akeit Akisim	5.0	Good
92020	Koloin Kakor	7.8	Good
92021	Ajeelo Atapar Akarukei	10	2 km Fair, 8km bad
92022	Ngora Nyamongo	4.6	3km Good, 1.6 km Fair
92023	Koloin Adopale	5.0	Bad
Total	23	192.4	

Source: Works and Technical Services

2.1.7.1.2 District office accommodation

The district managed to construct office which now accommodates 80% of the staff. Construction of Council chambers and plant clinic which will accommodate production and marketing department is ongoing.

2.1.7.1.3 Mechanical

Transport facilities in the district are remarkably inadequate, with no vehicle currently running. The three scraps given from the mother district need major repair which has not been done due to funding challenges. There is neither district workshop nor machines that can handle repairs such as wheel balancing, tire changing, wheel alignment and besides there is no staff in this section at all.

Table 2.21: Motor vehicles and cycles in Ngora district

S/n	Department	Motor vehicles	Motor cycles	Condition
1	Administration	03	02	Good and running
2	Health	03	15	Good and running
3	Works	04	04	Good and running
4	Production	03	02	Good and running
5	Education	01	01	Good and running

Source: Works and Technical Services

2.1.7.1.4 Challenges

- Construction of an office block in the department.
- Improve and maintain the district road network in a motor able condition.
- Repair and maintain vehicles, equipment in a running condition.

2.1.7.2. Water

2.1.7.2.1 Situational analysis

Ngora district has 349 safe water sources and this include: boreholes, springs piped water and shallow wells. However Ngora district has a potential of expanding its major sources of water for the provision of piped water system, for example Agu (a distributary of Lake Kyoga) that serves as source of supply to Ngora town and its periphery with running piped water. The Ministry of Water and Environment has also planned extension of piped water to Kumi District.

Table 2.22: Water sources per sub-county

Water source type	Sub-counties				
	Mukura	Ngora	Kapir	Kobwin	Total
Deep boreholes	58	57	43	44	202
Spring wells	3	2	0	0	5
Shallow wells	27	24	43	47	141

Source: Water office

Table 2.23: Water source condition

Water Source Condition	Mukura	Ngora	Kapir	Kobwin	Total
Good	53	52	39	38	182
Fair	2	2	3	2	9
Bad(Non Functionality)	3	3	1	4	11

Source: Water office

2.1.7.2.2 Support from NGOs and Donors

We have Drop the Bucket, Build Africa and IDI the only NGO or donor that are participating. Build Africa and Drop the bucket have each drilled only one borehole and their participation is very low in water. IDI is the only NGO that has caused good impact towards operation and maintenance of boreholes. In a year, IDI provides more than two hundred borehole parts to the communities that are needy.

2.1.7.2.3 Challenges

- Decreasing safe water coverage especially in water stressed areas like Atoot and Orisai. This is because these areas are so limited in technological options currently applied by the water department.
- Encouraging the private sectors to building their capacity and to be increasingly involved in water and sanitation activities most especially in service delivery.
- Encouraging community participation in sustainable utilization of water resources through proper utilisation.
- Encouraging communities to improve homesteads so that rain water can be harvested.

- Encouraging committees to improve on community contribution for Operation and Maintenance of water sources.

2.1.8 Natural Resources

2.1.8.1. Forestry

Ngora district has only one central forest reserve located in Abuya village. The forest is shared between Ngora and Kumi district. There is no community forest reserve, a few private woodlots among the community members.

2.1.8.1.1 Situation analysis

Ngora district is among the district with the least tree cover in Uganda and this is mainly attributed to high rate of deforestation resulting from high population growth. There is increasing demand for forest products such as fire wood, timber, building poles, charcoal from high population thus leading to indiscriminate tree cutting to the extent that even fruit trees such as mango trees and tamarinds have been cut down for the above mentioned purposes. Besides, the demand for bricks in the construction industry has also escalated and consequently accelerated the rate of deforestation as the trees are the only source of energy for brick baking in Ngora district. Generally speaking over 99% of the households are dependent on wood fuels as the main source of energy for cooking and yet the resource base is getting depleted. So this calls for an immediate intervention from all development stake holders since this situation has several adverse impacts on the development pattern of Ngora district.

Generally initiatives to promote tree planting and promote sustainability are ongoing in the district. Communities and institutions have also been mobilised to undertake tree planting activities. There is no active NGO engaged in tree planting within Ngora district and if there is, then it does in isolation.

2.1.8.1.2 Challenges

- Inadequate funding to the department for running departmental priority activities.
- Lack of office equipment for the department in form of furniture, transport facilities and computer.
- Encroachment in to the local forests reserves in Ngora town council (Abuya Forest) by the local population.
- Low attitude of local population to take up tree planting initiatives so as to avert the problem
- Weak enforcement of forest policies and laws by the law enforcers.
- Negative attitude among the communities on tree planting.
- Lack of transport equipment.

- Lack of office space.
- Understaffing.
- Lack of staff at Lower Local Governments (LLGs).

2.1.8.2. Environment

2.1.8.2.1 Situational analysis

The status of the environment in Ngora district is poor as the natural resources productivity has been suppressed by human activities. The key environmental issues such as deforestation, wetland degradation, soil erosion, poor solid waste management, erratic weather and reduced water quality and quantity.

Environment is a cross cutting sector and its management is crucial for sustainable development as well as poverty eradication. Everybody is a stake holder and this necessitates participation and contribution of everybody for sustainable environmental management.

Mainstreaming and effective implementation of environmental concerns in every project and activity is crucial for sound environmental management.

The activities carried out by the department include reviewing of environmental impact statements which build capacity of the district and sub-county leaders on environmental mainstreaming. Environment mainstreaming is done in most government programs at both district and sub-county levels. However it is not known whether the Civil Society Organizations adequately integrate environment in to their projects and activities. Additionally mainstreaming usually remains on paper without budgeting and actual funding of these activities.

2.1.8.2.2 Challenges

- Most stakeholders including leaders do not appreciate the importance of sound environmental management including their roles.
- The capacity of stakeholders to engage in less environment degrading and waste ful technologies is low.
- Erratic weather conditions.
- Low funding to the department to facilitate activities.
- Enforcement of the laws on environment is weak.
- Direct reliance on natural resources by nearly all the population is high, yet there are no equivalent alternatives to offer.
- Mitigating direct environment impacts due to projects and activities is low.

- There is no direct Civil Society Organization involved in environmental management.
- Inadequate transport facility.

2.1.8.3 Lands

2.1.8.3.1 Situational Analysis

The sector has continued to receive and process applications for land registration both in urban and rural areas. There is an increase in a number of people who want to register interest on land which is positive development. The office still appeals to the public to come forward and register their interest on land. The department of land collects a substantial amount of revenue which is deposited in to the general fund account of Ngora district forming part of the local revenue.

However the department is inadequately funded for the implementation of its planned activities and yet the department does not receive funding from the centre.

2.1.8.3.1.2 Challenges

- Increased number of unplanned growth centres.
- Lack of awareness on the importance of physical planning among the public.
- Continued encroachment on government land.
- Inadequate funding to the department.
- Operationalization of Area Land Committee.
- Sensitization of Lower Local Governments on property tax payment.
- Lack of office equipment like computers, or typewriters.
- Lack of transport facility for field visit.
- Limited legislation on land management and administration.

2.1.8.3.2 Physical Planning

2.1.8.3.2.1 Situational Analysis

Ngora District Local Government is comprised of 5 Lower Local Governments. The existing planning in the fore said trading centres has been over taken by events because developments have gone beyond the original planning area thus rendering the existing sheets obsolete and can't be used for planning of the new areas.

As a result of the above, people have constructed structures without detailed layout which is a guide to the physical infrastructures like roads, water mains and pipes, electricity poles and telecommunications, sanitary lanes and garbage skips. This has resulted into numerous disputes between the developers and the

lower local governments when road construction is to be undertaken which go through peoples plots, sanitary lanes and garbage skips have no place to be constructed because structures have been raised where they would be.

Most developments in this centres are haphazard because of non-existence of detailed lay outs. Local revenue inform of development fees, ground rent shall improve with a detailed lay out since property owners shall easily be tracked.

Furthermore, we are aspiring for the declaration of most of our trading centres as town boards, yet one of the critical requirements for a place to be declared a town board, it must have a detailed and expansive physical planning lay out as a guide to systematic and organized urban developments.

2.1.8.4 Wetlands

2.1.8.4.1 Situational Analysis

Ngora district wetlands coverage is significant. However, the definite percentage coverage is not certain. Wetlands are of importance to communities for water supply and grazing. They are also used for paddy rice cultivation among others.

However in the event of use and extraction of wetland resources many wetlands have been encroached and abused to the extent that they no longer perform their natural functions as expected. Many conflicts have risen over the use of wetlands due to struggle for grazing zones, watering points and tracks where livestock can pass to access watering points. Most water sources within wetlands have dried up due to wet land conversion. Despite the above, communities seem not to be concerned of the negative changes as it is evidenced that the buffer zones that are demarcated off are not left for their intended purposes; in addition the wetlands which were not used for paddy rice cultivation in the past have equally been opened up.

The management of wetlands in Ngora district therefore is hard mainly due to politicization of wetland management, poor attitude among communities on wetland conservation, inadequate funding, non-demarcation of wetlands and inadequate capacities to manage wetlands both by the community and technical staff.

The Environment Act and other laws have provisions for sustainable wetland management. Ngora district local government council is in the process of ratifying the Kumi Wetland ordinance and adopt it for implementation.

2.1.8.4.2 Challenges

- Inadequate capacity in wetland management among various stake holders including district and sub county councils.
- Increased population.
- Weak law enforcement.
- Inadequate funding.
- Contradictions between key district wetland stake holders.
- Non uniformity among local governments on the enforcement of wetland laws.
- Lack of transport facilities and other equipment.

2.1.8.5 Meteorology & Climate Change

2.1.8.5.1 Situational analysis

Climate and weather changes are rampant and most times beyond normal. Monitoring these changes on daily basis is paramount. However, Ngora district does not have any weather station to monitor these changes.

2.1.8.5.2 Challenges

- No weather station has been installed in Ngora district to monitor weather changes and advise farmers in the district. This is due to lack of funds for the establishment and maintenance of weather station.
- Inadequate capacity to process weather, forecast and present weather data for public consumption.

2.1.9 Gender and Community Based Services

Gender and community development is composed of the following sub sections:

- Probation youth and children.
- Gender, culture and community development.
- Disability and elderly.
- Labour and industrial relations.

Table 2.24 Number of community development groups by sub-county

Sub-county	Community Development Groups	Women groups	NGOs
Kapir	188	12	4
Kobwin	176	5	4
Ngora	276	6	6
Mukura	402	34	5

Ngora Town Council	29	3	5
Total	1,071	60	24

Source: Community Development Office

2.1.9.1 Child Care and protection

2.1.9.1.1 Situational Analysis

The population of Ngora district is predominantly becoming childlike and youth owing to the rapid population growth rate, the transformation of the population structure from a relatively old to a more youthful one.

Ngora district also has a high dependency burden that is now more than 100 per 100 working population. This implies that every potential working person has more than one person (dependant) to support.

2.1.9.1.2 OVC (Orphan Hood)

Orphans and other Vulnerable Children (OVC) have been on the increase and these have been attributed to high prevalence of HIV/AIDs and other natural causes. This situation is worsened by prevalence of poverty pockets in the sub-counties of Mukura and Kapir.

Ngora district is developing a five year OVC strategic plan. It's worth noting that a number of interventions have been made by different actors towards improvement of welfare of OVC all based on the strategic plan. Among these are: Vision TERUDO, Build Africa, Action Aid Uganda, UWESO among others. The biggest challenges however remain poor coordination leading to duplication of service delivery and limited capacity to deliver quality OVC services.

2.1.9.1.3 Children with Disabilities

The common types of disabilities in children are: lameness due to pligamies, blindness, deafness, dumbness, mental retardation, epileptic, elephantiasis, mongolism, hydrocephus, microceplus, amputees, hunch back, cleft foot, club foot, hermaphrodite to mention but a few. All these call for community change in attitude to support this children and rehabilitation where possible.

2.1.9.1.4 Child Abuse

Child abuse is another aspect that is common in Ngora district. The types of child abuse include: Early marriages, defilement, neglect, abandonment and discrimination of children by sex (especially girl child) the weak law institutions set up to handle children cases/problems, culture and belief are all still dominant

and do promote cases of child abuse. Child labour is on the increase with children being ferried to work in people's households in towns while others are being employed as house helpers.

2.1.9.1.5 Marital status of children

The marriage of children is one of the factors that affects their wellbeing by among others exposing them to early pregnancies, denying them opportunities for school and exposing them more taxing work and responsibilities before they are mature.

2.1.9.2 Youth

2.1.9.2.1 Situational Analysis

The number of youth has been experiencing an upward increase. A large fraction of this population is rural based and mainly engaged in peasant/subsistence farming. It's worth noting that most of the rural youth lack skills to get gainful employment hence relegating them to such activities as brick making, boda boda cycling. The upsurge of rural growth centres has also encouraged rural urban migration which has had its own implications such as exposure to HIV/AIDs, criminology among others.

2.1.9.2.2 Challenges

- Poor coordination to service delivery.
- Limited capacity to deliver quality services to the youth and children especially OVC.
- Resource allocation to youth and children is very low/small.
- Youth attitude towards work is very negative and this is worsened by low /limited entrepreneurial skills among this category.
- Increasing rate of child abuse especially child sexual abuse.

2.1.9.3 Community Demand Driven Program (CDD)

This is a government of Uganda program targeting communities. It's a demand driven program which encourages communities to identify their development needs, plan, prioritize and implement projects to address these needs. Ngora was in the first year (2009/10) of implementation. The program has not been fully understood by the implementers and the would be beneficiaries and this accounts for the low absorption of funds available. The greatest challenge has been on staffing where there is need to recruit critical staff at the sub-counties especially the CDOs and Parish Chiefs who are actually frontline staff for the success of the program.

2.1.9.4 Gender and Community Development

2.1.9.3.1 Situational Analysis

This section handles issues of women's empowerment, community mobilization and capacity building, literacy/adult education, and gender mainstreaming. Ngora district is relatively gender sensitive. This is clearly seen from the increasing participation and involvement of both men and women in the development and decision making.

Women are more illiterate than men, it's important to note that today in Ngora district there are many families headed by women due to various reasons, some of which include HIV/AIDs marriage break downs, insurgency/raids resulting in the killing of husbands and collapse in family relations.

In the whole district, there are many women groups dealing in various productive, social and economic activities such as agriculture, animal husbandry poultry rearing, fish farming, bee keeping, petty trade, SACCOs/revolving fund, human rights advocacy, orphan and widow care etc.

However, the efforts of all the other interest groups have been hindered by a number of factors and challenges including among others limited managerial, leadership and development skills and knowledge, high levels of illiteracy, low levels of incomes /capital base due to rural poverty, low /poor access to information and modern /improved technologies, poor community mobilization and sensitization, limited access, control and ownership of productive resources (including land and basic assets), high level of gender imbalance including discrimination leading to social exclusions and exploitation especially due to negative cultural attitudes, low gender awareness of the communities and gender mainstreaming.

Significantly Ngora district like any other district recognizes gender as a development concern that needs to be mainstreamed in all sectors. In response to this, department of Community Based Services initiated and spear headed the development of Ngora district gender mainstreaming strategy to guide the districts actions towards achieving and promoting development that is gender sensitive, integral inclusive and beneficial to all stake holders and people. The document highlights a number of good practices, strategic actions, and recommendations that can be adopted and promoted by different stake holders, sectors/departments, development partners etc. in Ngora district to affect gender mainstreaming and empowerment of women.

School enrolment increased for girls to boys and dropout rates especially for girl child also dropped tremendously etc. Unfortunately, it is important to note that most of these positive trends and

achievements are fading considerably especially due to low pace and lost commitment to implementing the district gender strategy.

However the gender strategy provides an effective frame work to achieve gender mainstreaming, promote women empowerment and development.

2.1.9.3.2 Literacy and Adult Education

2.1.9.3.2.1 Literacy

Literacy is analysed with reference to the population aged ten years and above. Overall the literacy level in Ngora district has been progressively improving. A number of government and other development partners programs promoting literacy (FAL) are major explanations for this trend.

Table 2:25 FAL Classes, FAL enrolment and FAL instructors by sex and location

Sub-county	Number of FAL Classes	Enrolment of FAL		FAL Instructors	
		Female	Male	Female	Male
Kapir	23	334	108	10	13
Kobwin	21	-	-	9	12
Ngora	22	162	82	10	12
Mukura	18	277	110	9	9
Total	84	773	300	38	46

Source: District Community Development Office

Whereas the literacy rate for men in Ngora district is about the same as that of the country as a whole as seen above, comparatively the sex disparity in literacy is much wider between males and females in Ngora district than the national ratios. This may reflect a stronger bias against girl child education in Ngora than the country as a whole, which needs urgent attention.

The analysis of literacy by sub-county indicates that there is still a big disparity of literacy by sub-county. It is interesting to note that Kobwin sub-county, one of the most distant from the district headquarters had the highest literacy rate amongst the rural sub-counties.

Illiteracy is very high among the rural poor with the women ranking the highest. However efforts by both governments and NGOs to improve on the literacy levels through the FAL program are under way.

The key players being Soroti catholic diocese integrated development organizations, SOCADIDO, Action Aid Uganda,(AAU) , PAG, Share An Opportunity (SAO) Ministry Of Gender , Labour And Social Development (MoGLSD) through the department of community at the district level. These organs have

continued to be instrumental in adult education, through training, opening of the study centres, sensitization of the district stake holders, and provision of bicycles, seed capital learning and instrumental materials and expansion of adult classes into all sub-counties, parishes and villages. However more efforts are still needed in strengthening and sustaining learning process and eradication of illiteracy in Ngora district.

In terms of increased enrolment of adult learners especially females' motivation and retention in structures and improving on the planning, coordination, monitoring and supervision at all levels by all stake holders.

2.1.9.3.2.2 Challenges

- Limited data for planning purposes in community development.
- Lower motivation for FAL instructors due to declining IPFs.
- Slow rate of gender integration in the development process especially at the sub-counties.
- Limited facilitation of PWDs to participate in FAL program i.e. low devices (deaf and blind).
- Lack of special needs skills for the CDWs to encourage the blind and deaf in development processes and programs.

2.1.9.4 Disability and Elderly

2.1.9.4.1 Situation Analysis

Disability refers to a condition that denies a person normal economic and social life, which has lasted or is expected to last six month or more in the case of Uganda, cases of epilepsy and rheumatism are classified as disabilities while internationally they are not.

2.1.9.4.2 Challenges

- Lack of devices and appliances to assist the PWDs.
- Lack of community based rehabilitation services.
- Lack of skills among the PWDs to participate fully and effectively in the development process.
- Lack of development programs to enhance social and economic life of the elderly.
- Negative community attitudes to appreciate and promote the rights of people with disabilities and elderly.
- Lack of financial resources to support the activities of PWDs activities.
- Lack of awareness on the rights of the PWDs.

2.1.9.5 Culture

2.10.5.1 Situational analysis

Ngora district has vast and thrilling dances like, *etida*, *akogoi* (thumb pianos), *ajosi*, *akeebe*, and *amagarit*. These were used as entertainment, refreshment, communication and information channels /tools for the local people. However with the advent of modernization and the infiltration of foreign cultures/ideas these are increasingly changing these cultural values from the community at a very fast rate.

2.1.9.5.2 Historical sites/ Tourist Attractions

On the other hand, Ngora district is endowed with historical sites and tourist attractions like the semei kakungulu sites (*apany imo* where *Kakungulu* used as his base for planning his activities in Teso), planted *mvule* trees in the early 1900's, Ngora district also has beautiful topographic features like rocks where you can observe the blue satellite lakes clearly. In addition you can also observe various parts of *Teso* including *Karamoja* while in Ngora, also different flora and fauna species like the fox weaver which is endemic to Lake Bisina only (bio-diversity). Another key attraction is the *Iteso* culture, (dressing, naming ceremonies, traditional dishes and their marriage ceremonies among others). The beautiful fresh water lakes and swamps like Nyasala, Nyaguo and Agu are all potentials for tourism in Ngora district meant to promote and preserve the cultural heritage.

However it's worth noting that these historical sites /tourist attractions are facing poor management and are greatly dilapidating at a higher rate and more over with no clear ownership.

2.1.9.5.2.1 Challenges

- Helping the young generation to appreciate and uphold the cultural and traditional values.
- Improving and revitalizing the historical sites and tourist attractions in Ngora district.
- Promotion of good cultural heritage and participation of traditional and local artist.

Interventions that can under taken to improve the situation in the next five years

Having all the statistics in place, also taking note of the situation analysis while considering challenges pointed out, it's worth underlining the interventions that shall be under taken to overcome the challenges and produce good results during the next five years. Mechanisms have been put in place to achieve 100% improvement as illustrated here in:

Works and Technical services

- To improve access and road network to social facilities, markets and farmers' fields.

- To improve on the riding surface of district roads using low cost sealing technology.
- To reduce deterioration of road surfaces by improving drainage along roads.
- To create awareness and sensitize communities on bad and good practices in road use.
- To provide communities, schools and health centres with fresh, clean and safe water.
- To equip communities with knowledge and skills on O&M of water sources.
- Reduce the distance walked from home to the water source to 1.5km and increase the safe water coverage
- To facilitate monitoring functionality of existing water sources and supervision of new projects.

Health

- Prioritise interventions against diseases internationally targeted for elimination or eradication such as polio.
- In conjunction with the private sectors and Civil Society Organisations provide promotive, preventative, curative and rehabilitative services
- Prevention of malaria through use of ITNs, IPT, in-door residual spraying (IRS) and early diagnosis and treatment
- Implementation of new evidence based HIV prevention strategies, increasing access to ART, eMTCT, safe male circumcision, and strengthening monitoring and evaluation of HIV and AIDS.
- Rapid expansion of quality DOTS as part of the Global Plan to STOP tuberculosis.
- Prevention, control and surveillance of Non Communicable Diseases (NCDs).
- Control of Neglected Tropical Diseases (NTDs).
- Promotion of responsible sexual and reproductive health behaviours, especially among adolescents.
- Promotion of household food security and healthier eating habits to improve the nutritional status of the people especially children, pregnant and lactating mothers.
- Implementation of the child survival strategy including IMCI programs.
- Implementation of roadmap for reducing maternal and neonatal morbidity and mortality.
- Implementation of hygiene and sanitation programmes.
- To ensure that essential, efficacious, safe, good quality and affordable medicines are available and used rationally at all times.
- Plan, procure and maintain health infrastructure.
- Carry out renovations and maintenance of existing health infrastructure, and invest in the construction of new facilities and staff accommodation
- Plan and procure medical equipment according to the agreed standards.

- Procure the necessary logistical support, including transport, communication and IT equipment, necessary to establish an appropriate and efficiently functioning referral system

Community Based Services

- Sensitization of communities on the rights on vulnerable persons (Children) so as to reduce on the deprivation.
- Mobilization and sensitization of communities to participate in government development programs.

Education, Science, Technology and Sports

a) Improve/Rehabilitate school infrastructure:

- Construction of 4 in 1 teachers houses in 9 schools.
- Rehabilitation of NURP/PAPSCA classrooms in 5 schools.
- Construction of new classrooms in 4 schools
- Construction of 5 stance VIP pit latrines in 3 schools
- Supply of 3-seater desks to 5 schools in the district.
- Surveying and fencing of 4 schools.

b) **Software interventions under Education, Science, Technology and Sports**

- Improvement of students' achievement in literacy, numeracy and basic life skills.
- Development of strategy & Sensitization on School Feeding practices in schools.
- Holding of Community Dialogues in priority/worst performing schools in PLE.
- Reactivating & Training of School Management Committees/PTA/BOG.
- Strengthening the governance systems through monitoring the functionality of SFC/SMC/PTA/BOG.
- Enforcing Positive Discipline in schools through effective use of School Rules.
- Enforcement of Teachers Code of Conduct.
- Rewards & Sanctions Framework implemented.
- Subject based Continuous Professional Development (CPD) of teachers, emphasis on Reading & Writing.
- Organizing Reading & Writing competitions in schools.
- Dissemination of the Sector HIV/AIDS Workplace Policy.
- Promotion of the Bursary Scheme.
- Intensive Support Supervision & Inspection.
- Increase access to relevant and quality education through implementation of ECD Policy
- Construction and furnishing of district education office.

Natural resources

- Establish, train and empower Natural Resource groups in parishes bordering Awoja Wetland system
- Survey and restoration of Awoja Wtland System
- Procurement of a laptop, camera
- Planning of rural growth centres in LLGs of Ngora, Kapir Mukura and Kobwin.
- Conversion of customary owned land to freehold.
- Process land titles for district administration building.
- Processing of land titles for town plots.
- Refresher training for district land board members.
- Sensitization of the district council and lower local government council on land management and administration.
- Radio talk shows on land management and administration to cater for the local population.
- Sensitization of district council and lower local government on property tax.
- Sensitization of district council and lower local government on major legislations governing land management and administration.
- Land inventory for all government land from parish to sub county headquarters.
- Procurement of mark stones and planting of mark stones.

2.2 Analysis of the state of crosscutting issues

2.2.1 Cross cutting issues

2.2.1.1 Population and Development relationship

Ngora district has a population of 142,487 as per the census 2014 provisional results. To alleviate poverty, efforts have to be put in place and effective methods of reaching women since they are a vulnerable group and are more than men in terms of disease. This has been the target of government in the Millennium Development Goals (MDGs). Women are the core population in the steering of activities in homes i.e. agriculture, households chores, nursing children and bearing them. Maternal health and child health thus have to be put in focus. It is however, important to note that the population growth rate of the district has been very high and this has serious implication on the utilization of natural resources and provision of services.

2.2.1.1.2 Population Age Structure and its Implications on Development

One of the current implications of the rapid population growth rate is the transformation of the population structure from a relatively old to a more youthful one. This means that resources are outcompeted because a youthful population is so demanding in terms of food, health, education and land. This implicates less physical development. There is a tendency of population pressure on land.

Unemployment too becomes an issue of concern to the district since there are no jobs for the youth which will result to theft, redundancy, begging and other weird behaviour.

2.2.1.2 Gender situation analysis

Despite the big population, women in Ngora district have been negatively affected both directly and indirectly at different sector levels as can be seen below:

2.2.1.2.1 Gender and agriculture

Agriculture is universally agreed as the backbone of Uganda's economy and way of economic livelihood of people. Over 93% of the households are engaged in agriculture, though mainly practicing subsistence farming (68%). There is limited application of modern techniques of production, yet over 70% of agricultural labour force is provided by women, yet only 30% only have access to and control over means of production (agriculture produce) and only 7% own land. Women are less educated with- 69% illiterate (UBOS profiles of Higher Local Governments).

Due to the above facts, there has been very limited adoption of modern technologies by the women due to their low education levels and cultural factors that hinder free interaction between women and extension workers, most of whom are men, over 70%. This limits women access and involvement in relevant programs like NAADS.

Also women's multiple roles do not allow them adequate time to attend meetings let alone the long distances to the often centralized meeting venues. Most times, women farmers are left out from study tours because they are hardly seen in farmer meetings.

Despite all the above issues, there is profound participation of women in agricultural production right from planting, weeding, harvesting to post harvest handling (storage). Decisions regarding marketing and incomes from the produce are solely for the 'Head of household' who is the man. There's need for deliberate effort to make women part and parcel of all processes aimed at modernizing agriculture.

2.2.1.2.2 Gender and Education

The education of women is particularly important given their reproductive role as home makers and caregivers of children. Not only does education have a significant multiplier effect, given the responsibility of women for socializing the next generation, it also enhances the potential of women for contributing to the social, economic and political aspects of national development.

In Ngora district considerable gender inequalities exist in the education sector as prioritized below:

Enrolment: There has been considerable increase in enrolment of children both boys and girls since the introduction of UPE in 1997. Whereas, there has been a general fall in the dropout rate over years according to the different cohorts of education, other dimensions of gender exist in the district including:

- General and gradual trend of reduction in dropout of girl's children as opposed to the fluctuating trends among the boys.
- Enrolment at primary one has more girls than boys, fewer girls complete in primary seven than boys, implicating a higher dropout rate of girls than boys.
- High rate of dropout of girls especially in primary four and five as compared to other classes.

Basing on the factors, interventions including the inauguration of the Education Sector Working Committee (ESWC), the designation of a departmental Gender Focal Point person and constant monitoring of school drop-out rates, some of the issues associated to the high drop-out rate of pupils especially girls still prevailed.

Girls Own Perception: Some schools without sanitary facilities (pit latrines and urinals) or facilities which are not maintained provide a likely cause for high dropout of girls of P.4 and P.5, who are at the ages of experiencing their first monthly menstrual cycles (age at menarche). These result from the girls taking the school as inappropriate for them because of peer pressure and the attitudes of male classmates.

Career Counselling: Inadequate gender awareness, gender sensitive counselling and career guidance in schools and communities for both girl and boy children. Career counsellors have tended to hold traditional attitudes about appropriate occupations for female and male students.

Parental Attitude:

- Children with Disabilities (CWDS) are not given adequate support and attention in their education by parents, teachers and community. A limited number of materials for SNE with equally few programs in place to cater for boys and girls with special educational needs, and yet technical and vocational education is too expensive to many disadvantaged boys and girls.
- Boys and girls have become sexually active at an early age i.e. 13 years for girls and 15 years for boys. This has exposed them not only to STI's but also to early pregnancy leading to many instances of child mothers. Heavy workload for the girl child both at school and home which affects their education and performance, with very limited support and encouragement from parents, due to parents' lack of awareness of the benefits of education.

The high enrolment of girls in lower primary could be exploited early before nature disorients them through empowerment of the Senior Women and Men structures in schools as limited funding is attached

to this area. There is need to strengthen the Parent Teacher Associations (PTA) and School Management Committees (SMCs) to increase the awareness among parents of the benefits of educating and training girls and involve parents more with schooling in general.

2.2.1.2.3 Gender and Health

There is a general rise in the Total Fertility Rate in Ngora from 6.3 in 1991 to 7.4 in 2002 (DHO). This implies a high population growth rate and decline in the health of both mothers and children. The high illiteracy levels among women(69%) makes matters worse, coupled with the low decision making powers over their sexuality and this culturally affects women's reproductive health conditions. This is attributed to the cultural norms that make women to be submissive to men. This has resulted to too many health issues affecting the health sector such as:

- Low utilization of family planning practices by women leading to high birth rate and subsequently putting strain on government services.
- Condoms are the main contraceptive methods among youth. Pills and depo rovera is used by mainly educated women. Other family planning methods (e.g. IUDs), Implants are available but uptake is poor because of attitude.
- Health centres don't have enough drugs and supplies.
- Men have negative attitude towards couple counselling and testing.
- Health services are offered in all health units with a referral network at community level although weak.
- Women and children tend to seek health services more than men.

Ngora district recognizes gender as a development concern that needs to be mainstreamed in all sectors. In line with this, the district has gone a long way to develop the district gender mainstreaming strategy to guide the district's actions toward achieving development that's gender sensitive and beneficial to all stakeholders. At least 1 woman is in an executive position on the committee. In the Works sector, women participate in road maintenance and quite a number of them have accessed contracts through the tendering process. Health seeking behaviour seems to be high among women. They neither control household incomes nor have a voice on decision making.

In education sector out of 57 primary head teachers 15 are women and this number is set to increase. However, despite this move, there are still remarkable unequal gender relations, which signify gender imbalances in the district and calls for more efforts and commitment to address gender issues especially in the following areas:

2.2.1.2.4 Access, Control and Ownership of Resources

Ngora is a predominantly patriarchal society. This was clearly portrayed during the participatory exercise of the development of the district gender mainstreaming strategy. During this exercise it came out clearly that most decisions and resources are controlled by men although women shoulder most of the productive, reproductive and community roles, e.g. in families' men decide what type of crop to be grown, where and when or how many children to be produced. Women on the other hand have limited or no control and ownership over means of production like land including their own labour and its benefits. This situation impacts negatively on women's access to credit facilities, due to lack of collateral guarantee and in the development process in general where co-funding is required. There is therefore need to build women's capacity to control decisions and increasing their access to and of productive resources.

2.2.1.2.5 Division of Labour

According to national statistics rural women offer 70% of productive roles for home consumption and market. The activity profile during one village participatory gender analysis showed that rural women spend at least 18/24 hours occupied in productive, reproductive and community roles less the extra night activity while rural men spend less than six (6) hours on constructive work- meaning heavy workloads for women as compared to men, besides women mostly produce food crops while men concentrate on cash crops; implying unequal division of labour.

2.2.1.2.6 Service Delivery, Planning and Decision-Making

In the political scene Ngora is not exceptional; women occupy only positions stipulated by the local government Act, 1997. Out of the 15 District Councillors, 6 of them are women, worse still their participation in the council procedures is too minimal due to lack of advocacy and lobbying skills to influence district resolutions and in favour of women and other marginalized groups. This calls for a deliberate effort to recruit more qualified women, capacity building and gender sensitization at all level to mainstream gender in the development process of the district.

2.2.1.2.7 Child Abuse

According to data from the Probation Office and Family and Children protection Unit, Ngora still has a high rate of child neglect and abuse, defilement and child labour. This has been mainly prevailing in the communities. This has consequently increased the number of child pregnancies, child marriages, child mother/parents, street youth etc. The situation is likely to worsen with low reform on defilement allowing minor defilement to be bailable.

2.2.1.2.8 Orphans and Vulnerable Children

Ngora district has an increasing percentage of Orphans and Vulnerable Children (OVC) with HIV/AIDS being the main cause of orphanage. This District has developed a 5 year strategic plan to guide in the OVC intervention. There are a number of stakeholders involved in OVC service delivery with varying funding sources. The biggest challenge however has been coordination leading to duplication in service delivery. The Ministry of local Government (MoLG) has tried to streamline this by providing a fund to cater for coordination.

2.2.1.1.16 Literacy

Save the Children Denmark Survey report on child abuse of especially the girl children, indicates that poor performance and increased dropouts/missed opportunity are prevailing as a result of gender inequalities and discrimination at community/individual level. Such discrimination includes preference for educating boys over girls. Other significant contribution is that girls are a source of wealth and the unbalanced domestic workload between boys and girls at home and at primary schools.

2.2.1.1.17 Poverty, Livelihood Analysis and vulnerable Groups

Local people define poverty as ‘a situation of perpetual need for the daily necessities of life, such as food, shelter or clothing, coupled with a feeling of powerlessness to influence the things around you.’ Local perceptions of poverty were also explored at three levels: the community, the household and the individual. A poor community is one with no roads, the houses are poor, has no cash crops, and the members of that community use poor methods of farming. Local people commonly cited levels of services and infrastructure, as well as social aspects to describe a poor community and to compare the well being of communities. Poverty at both production mainly land, livestock and farming implements, lack of income or live hood, very large families, insecurity, lack of adequate food, lack of development projects and lack of development information. Ngora district has adopted this definition as given by the communities themselves. This section analyses the poverty levels of Ngora District using the indicators shown below:

2.2.1.1.18 Human Development Index (HDI)

Ngora district remains one of the new and poorest districts in Uganda. The Uganda Human Development Report ranked Ngora district as having one of the lowest human development indicators with a human development index of 0.423 compared to the highest index of 0.615 recorded in Kampala.

2.2.1.1.19 Human Poverty Index (HPI)

The Human Poverty Index (HPI) is a measure developed by UNDP to measure the level of deprivation of the population in three major dimensions also captured by the HDI. These are a long and healthy life; knowledge and decent standard of living. The closer the Index to Zero, the better the progress, indicating low human poverty and vice versa.

The district is however poorly performing in the health related indicators, especially the survival status of children, pregnant mothers and the general population. Low income levels as shown by the high population below the poverty line also still translates into low standard of living.

2.2.1.1.20 Extent and Severity of Poverty

The population below poverty line gives a quantitative measure of the percentage of the population that is unable to meet the basics of decent life. These basics include shelter, food and health among others. This measure therefore is a proxy measure of absolute poverty in the district.

The other major ways in which poverty is manifested in the district include the following:

- **Accessibility to health facilities:** Most people in the population are within an average of 5km to the health units. Walking long distance to health units first reduces the access to health units and increases chances of mortality in situations where referral systems are weak. Ngora district has put in place a referral system both the motorized and the bicycle ambulance systems to try and address some of these problems. With the disease burden, malaria remains a major cause of (morbidity) and mortality (death) in Ngora district. Favorable weather conditions for breeding of mosquitoes together with prevalence of bushes and open water sources make Ngora district infested by mosquitoes.
- **Literacy Rates:** There are fair literacy levels in the district and this is common in the age of 18. This has been attributed to UPE, which led to an increase in enrolment in Primary Schools. Ngora district also is conducting Adult literacy classes with support from the central government, under the Poverty Action Fund (PAF). Literacy gains are among the factors contributing to significant improvement in HDI ranking of Ngora district as discussed above.
- **Disease burden:** The disease burden, malaria remains a major cause of (morbidity) and mortality (death) in Ngora district. Favorable weather conditions for breeding of mosquitoes together with prevalence of bushes and open water sources make Ngora district infested by mosquitoes.

2.2.1.1.21 Poverty, Participation in Economic Activities and the Gender Dimension

The population's participation in economic activities is a key ingredient in helping individuals to improve their wellbeing. The economically active persons comprise all persons within the age group of fifteen years and above who is either working or actively looking for work. The proportion looking for work provides the unemployment rate of Ngora district. Searching for work is a reflection of either limited opportunities for paid employment and or limited educational attainment which is a pre-requisite for most paid employment.

Compared to the country as a whole, the district has lower proportions of population in both paid employment and looking for work, in which the national figures were 15 per cent and about 5 per cent respectively for the same period. This contributes to a worse off welfare for the population of the district compared to the national average.

It is important for Ngora district to realise that poverty eradication efforts especially targeting women will only succeed if underlying factors like school dropout, forced early marriages etc are addressed.

2.2.1.1.22 Analysis of Vulnerable Groups

In Ngora district, there are poverty variations among different categories of the population. Some categories of the population that can be described as vulnerable to poverty are distinguishable. Among these categories are the following: the elderly, people living with HIV/AIDS, the disabled, Internally Displaced Persons, children especially orphans, women and youths.

The subsequent section analyses the livelihoods of these different categories and points out the cause and effect relationships of their respective poverty levels.

- **Elderly:** Massive economic decline caused by abduction of cattle during time of insurgency in Teso led to a breakdown of the extended family setting that provided safety net to the elderly persons. This increased the vulnerability and isolation levels of elderly persons, with HIV/AIDS destroying mostly the young and active population, elderly persons are taking care of their grand children orphaned by HIV/AIDS, thus increasing their vulnerability levels. Elderly persons also suffer from general body weakness and sickness, thus retarding their effective participation in development activities and programs.
- **Disabled Persons:** Persons with disabilities are a category of people who have been neglected and left out at various program design, planning, implementation, and monitoring and evaluation levels.

Disability can be categorised in different ways i.e. physical, mental and psychological. Persons with disability are not only abused physically but also socially and psychologically. This makes it difficult for them to access health, educational and water facilities, the designs of programs do not consider their disabilities and yet few programs target them. Rehabilitative services are offered in Ngora hospital (Freda Carr).

- There is little doubt that people living with HIV/AIDS are more vulnerable than persons living negatively. Although HIV/AIDS is not the only cause of morbidity and mortality, its unique characteristics make it a significant factor in increasing poverty and vulnerability to poverty. People living with HIV/AIDS suffer illness and general sickness for long periods of time. They suffer from a multiplicity of opportunistic infections as a result of reduction in their immunity. This has a double effect of increasing their cost of living through high medical costs and need for special diets and reducing their productivity due to sickness. All these make them vulnerable to poverty.

PLWA still suffer stigma at community level, a factor that increases their isolation and hence poverty. The stigma and isolation effectively make PLWA not to benefit freely from various services provided by government. Another characteristic of PLWA is their reduced life expectancy.

HIV/AIDS kills more of the reproductive age group between 18 – 45 years. This in effect distorts the population structure of the population leading to declining productivity, increased orphan hood rates and high dependency ratios. Among household infected and affected by HIV/AIDS the elderly and the children are forced into labour. This has an implication on the elderly who work hard to sustain their grandchildren and also reduces their own life expectancy, and on children who drop out of school are sometimes forced into early marriages. Incidences of child labour are on the increase as well as child led households.

- **Fisher Folk:** Populations along lakes have found themselves more vulnerable to poverty due to some identified factors which are enlisted here in:
 - a) Areas around the lakes in Ngora district are in the rain shadow and are always hard hit by drought and hence are food insecure and vulnerable to poverty. This is worsened when the fish catches fall.
 - b) The population along lakes also experience high levels of illiteracy because most children in such communities do not go to school. Even with declining fish catches, there is still preference for fishing to the disadvantage of school attendance. This reduces the chances of such communities coming out of poverty in the long run.

- c) Remoteness and hence isolation. Most lakes are inaccessible and isolated with no basic infrastructure including sanitary facilities. These make the fisher folk vulnerable to disease and generally lack social services.
- **Women:** The cultural structure of Ngora district portrays a patriarchal society where men are considered as heads both at household and community level, women also fear their husbands and this presents an atmosphere for male dominance in decision making at households and council proceedings. Besides that, women in Ngora district also experience discrimination in as far as access to services and opportunities are concerned; such as education, health services and especially family planning and reproductive health rights, decision making on issues related to factors of production.
 - **Youths:** A majority of the youths are engaged in subsistence agriculture for both home consumption and the market. Dividends from sale of produce are sometimes used for paying school fees and also meeting the basic necessities of life. It should be put in mind that most of the youths do not own land. They only depend on their relatives or parents to access it. Situations, strategies like skills training, seed capital among others could help and also ensure self-sustainability. Besides the above activity, the youths are also involved in livestock rearing particularly the local breeds of goats, oxen, chicken, etc. Sand Mining, stone quarrying, fishing, charcoal burning, bicycle-transportation (boda-boda), petty business like hair salon and also providing casual Labour.

Apparently, there is rural-urban migration in search of employment and any other means of survival. Their social life is characterized by drinking local brew; some are engaged in gambling activities like playing cards and just being idle. Despite the fact that there have been interventions from both the government and other NGOs and CBOs, to support such activities, the situation is still demanding because there is high unemployment, redundancy and crime.

2.2.1.1.22.1 Poverty Pockets

Just like the poverty situation in Ngora district has been described above, it is also important to note that the poverty situation is not uniform throughout Ngora district. Areas of relatively higher poverty levels in Ngora district (poverty pockets) can be identified. Geographically more severe poverty is experienced in the eastern drier and rain shadow areas of Kapir, Mukura and parts of Ngora Sub County. These areas are more vulnerable to drought and food insecurity.

2.2.1.3 Environment Analysis

The natural environment in Ngora district has continued to suffer abuse and degradation. Extraction rate, use and management of environment and natural resources are not sustainable. Many factors contribute

to continued degradation of environment and natural resource bases and these include the following among others:

- During the time of both national and local elections, environment and natural resource became issues for votes. In the 2006 and 2011 general elections, wetlands suffered most from abuse or degradation because wetland abusers became convinced by local leaders hence no need to conserve natural resources.
- No offenders or Natural resources abusers are prosecuted but are fairly treated with minor fines.
- High poverty level that makes people to rely directly on environment and natural resources for livelihood and income generation.
- Ineffective law enforcement. Capacity of law enforcers is very minimal.
- Little or no capacity in environment management among stakeholders including policy makers and technocrats at all levels.
- Little or no mainstreaming of environment issues or concern into other activities and projects and have negative impacts on the environment. A part from government projects where mainstreaming of environment concerns is normally emphasised, it is not an issue in most civil society organizations. They therefore have little or completely no mitigated measures in their activities. There are also few NGOs or CBOs if any directly engaged in environment or natural resources sector.
- Meagre funding for environment and natural resource management. The department is one of the least funded.
- Silent resistance to sound natural resources management and poor attitude by communities on sustainable use of natural resources.

In Ngora district generally and particularly urban centres which are growing in all sub-counties, poor solid waste management is increasingly becoming a problem. There is indiscriminate waste disposal. General responsibility is lacking and there are no gazetted areas for waste dumping. The capacity to manage waste at different levels from generation to disposal is lacking. Sound solid waste management awareness among many stakeholders is lacking. Solid Waste Management will continue being a big environment problem in all urban and upcoming rural centres. There is need for the sub county, town council and district level councils to identify resources that will be used to secure a land fill to overcome issues of solid waste management.

2.2.1.3.1 Analysis of critical environment components

2.2.1.3.1.1 Tree Cover or Forestry

Biomass Cover:

The Biomass cover in Ngora district is very low. Ngora is among the districts with the least biomass cover in Uganda. The rate of deforestation is generally higher than a forestation and re-a forestation. While there is no quantitative data to support this, the biomass level is increasingly declining and this is contributed by the following factors:

- Expansion of arable land.
- Higher level of brick burning.
- Fewer tree nurseries and seedlings raised.
- Inadequate capacity building on use of energy saving technologies.
- Indiscriminate tree cutting and inadequate law enforcement of forestry and environment regulations among others.

Deforestation is high district wide. This was identified in both Parish and Sub-county Environment Action Plans (PEAPs and SEAPs). Women and children walk distances up to 10kms or more in search of firewood and as such, when materials from natural resources become scarce, women, children, PWD and PHAs suffer most. However, under the Ministry of Water and Environment the FIEFOC project supported tree planting in few parishes in Mukura Sub County were few trees survived due to prolonged drought and Community services project supported Ngora boys, Ngora School for the deaf Apama primary school and Ngora prisons with tree seedlings were planted and are the growth rate is 100%.

2.2.1.3.1.2 Wetlands:

While wetlands constitute a significant proportion of the total land area in Ngora, their total area in term of acreage is not certain but they remain significant. This necessitates carrying out detailed wetland inventory. However, some wetlands in Ngora are of international importance like wetlands of Lake Bisina (Ramsar) while others are of local and national importance. Poor paddy rice cultivation up to the buffer zone, overgrazing and settlement in wetlands are key threats to wetlands. While the laws exist, many stakeholders especially do not know their role in wetlands management. This makes wetlands management more difficult. To improve on the situation there is need for extra support from NEMA and Ministry of Water and Environment.

The rate of wetlands degradation is rampant mainly in all the 5 LLGs in Ngora District and this is attributed to poor paddy rice cultivation. To address district specific issues in Ngora, the district has already started the process of developing Wetland ordinance but due to little funds the process has delayed to be completed, hence this could be the only hope to improve the situation of wetlands and other natural resources in Ngora. However, there is need to formulate and pass wetlands bi-laws at Sub-county and village levels to address wetland specific issues at all level. Many water sources (especially spring

wells) have either died or the water yield has significantly reduced. This will affect achievement of MDG 7.

While fewer people are involved in wetland degradation, the impact of their activities in wetlands have contributed to big community problems like reduction in water yields and decreased area for livestock grazing to mention a few. Claiming wetland ownership by some individuals that some time results in conflicts among communities has worsened wetland management in Ngora.

2.2.1.3 HIV/AIDS Situation Analysis

2.2.1.3.1 Analysis of the Magnitude of HIV/AIDS in Ngora

The HIV epidemic in Ngora district is profoundly heterogeneous by gender, geographic area, socio-demographic and economic activities. Prevalence is generally high for women than for men in the reproductive age-group i.e. 3.7% for 15-49 years, with the pattern reversing after the age of 50 years where HIV prevalence is slightly high among men than women. Other population groups that had disproportionately higher HIV prevalence included currently married, widowed, divorced or separated individuals, people with other STI's, Un circumcised men, and women in the highest wealth quintile. Other groups that have been found in other studies to be associated with higher HIV prevalence include taxi brokers, boda-bodas, fishermen, etc.

2.2.1.3.2 Analysis of Drivers of the Epidemic

Implementing an effective HIV prevention program requires information of the factors driving the HIV epidemic in Ngora district. In changing epidemics, the population attributable risk of behavioural and biological factors varies with either stage of the epidemic, for instance in mature epidemics, substantial transmission occurs during HIV discordant married couples who may not be helped by the first generation. There is the aspect of EMTCT which in the early years of the epidemic was not thought of. In the financial year 2013/2014 some of the indicators captured was as follows:

- Total number of pregnant women tested was 5668
- Total number of pregnant women tested positive to HIV was 102
- Total number of pregnant women given ARVs was 102(EMTCT).
- Total number of those counselled was male 9971 and female 21,064
- HIV/AIDs positive cases with confirmed TB are male 6and female 8
- Individuals above 18 years who are eligible for ART are 5433

2.2.1.3.3 HIV Voluntary Counselling and Testing (HCT)

These services are offered in all health facilities and outreach VCT teams were often overwhelmed by the high number of clients requiring counselling and testing services. The package of the service focuses on primary prevention of HIV/AIDS and use of drugs in HIV infected pregnant mothers (option B⁺) which now exist in Ngora district. EMTCT is a core HIV/AIDS service and it is available in health centres III and IV.

EMTCT this is a core HIV/AIDS service and it is available in all health centres. The socio-cultural factors limiting EMTCT use in Ngora include:

- Lack of or limited male involvement in EMTCT programs.
- Stigma and discrimination that limit utilization of a valuable service.
- Include limited linkage with other programs so that infected women continue to get unplanned pregnancies.
- Supplies like test kits and drugs at times are in short supply.
- Increased prevalence of HIV/AIDS due to absence of a coherent strategy to control the disease.
- High rates of discordance in marriage and unstable sexual relationships.
- High level of complacency.
- Inability to provide home based care.

More so, the prevailing programs do not adequately address infant feeding issues in terms of technical guidance. The drivers of the HIV epidemic in Ngora can be categorised into these factors namely:

- Proximate risk factors such as biological factors that increase the problem that HIV transmission occurs during sexual intercourse.
- Behavioural or other factors that increase the problem that an individual comes into contact with an HIV infected partner
- Contextual factors that increase the vulnerability of individuals to either engage in sexual behaviours or other activities that increase the problem of getting into contact with HIV infected individuals.

2.2.1.3.3.1 Laboratory Services

Laboratory services in Ngora hospital are improved and well equipped with malaria slides, sputum Microscopy and Syphilis tests facilities,, HIV/AIDS, CD4 test facilities are existent in the hospital and Ngora health centre IV .

Other services offered include TB control and management services at community based level where CB-DOTS are treating these patients within their communities, opportunistic infections management, STI Management and preventive, Palliative Care Home Based Care and referred services are handled in the health facilities and also by community organization.

There are still challenges even in carrying out interventions and designing projects. HIV/AIDS Continues to be one of the biggest obstacles to reducing poverty and attaining the PEAP goals. The capacity to respond at all levels depends on strong leadership, allocation of adequate resources, coordination of Planning and promoting a best practice approach. The key challenges include sustaining (and increasing) the levels of resources allocated to HIV/AIDS activities, maintaining workplace coherence and coordination across all levels of support; building capacity to respond and promoting best practice and lesson learning.

Although prevention should encompass multiple integrated elements, including links to expanded treatment access changing or maintaining of behaviour aimed at risk avoidance and risk reduction must remain the cornerstone of HIV prevention. The identification and direct involvement of most people at risk and marginalized population is critical because they account for a large proportion of the infected.

Another challenge is that there is still poor response by men towards VCT and EMTCT services. Programmes should be designed to bring men on board otherwise the LG efforts to avert the pandemic might bare less fruits.

2.2.1.4 Nutrition

Situation and problem Analysis

Uganda has made progress in reducing HIV, Malaria, and tuberculosis; produces sufficient food nationally to meet the needs of its population; and has experienced a significant reduction in poverty levels, from 39 percent in 2002 to 23 in 2009-2010. However, the levels of malnutrition among women and young children have improved only minimally and some indicators, like micronutrient deficiency, have even worsened over the past two decades.

Among women of reproductive age, over 12 percent were found to be underweight in 2006, with a body mass index (BMI) of less than 18.5kg/m². Iron-deficiency anaemia remains the most serious micronutrient faced by Ugandan women. In addition, Uganda is faced with a double burden of malnutrition – the increasing co-existence of obesity and malnutrition in communities across the country.

The 2006 UDHS showed high levels of overweight among women living in urban centres, as well as in many rural areas of Western and Central regions.

2.2.1.4.1 Causes of malnutrition

There are several interacting causes of child malnutrition in Ngora ranging from policy issues to immediate household conditions to underlying community and cultural situations. The immediate causes of child malnutrition in Ngora are two-fold: Inadequate dietary intake resulting from suboptimal maternal and infant feeding practices and the high disease burden resulting from malaria, diarrhoeal disease, and acute respiratory infections. There are three broad underlying causes of inadequate dietary intake and the high disease burden.

- Household food insecurity (mainly related to poor access to the range of food needed for a diversified diet). An added element of this is that the foods that households frequently consume are relatively deficient in micronutrients. Seasonality in food production, variable food prices, and seasonal earning patterns exacerbate the instability and the poor quality of the diet the household consumes through the year.
- **Inadequate maternal and child care.** Care-related constraints lead to both inadequate dietary intake and a high disease burden in young children. These constraints include the heavy workload that women as primary caregivers in the household must shoulder every day. Women do both farm and household chores and might engage in small business activities, while also being responsible for the continual care of the children and other dependants within the household. Frequent births limit a woman's ability to properly care for her infant and other young children, while also regaining her own health. In addition, social dislocation in many households and communities in Uganda has led to changes in traditional gender roles and increased family breakups. These changes tend to worsen the quality of the nutrition and health care women and young children receive.
- **Poor access to health care and a healthy environment.** In far too many cases, young children do not live in a healthy environment with good access to toilets and other sanitation services, a reliable safe water supply, and effective health facilities and services, including nutrition services such as micronutrient supplementation and nutrition education.

2.2.1.4.2 Consequences of high malnutrition

a) Malnutrition kills Ugandans each year

- Low birth weight is rampant in Uganda. Over 16,000 children who were born weighing less than 2.5kg died in 2009. Other forms of malnutrition were associated with more than 67,500 child deaths in 2009.

- Anaemia affects 49 per cent of women. Without any intervention, 15,000 mothers will die of anaemia-related causes between 2006 and 2015. One in three of these deaths could be prevented if we doubled our coverage of iron supplementation among pregnant women.

b) Malnutrition significantly reduces agricultural productivity

- In the agricultural sector, Uganda's main employer, over US\$34 million worth of productivity was lost in 2009 alone due to iron deficiency anaemia in the adult population. Other losses to agriculture occurred as a result of time lost due to illness associated with other types of malnutrition or time lost while dealing with family illnesses or deaths associated with malnutrition.

c) Malnutrition contributes to poverty in Uganda

- Uganda loses US\$ 310 million worth of productivity per year due to the high levels of stunting, iodine deficiency disorders, iron deficiency, and low birth weight.
- Malnutrition is expensive to treat. For instance, treating severe acute malnutrition costs more than US\$120 per child.
- Malnutrition contributes to a loss of about 4.1% of the gross domestic product (GDP) per year.

d) Malnutrition affects education and installation potential of schoolchildren.

- Between 2006 and 2015, iodine deficiency disorders will cause 19,300 children to be born as cretins and 543,000 children to be born with mild or moderate mental disabilities.
- Stunting causes children to start school late because they look too small for their age. In 2006, one in four 7-year olds had not started school, even with the Universal Primary Education Programs.
- Stunting will also be a cause of absenteeism and repetition of schools years.

As the causes and consequences of malnutrition are multi-dimensional, effectively addressing the problem requires an integrated approach with broad cross-Sectoral political support. While cross-Sectoral coordination increases the challenges in implementing effective programmes, these challenges are not insuperable, particularly if effective leadership is brought to the issue.

2.2.1.5 Climate Change

The variation in weather patterns has drastically change due to different activities by man that has contributed to the negative effect on the environment as such the rainfall pattern has also changed compared to the past years in Ngora district, loss of soil fertility, desertification and continues prolonged droughts.

2.2.1.5.1 Key issues to note under climate change

- Total destruction of the existing natural tree covers.
- Conversion of wetlands all over the district.
- The degradation of wetlands leads to decrease in water table or yield of water.
- Land degradation through soil erosion and loss of soil fertility and production has a negative impact on sustainable land management.
- Increasing soil erosion and loss of soil fertility, which in turn affects the productivity and sustainability of agriculture on which over 80% of the population of Uganda depends.
- Increasing pressure from high population and economic growth rates and unsustainable development.
- Lack of appreciation of individuals and or institutional role in environment and natural resources management.
- Poor /law attitude towards environment and natural resources involvement in managing resources.

2.2.1.5.2 Objectives

- Integrate practical action into the district development plans and programs for management and conservation of the environment.
- The district should be able to review on-going plans and programs from an informed point of view and identify practical actions.
- Appreciate the best practices for sustainable environment and natural resources management.
- Understand the basic requirements for successful implementation of actions.

2.2.1.5.3 Best practices for environment and Natural resources management in Ngora district

- Enhance opportunities for improved environment management and sustainable use.
- Requires optimizing local participation in resource management
- Access to available natural resources.
- Promoting gender-sensitive participation of communities and other stake holders in resource management, and a cautious drive to maintaining a healthy and rich natural resource base.

2.2.1.5.4 Practical actions to fight climate change issues

- a) Action to increase tree cover in Ngora district. These shall include:
- Protection of natural forests
 - Enrichment planting
 - Agroforestry practices like boundary planting, Avenue planting, woodlots, shade trees, compound trees and agro- silviculture.

- Use of energy –efficient technologies, promotion of alternative sources of energy.
 - Efficient resource utilization and value addition.
- b) Actions to manage wetlands and land resources.
- Wetland protection and restoration.
 - Adaptations of sustainable land management practices like afforestation, reforestation, revegetation, rehabilitation of range lands etc.
- c) Actions for adaptation to climate change-this include
- actions for protection and management of natural resources,
 - Management of urban and industrial developments
 - Coping strategies like soil conservation, food preservation, water harvesting, alternative livelihood system.

2.2.1.5.5 Basic requirements for successful implementation of the environment management actions

- Clear division of roles and responsibility among stakeholders/ players at local government level.
- Availability of funds to implement activities.
- Radio talk shows on dangers of environment destruction and its significant effect on livelihood.
- An effective and consistent devolution of powers together with commensurate resources
- Commitment to environment and natural resources management.
- Community sensitization on environment management and living by example.
- Integration of environment activities in all sector programs and projects at the district.

2.2.1.6 Disaster Preparedness and Management

The district disaster preparedness and management committee has to coordinate the disaster preparedness and management interventions at the district and lower local governments.

Mission: To create an effective frame work through which disasters preparedness and management is entrenched in all aspects development process, focusing on saving lives, livelihoods and resources.

Goal: To establish institutions and mechanisms that will reduce the vulnerability of the people and their property to disasters.

2.2.1.6.1 Objectives

- To integrate Disaster Preparedness and management into the DDP.
- To generate and disseminate information on early warning

- To promote timely, coordinated and effective emergency and responses at all levels.

2.2.1.6.2 Key coordination structures with their roles and responsibilities'

This shall include: The district disaster policy committees comprising of DEC, RDC, RPC, DPC, DISO a representative of the army and the Mayors/LC3 Urban chairpersons of Town councils whose roles and responsibility are;

- Policy direction.
- Coordination.
- Monitoring.
- Authorize expenditure.

District disaster management committees comprising of all HOD, CSOs operating in the district, the DPC, representative of the UPDF

Roles and responsibilities

- Assessment, Planning, Implementation, Resource mobilization, Information dissemination, Emergency response /setting up and formation of bye laws on issues like bush burning.

Sub-county Disaster Management Committees (SDMCs) and Village Disaster Management Committees (VDMCs)

Roles and responsibilities

- Provide vital information on risks/Hazards in their localities.
- They can effectively disseminate early warning messages to residents provided by DDMCs.
- They can use their local knowledge in determining Hazards events.
- Putting in place village bye laws on Disasters and measures to address disasters.

Actions by Local Government in the implementation process

- Ensuring communities report any form of Hazards in their area.
- Working with sub counties and the communities to develop Hazard profiles.
- Ensuring bye laws are put in place to address issues of Hazards.
- Local councils at all levels should put in place disaster preparedness and management plans.
- Local Governments should ensure awareness and education on managing some Hazards, before they become disasters.
- Training village volunteers in disaster response

2.2.1.7 Good governance and anti-corruption

2.2.1.7.1 Strategic Objectives

1. To strengthen the participation of non-state actors in fighting corruption in Ngora district.
2. To enhance mechanisms, systems and procedures for ethical conduct and integrity in Ngora district L.G.
3. To improve oversight and enforcement functions of Ngora District Local Government.
4. To enhance financial, procurement and human resource management capacities of Ngora District Local Government to fight corruption.
5. To strengthen the use of legal and policy framework for fighting corruption in Ngora District Local Government.

2.2.1.7.2 Outcomes

- a) Increased public access to legal and policy instruments that promote civic participation.
- b) Effective civic participation and awareness
- c) Codes of conduct and standing orders understood and actively in use in Ngora District Local Government.
- d) Ngora District Local Government Executive, management and institutional oversight enhanced.
- e) Financial management improved in Ngora District Local Government.
- f) Procurement management improved in Ngora District Local Government.
- g) Human resource capacity strengthened.
- h) Implementation of Legal and policy framework strengthened.

Indicators of functional Good Governance and Anti-corruption Strategy

- a) CSO provide positive feedback
- b) Active participation of CSOs in assessments
- c) Positive feedback from media and media participation in GGAC.
- d) Positive feedback from private sector and society.
- e) Existence of an abridged version of annual performance statement at the HLG.
- f) Complaints desk setup, staffed and functional.
- g) Public service standing orders accessible to all public officials.
- h) Self assessment workshops held.
- i) Activity based budgeting, accounting and reports are operational.
- j) Contracts management guidelines utilized.
- k) Information management systems fully functional.
- l) Internal Audit fully functional and utilizing the audit manual.
- m) LG financing policy developed and approved.
- n) Simple disciplinary and grievance procedures in operation.

- o) Increased percentage of cases disposed of by management.
- p) Procurement information and plans, and reports displayed in public places.
- q) Active stakeholders' participation in the procurement process.
- r) Performance bonds guidelines.
- s) Percentage key posts filled at district and sub-county levels.
- t) Training executed in accordance with the training needs analysis.
- u) Staff being appraised in accordance with Ministry of Public Service and District Service Commission procedures.
- v) Key resource materials availed at district and sub-county level.

2.2.1.8 Human rights

A human right is universal moral; something which all people, everywhere, at all times ought to have; something of which no one may be deprived without a grave affront to justice; something which is owing to every human being simply because he or she is human.

Human Rights are rights that belong to every individual or person by virtue of being human. Whether man or woman, boy or girl, all enjoy them simply because they are human beings.

Human rights are enjoyed on the basis of non discrimination and equality. They consist of the basic standards without which people cannot enjoy/ realize heir inherent dignity which is fundamental to human beings.

Although human rights were principally defined and codified in the 20th Century, human rights values are rooted in the traditional values and religious teaching of almost every culture – the Bible, Hindu, Koran, Babbylonia Code of Hammurabai – all of which address questions of people's rights, duties and responsibilities.

Therefore modern human rights movement has its origins from the above and in other humanist traditions of the Renaissance, the historical struggles for self determination, independence and equality. This should not go without mentioning philosophical contribution of philosophers like John Locke, Rousseau, Karl Marx and Lenin. The enactment of bills such as Magna Carta in England in 1215, the French Declaration of Rights of Man and Citizen, 1789, the English Bill of Rights, the American Declaration of independence and the American States Bill of Rights. The German Weimer Constitution 1919, the Declaration of Rights of 1941 and the Universal Declaration of Human Rights of 1948 tremendously contributed to the modern concepts of human rights.

Need for human rights as:

- Protection of all persons (the weak and vulnerable)
- Maximization of people's full potential
- Ensuring equality and non discriminations
- Ensuring stability and development of countries
- Ensuring universal standards of acceptability (cultural relativism)

Characteristics of Human Rights

To clearly understand these rights one should understand the characteristic of human rights. These are:

- Human rights are **universal**: They belong to every human being, whether black or white, woman or man.
- Human rights are **inalienable**: You cannot lose these rights as long as you are a human being- without a valid legal reason. The reason for losing your rights should be legal i.e. should be provided for under the law.
- Human rights are **inherent**: They are the birth right of every human being. No one has to earn or deserve human rights.
- Human rights are **indivisible**: All human rights are equally important. You cannot be denied a right because someone decides that it is less important or non-essential. All human rights stand together.
- Human rights are inter-dependent: All human rights support each other, they are inter- related. Each give meaning to each other: for example denying a person a certain right affects a chain of the right to others e.g. denial of the right to food may lead to death, thus affecting one's right to life.

Categories of Human Rights

Human rights have been classified as

- a) First generation rights, which include civil and political rights
- b) Second generation rights, which include economic, social and cultural rights
- c) Third generation rights, which are collective rights and include the right to a culture, development, self- determination, a healthy environment, and the right to benefit from human kind's common heritage

Types of rights

- a) Civic and political rights: These are rights which protect the individual from arbitrary exercise of power by the state. They call upon the state to refrain from certain actions against the individual

so that the individual can pursue freedom and happiness. Examples of civic rights: Right to life; freedom from torture; right to a fair trial; presumption of innocence.

Examples of Political rights: freedom of expression; speech; freedom of association and assembly; the right to vote. This category is enjoyed virtue of one's belonging to a certain community. For example, in Uganda only citizens vote for the president of the Republic of Uganda.

- b) Economic, social and cultural rights: These are concerned with the material, social and cultural welfare of the person. They are called positive or distributive rights – they require the state to progressively do certain things to ensure the provision of social goods and services e.g. housing, food, education, social security.
- c) Collective or solidarity rights; these are rights that belong to society as a group. They are important for the proper functioning and enjoyment of the whole society. Examples: the right to peace; the right to a clean and healthy environment; the right to development. It also refers to the right of a group e.g. women, children, persons, with disability. This is the most recent category and demonstrates that human rights are evolving.

Limitation on Human Rights

Enjoyment of human rights is not absolute. They may be subject to limitations and this has to be done by law and must be necessary and acceptable in democratic society. Limitation should not discriminate against anybody. However there are rights under Article 44 of the Constitution of the Republic of Uganda 1995 that are not restricted. These are known as non-derogable rights.

The following are non-derogable:

- Freedom from torture, cruel, inhuman or degrading treatment or punishment
- Freedom from slavery
- The right to a fair-hearing
- The right to habeas corpus (i.e. right to request court that a detained person be brought before court)

Principles upon which Human Rights may be restricted

- To require every person, group or organ to respect the rights of others: in the enjoyment of one's right, one should not violate the right of another

- To protect public interest, public order or public morality or public health
- Restriction must be by law

Laws providing for human rights

Various specific human rights (e.g. economic, social, and cultural rights, women's rights, children's rights, environmental rights, rights of minorities, employees, e.t.c) have been protected under specific human rights instruments.

These instruments include the following:

- UN Charter, 1945 –Article 56 makes it necessary for all signatories to respect and promote human rights
- Universal Declaration of human rights (UDHR), 1948 – the declaration specifies a common standard of achievement for all nations of the worlds and a number of UN bodies are responsible for implementing its contents.
- International covenant on Economic, Social and Cultural Rights (ICESCR), 1966
- International covenant on Civil and Political Rights (ICCPR), 1966
- International Covenant on the Elimination of all Forms of Racial Discrimination (CERD), 1965
- Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), 1979
- UN convention on the Rights of the Child (CRC), 1989
- Convention against Torture and Other Cruel, inhuman or Degrading Treatment or Punishment (CAT), 1984
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW), 1990
- International Convention on the Protection of All Persons from Enforced Disappearance, 2006
- Convention on the Rights of Person with Disabilities (CRPD), 2006
- Regional convention such as the European Convention on Human Rights (ECHR), the American Convention on Human Rights(ACHR), and the African Charter on Human and People's Rights(ACHPR)

At the national level, in Uganda, most of the provisions of the International Bill of rights are to be found in Chapter 4 of the Constitution and therefore legally guarantee the enjoyment of these rights in Uganda.

Constantly evolving /growing of human rights

- Human rights are constantly evolving. For example environmental degradation was never recognized as dangerous at the time of the UDHR in 1948. Today “safe environment” has become a human right, there is business and human rights among others
- Again in all early human rights documents women and men were referred collectively as “man” with no consideration of the social needs of women. Today that is not the case and rights belonging to women have been specifically recognized in human rights.

Criteria for identifying a human rights abuse

It is always important that people understand human rights in order to be able to know that certain rights have been violated. There are some guiding questions needed for one to be able to identify a violation on human rights. One should clearly look at the event taking place and ask: does the alleged incident constitute human rights violations? To answer this one should be able to know the specific definition of alleged human rights violations and the evidence required to determine whether it constitutes a human right violation.

There are certain ingredients that are required to prove a violation. For example: torture is the intentional infliction of severe pain or suffering, whether physical or mental on a person by or with acquiescence of the state official for purposes of extracting information or a confession or punishment. In this example, a person should look for the following;- Severer pain, inflicted by govern official for punishment or for purposes of obtaining information

Responsibility for protection and promotion of human rights

Government or state: - human rights are not gifts at the pleasure of governments: - governments should not withhold them or give them to some people but not others. When they do, they violate rights and should be held accountable.

Individual

Every individual is a beneficiary of human rights. The enjoyment however calls for responsibility. The individual has the duty to know and teach human rights.

Every individual must respect human rights, challenges institutions and demand accountability in the case of human rights abuses.

Other responsible bodies

Every organ of society including corporations, NGOs and educational institutions share the duty for the provision and protection of human rights.

Challenges

However, human rights in today's world are faced with serious challenges arising from:

- Advancements in science and technology, problems include; sophisticated machinery, internet (access to illicit information e.g. pornography), medicine (organ transplants from both the living and the dead) and many others.
- Feeble justice systems in which perpetrators cannot be brought to book because of political considerations, power equations.
- Cultural relativism (differences in religion, culture)

Conclusion

The promotion and protection of human rights is a challenge to everyone. It is important to understand these rights as well understanding duties. The enjoyments or all rights call for the performance and fulfillment of duties and obligations. Individuals should be encouraged to defend and respect human rights.

2.2.2 Budget allocation vis a vis the cross cutting issues

In Ngora district cross cutting issues are embedded in the activities for example if Works and technical Services department is working on a road, a sensitization is done on the entire cross cutting issues on the communities along the road. The community is sensitized on HIV/AIDs, malnutrition, human rights, good governance and all the rest. While all the activities are being planned and budgeted for cross cutting issues are incorporated in the activities. There is no stand alone budget per se to handle cross cutting issues since funds are inadequate.

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

The District POCC has been made after looking at all the sectors. This can be called a Consolidated POCC for all sectors POCC Analysis.

2.3.1 Management and Support Services POCC Analysis

Potentials

Ngora district has comparatively adequate infrastructure in place i.e. fairly good road network, office accommodation and stores at the district and sub county levels, electricity, clean water, radio station and mobile telephone connectivity.

The district is endowed with work force with almost all critical positions filled with professionals who are very crucial in the implementation of government programs especially the decentralization program. This

enables the administration co-ordinate and control activities planned for the provision of goods and services.

With a well-established political organ in the form of District Council, the administration enjoys the political will and support which enables it to perform its functions appropriately.

The Management services department is also strengthened by the existence of statutory organs (boards and commissions) which perform specific functions that in turn enables the administration implement government and district council policies effectively and efficiently.

The management function is also strengthened by the support from Central Government in terms of specific releases/grants, programs, projects and other interventions which facilitate the administration to co-ordinate the provision of social services to the local population.

Constraints

- Inadequate or lack of capacity at the Sub-county level to handle the demands of decentralized services and funds both from the Central Government and District Local Government. In a bid to address this capacity gap, Management services therefore has a tremendous burden to constantly and deliberately monitor and mentor the LLGs.
- Extreme difficulties faced by the LLGs in the mobilization of local revenue especially graduated Tax whereby well over 50% of local revenue is often not collected-thus there is a small revenue collection.
- Inadequate funds which have their negative multiplier effects on (a) effectiveness of the coordination of the various programs/activities and (b) capacity building to handle the complex decentralized services.
- Weak disaster preparedness and emergency response especially at the LLG levels.
- Maintenance of infrastructure and assets not appropriately addressed.

Opportunities

- The coordinating role for all the activities of the departments at the LG level as well as CG programs and NGOs is a great opportunity.
- The function of co-ordination enables the management services department to maintain linkages with key institutions, organizations and government establishments both at the LG, CG as well as international levels

- The handling of all the CG transfers/grants as well as grants/donations from International Organizations/ NGOs gives an upper-hand in the proper steering of the development process in the District.
- There is that ability to harness huge resources from IOs, NGOs, CBOs and the private sector in general for development by utilizing the infrastructure in place more especially the Districts' office accommodation facilities, stores, transport (either letting out or just granting them for use free of charge for the duration of their program)
- Being the District civil service head, management services department is able to facilitate the improvement in efficiency, effectiveness and productivity through the appropriate management of the human resources function.

Challenges

- Poverty: Well over 60% of the total population is living in abject poverty as they are all living in IDP camps and solely dependent on humanitarian assistance. This has serious implications on management services.
- Food insecurity: there is a looming threat of famine especially due to the fact that people whether has not been good. The negative implications are all but obvious.

2.3.1.1 Human Resource POCC Analysis

Potentials

- Well qualified staff
- Have computers though need updating/maintenance.
- Salaries paid by the 28th day of the month.
- Capacity Building Plan in place and being implemented.
- Staff computerized in the payroll.

Constraints

- Limited opportunities for promotion.
- Lack of local revenue reflects in lack of funds for operations, especially that the section has no conditional grants from the centre directly.
- Limited tooling level especially in records management section.
- Lack of maintenance budget/plan.

Opportunities

- The new responsive structure.
- Capacity building grants availability under LGDP II.
- Rich labour market.

Challenges

- HIV/AIDS effect on the human resource.
- The stringent condition set for the use of capacity building grant by the Ministry of Local Government.
- Accumulated pension/gratuity arrears.
- Less unconditional grant than wage bill
- Condition for filling only critical post on structure set by the centre.

2.3.2 Finance POCC Analysis

Below is a presentation of the POCC analysis result for the finance department. It is important to have this analysis in order to focus the issues realized in the departmental strategies, objectives and activities.

Potentials

- Key posts in the department are filled
- Final accounts produced to date
- Steady increase in central government transfers
- Most staff are pursuing professional courses (CPA, ATC) under the Ministry of Finance.

Constraints

- Narrow revenue base
- Accounts are still being prepared manually at the sub-counties
- Lack of transport facilities at both the District head office and sub-counties
- Low budget ceilings for planned activities due to inadequate funds.

Opportunities

- Electronic Fund Transfer (ETF) has been rolled out to the district
- Strengthening links with NGOs shall provide a wider range of opportunities
- Ministry of Finance is sponsoring professional courses like CPA/ATC

Challenges

- Demand by donors for co-funding may over stretch the local revenue

- Inadequate funding of capacity building may leave the local governments over stretched in handling development initiatives
- Inadequacy of the 20% provision of local revenue for council threatens implementation of other activities
- Short falls of releases of central government transfer
- Shortfalls in local revenue collection
- Government intention to stop funding graduated tax compensation

2.3.3 Council, Boards and Commissions POCC Analysis

Potential

- Several meetings, trainings and workshops held
- Council has been functioning well in accordance with the constitution and the relevant laws to direct the affairs of the district
- There has been good working relationship and environment between policy makers and implementers, i.e. team work is prevailing
- District Public Accounts Committee and District Land Board members in place.
- Several reports tabled in council and presented by various sectoral committees and adopted

Opportunities

- Local government structures (political and civil) are in place
- Capacity building opportunities for councilors and technical people
- Relevant laws for local governments in place
- Good policies on governance and decentralization can help strengthen council
- ULGA support and structures

Constraints

- Poor information flow within the council and among the council members and lack of capacity to formulate bye-laws and ordinances
- Poor supervision of lower local councils by the district council
- Inadequate financial resources

Challenges

- Twenty percent local revenue on collections of previous financial year is not enough to run council activities, hence meetings might not take place

2.3.4 Production and marketing POCC analysis

Potentials

Production of:

- Fruits e.g. citrus and mangoes
- Oil crops e.g. sunflower, groundnuts, simsim
- Food security crops e.g. cassava, sweet potatoes, sorghum, rice, millet etc
- Dairy products (Beef, Poultry, Piggery, Apiary)
- Fish farming/aquaculture

Opportunities

- Construction of the Fruit Factory in Soroti that will provide market for fruits farmers
- Favourable climate for agro production
- Market availability locally and outside the District
- Security/stability of the political environment that favours Agro production
- Supportive Government policies on farming as a business
- Support from Development Partners operating in the district
- Availability of land and water bodies that can support agro production and fisheries
- Availability of labor/farming population and extension/technical services from Production sector
- Nearness of the Research Organization (NASARRI) that can support improvement of agriculture in the region

Constraints and Challenges

- Pests and Diseases
- Climate change
- High cost of inputs/agrochemicals
- Lack of agricultural finance
- Counterfeit inputs and agrochemicals in the markets
- Low staffing levels
- Farmer attitude
- Use of poor agronomic practices and technologies
- Environment /Natural Resources destruction

- Declining soil fertilities
- Poor/uncoordinated/fluctuating market of agro products
- Lack of value addition
- Inadequate agricultural infra-structure
- Poorly functioning regulatory services
- Low funding of the Sector
- HIV/AIDS

2.3.5 Health POCC Analysis

Issue to be addressed	Potentials	Opportunities	Constraints	Challenges
Health workers and motivations	<ul style="list-style-type: none"> • 63% approved post filled 	<ul style="list-style-type: none"> • New H/W's qualifying every year • Capacity program in MOH is supporting the districts in recruitment planning • Implementing partner(Baylor - Uganda)is supporting the district to recruit contract workers 	<ul style="list-style-type: none"> • Inadequate staff houses • Fewer staffs ratio to populations served • Inadequate funding to invest in infrastructures dev't • Low salaries 	<ul style="list-style-type: none"> • Recruitment process long • Gross absenteeism • Poorly motivated health staff
Low health services coverage	<ul style="list-style-type: none"> • One laboratory refurbished, upgraded and equipped with modern equipments • One theatre refurbished to provide EmOC 	<ul style="list-style-type: none"> • Political will and good national policies/strategies • Supplies from the National level still available • Public private partnerships 	<ul style="list-style-type: none"> • Lack of equipment to functionalized new HC's • Inadequate trained health workers • Lack of supplies for ICCM implementations • Low health literacy rates among the populations 	<ul style="list-style-type: none"> • Bureaucracy process requisition • inadequate/delayed release of funding • Reducing numbers of health partners • Low functionality of HUMC
Poor environmental sanitation and outbreaks of diseases	<ul style="list-style-type: none"> • 100% VHT coverage • Trained health staff skilled in this area • Skilled trainers present 	<ul style="list-style-type: none"> • Political and community support maintained • Availability of partners interested in scaling up CLTS • USF support • VHT's strategies 	<ul style="list-style-type: none"> • Weak coordination of partners with health department in sanitation • Inadequate funding for this csector • Securing supplies to support VHT operations 	<ul style="list-style-type: none"> • Inadequate supervision of VHT's • EPR task force not meeting regularly • Low functionality of the VHT coordination structures
Revitalisation and expansion of immunisation coverage	<ul style="list-style-type: none"> • Experienced cold chain Technician • Availability of skilled workforce 	<ul style="list-style-type: none"> • Political, cultural and community support • support by UNICEF/GAVI • 100% VHT 	<ul style="list-style-type: none"> • Replacement of old fridges • Lack of new fridges • Inadequate gas cylinders • Lack of cold chain assistant at HSD 	<ul style="list-style-type: none"> • Inadequate storage facility of vaccines at DVS • inconsistent power supply • Lack of daily static units at HU's • Inadequate/targeted community

		<ul style="list-style-type: none"> coverage Churches, mosque, and gathering for mobilisation 	<ul style="list-style-type: none"> Occasional stock out of immunization supplies Inadequate/inconsistent supply of child health card & TT cards 	<ul style="list-style-type: none"> mobilisation Poor maintenance of transport facilities Poor/unwillingness of participation of trained health workers Inadequate supervisions
Inadequate staff houses	<ul style="list-style-type: none"> Available land for expansions of health facilities building 	<ul style="list-style-type: none"> PRDP support to PHC development NUSAF support maintained 	<ul style="list-style-type: none"> Inadequate funds No lighting in rural health units Land encroachment and disputes Not all health facility land surveyed 	<ul style="list-style-type: none"> Delays by contactors to complete works awarded to them
Lighting of health centres	<ul style="list-style-type: none"> Renewable energy potential (solar) 	<ul style="list-style-type: none"> Interest in this areas by some development partners Rural electrification scheme PRDP support 	<ul style="list-style-type: none"> No funding 	<ul style="list-style-type: none"> Limited financial allocation to have lighting prioritised Theft of solar panels in public assets
Access to Maternal health services	<ul style="list-style-type: none"> Trained health workers/midwives are available in all of HU's Equipments available Supplies of contraceptives is regular Doctors available to perform EMOC Theatre refurbished and equipped 	<ul style="list-style-type: none"> Regular supplies by NMS Government and donor advocacy 	<ul style="list-style-type: none"> Inadequate funding for fuel and maintenance of ambulance for referral of mothers Poor states of road networks 	<ul style="list-style-type: none"> Low funding Low uptake of maternal services Low male involvement Perceived negative attitude of H/W's to mothers
Health information management and utilisation	<ul style="list-style-type: none"> HMIS database available Biostatistician and health information assistants available to analyse data Computer system available 	<ul style="list-style-type: none"> Review of HMIS by MOH to capture more information on health determinants Occasional support by partners 	<ul style="list-style-type: none"> Various data collection tools in use by different partners Reporting by partners 	<ul style="list-style-type: none"> Putting health information in a simple, easy to understand manner, distribution/dissemination of information regularly Low interest by H/W's on data they generate No internet connectivity to enable easy sharing of information/publicity Some partner still use parallel data collection tools Delays in submitting implementation report
Efficient and effective drugs and medical supplies management system(EMHS)	<ul style="list-style-type: none"> Experienced supply officer available 	<ul style="list-style-type: none"> New bigger store is under construction/near completion Fairly regular supplies of EMHS 	<ul style="list-style-type: none"> District drug store not available Inadequate quantities of EMHS supplied Inadequate storage facilities Delays by NMS to supply EMHS. 	<ul style="list-style-type: none"> Theft of EMHS Offloading of EMHS at district not planned Absence of a dispenser in the all district Slow process in initiating construction of District Drug Store

2.3.6 Education and Sports POCC analysis

Development Issue	Potentials	Opportunities	Constraints	Challenges
Infrastructure/ Teacher accommodation in Schools.	Development Partners/ Parents	Construction materials Royalties.	Data on Infrastructure	Hard to reach Island. Dependence on central government funding.
Functionality of Governance Committees	Appointed & Trained SMCs, BOGs.	Foundation Bodies & Sector representation (Vision & Mission)	Attendance to meetings; Implementation of Decisions.	Qualifications of SMCs.
Discipline in Schools (Pupils/ Teachers/Hostile Communities)	School Rules, Prefects, LCs PTA, SMCs, Foundation Bodies, LG authorities	Children's Rights & Responsibilities. Teachers Code of Conduct. Education Act.	Structures, Frameworks, Roles & Responsibilities	Automatic Promotion Policy etc.
School Feeding	Supportive Political Leadership	Favorable weather, land.	Visionary School Leadership	UPE Ideology
Reading & Writing	Qualified Teachers	UNEB Examiners, ETOP, Ateso Orthography	Weakened Cultural Institutions (Akogo, Ajosi)	Thematic Curriculum
HIV/AIDS	NGOTAAG, Workplace Policy	NAPHOFANO	Teachers opening up.	Individual Differences.
Support Supervision & Inspection	School Inspection Grant	Associate Assessors, DES	Synthesized Reports.	DES directed activities. Deadlines.

2.3.7 Natural Resources

Potentials

- Existence of qualified Human Resource to handle environmental conservation.
- Supportive Communities to register their interests on land to minimize land disputes.
- Political environment to harness conservation initiative (ordinance).
- Willingness of communities to take on conservation issues.
- Planned urban settlement.

Opportunities

- Availability of development parties to support the district on climate change.
- Increased urbanization to ease pressure on land.
- Natural resources degradation a threat to all which calls for collective responsibility.
- Government support through funding (PRDP, LGDSD etc)

Challenges

- Inadequate funding
- Political pronouncement which are counterproductive to environmental conservation.
- Shortage of staff.
- High population growth leading to increased environmental degradation.
- Poor attitude by communities towards conservation of environment.
- Mushroomed unplanned growth Centres.

- Lack of registered interest on land leading to land disputes.
- Lack of alternative sources of energy.
- It is hard to quantify the impact of environmental challenges in the communities.

Constraints

- Lack of transport to the staff.
- Lack of office and field equipment.
- Inadequate capacity to cope up with changing environmental conditions.

2.3.8 Works and Technical Services POCC analysis

Potentials/ Necessary Abilities <ul style="list-style-type: none"> • Relevant skills /expertise • Availability of relevant tools and equipment • Health and safety at work 	Opportunities / Enabling Environment <ul style="list-style-type: none"> • Availability of local materials • Abundant natural resources/ land • Abundant manpower / labour • Security is guaranteed
Constraints / Limitations <ul style="list-style-type: none"> • Low local revenue allocations • Conditionals grants • High level of demand against limited funds 	Challenges / Difficulties <ul style="list-style-type: none"> • Climate change • Negative community attitude towards government projects • Political interventions and interference

2.3.9 Community Based Services POCC analysis

Potential

- Existence of qualified human resource to handle to departmental issues.
- Supportive political leadership to harness government developmental programs.
- Looming poverty amongst the local communities.

Opportunities

- Availability of developmental partners to handle child related activities and other developmental activities.
- Support from central government in form of
- Willingness of the community members to embrace government development programs

Challenges

- Persistence cultural beliefs like poor access to, control over and ownership of land by women.
- Negative attitude of communities to formation of groups.
- In adequate funding to the department.
- Shortage of staffing in the sector.

- It's very difficult to quantify the outputs of department like other sectors with tangible projects.

Constraints

- Lack of transport facilities for community based services
- In adequate capacity in terms of new skills.
- In adequate skills and limited access to means of production amongst the youth.

2.3.10 Planning unit POCC Analysis

Potentials

- The sub-sector has well qualified and experienced staff
- Planning is an ongoing process
- Harmonized participatory planning guide has been widely distributed
- Funds available for planning

Opportunities

- The decentralized government structures are in place right from village to district level
- Harmonized participatory planning guide (HPPG) in place
- Positive attitude and perceptions
- National planning authority available

Challenges

- There is weak linkage between district and National Planning Authority
- Inadequate staffing
- Disaggregated planning data at parishes and villages are inadequate
- Inadequate financial resources
- Enforcement of decisions of planning nature is weak
- Monitoring and evaluation is not done in time due to late release of funds.

Constraints

- Diminishing, mentoring and logistical support from population secretariat
- Inadequate funds in the district, limiting the scope of the sub-sectors operations
- Still high negative response by the population to reproductive issues e.g. family planning
- Consideration of the sub-sectors priorities as non-PEAP areas.

2.4 Review of previous plan performance (Achievements, unfinished activities and Emerging needs)

2.4.1 Introduction

The DDP overall objectives and priority intervention areas with the corresponding indicators and targets constituted the results framework against which the progress of its implementation was to be determined. The review focused on assessment of results as well as the factors and conditions that contributed to the results. Recommendations were made for amendments in planning, coordination of implementation, monitoring and evaluation in line with the NDP.

2.4.1.1 Objectives of the Review

The primary objective of the District Development Plan (DDP) mid-term review is to determine the extent to which it has been aligned to the National Development Plan. It also seeks to determine the progress made towards the realization of the DDP objectives and targets over the two and a half year period of its implementation.

The specific objectives of the mid-term review are as follows:

- Assess the extent of progress made towards achievement of the DDP objectives and the expected results;
- Assess the extent to which the DDP has been adapted in guiding the planning and budgeting processes at the district level towards the achievement of national goals and priorities;
- Assess progress made towards unlocking constraints to development at the local government level;
- Assess the extent to which the District local government budget has been aligned to the NDP priorities; and
- Make recommendations on policy changes required to enable successful DDP implementation.

2.4.1.2 Highlights of DDP (2010/11-2014/15)

The Theme of the DDP is to improve quality of life of the People and Household Incomes. The resources in the DDP were and are to be invested in the priority sectors that improve the quality of life of the people under Health, Education and water and those that particularly enhance household incomes namely; Agriculture Advisory Services, Feeder and Community access Roads.

2.4.1.3 Binding constraints.

The implementation of the DDP encountered several constraints. The most binding constraints to local economic growth and employment generation were:

- Inadequate financing of planned investments and limited financial services to entrepreneurs.

- Inadequate physical and economic infrastructure for attracting investments.
- Inadequate value addition on farm products.

2.4.1.4 Strategies to address the binding constraints.

- Support for establishment of SACCOs.
- Maintenance of District, urban and community access roads.
- Rural electrification and extension of the HEP power grid network to some parts of the District.

2.4.1.5 Priority areas

The priority areas per sector included the following:

Health

- Maternal Health services.
- Primary Health care (PHC)
- Health infrastructure
- Essential medicines, health supplies and other health commodities
- Preventive health/ health promotion and education
- Reproductive Health and Family planning,
- Water and Sanitation

Production and Marketing

- Food security
- Extension service delivery
- Pests and disease control
- Uptake of appropriate technologies

Community Based Services

- Social protection of vulnerable groups (children, Youths, PWDs, Women, Elderly)
- Gender mainstreaming
- Management information systems and
- Community empowerment and mobilization

Education

- Universal primary education and Universal secondary education (enrolment, retention and completion focusing on equity),
- Infrastructural development (classrooms, staff houses)

- Instructional materials
- Human resources
- Inspection, monitoring and support supervision, with focus on quality enhancement
- Capacity building for teachers/SMCs

Works

- Upgrading of community access roads,
- Low cost sealing
- Maintenance of existing roads
- Deep borehole drilling
- Construction of augured and hand dug wells
- Provision of piped water for rural growth areas, and
- Construction and renovation of buildings

Finance

- Local revenue collection enhancement
- Enhancement of Accountability and Transparency
- Proper management of books of accounts

2.4.1.6 Achievements, unfinished activities and Emerging needs

2.4.1.6.1 Works and technical services

Composition of the District Road Network:

- (82-82)Km of National Trunk Roads.
- (99-192) Km District Roads.
- (<5->15) Km Urban roads.
- 208 Km Community Access Road (CAR)

2.4.1.6.1.2 Achievements in the past five years

- Supervision and coordination construction work in other departments
- Repair and maintenance of equipment in running condition
- Opening of Community Access Roads
- Improvement of office accommodation
- Community mobilization and sensitization
- Sustainability of road workers i.e. Gangs
- Road rehabilitation works 65.73 Km
- Periodic maintenance works 17.3 Km

- Spot improvement works 14.1 Km
- Routine manual maintenance works 140 Km
- Routine manual maintenance of 192 km out of 192 km
- Routine mechanized maintenance of 122.5 km out of 208 km
- Rehabilitation and periodic maintenance of 67.7 km out of 192 km
- Construction and opening of 35km out of 50km
- Surface sealing of 2.35km out of 15km
- Drilling of 48 deep boreholes out of the planned 48
- Rehabilitation of 50 boreholes out of the planned 50
- Construction of 5 Spring wells out of the planned 5
- Construction of 2 Ecosan Toilets (five stance) out of the planned 2
- Construction of 14 HDSW out of the planned 15
- Construction of 1 lined pit latrine (five stance) out of the planned 1

2.4.1.6.1.3 Current road status

- 122.5km are good condition
- 46.9km are in fair condition
- 22.6km are in bad condition

Table 2.26 Works Achievements summarized

Length (Km)	% Representation	Road condition	Remarks
122.5	64%	Good	Motorable
46.9	24%	Fair	Repairable
22.6	12%	Bad	Not motorable

2.4.1.6.1.3 Un finished activities in the last 5years

- Opening of streets in Kapir Trading Centre
- Completion of Akisim-Kokodu road
- Rehabilitation of Kapir Trading Centre- Omiito Community Access Road
- Construction of one lined pit latrine (two stance)
- Completion of construction of wall fence at the water office
- Low cost sealing of Mukura- Ngora (15) km road
- Construction of one works yard and one office block

2.4.1.6.1.4 Challenges faced

- Limited and conditional funds for road maintenance.

- Delays in release of funds from the central Government.
- Cultivation along the road reserves which results into blockage of road drains and hence accelerating the deterioration.
- Pulling of ox-ploughs along roads which damage the road surfaces.
- Unfavourable weather conditions
- Low staffing level for the department
- Inadequate transport facilities, tools & Equipment
- Frequent break down of plant
- Land tenure system
- Soil conditions
- Delays in procurement of services and service providers- lengthy procurement processes

2.4.1.6.1.5 Emerging needs:

- Stone pitching and drainage improvement of Mukura- Ngora (15) km road.
- Installation of solar powered borehole and pump at the District Headquarters.
- Procurement of transport facilities for the department.
- Complementary equipment for District Plant.

2.4.1.6.1.5 Recommendations

- Improve on sources of funding.
- Timely release of funds from Central Government.
- Good agricultural practices.
- Scheduling of project activities.
- Recruitment of more staff.
- Provision of transport facilities.
- Provide for Operation & Maintenance.
- Soil condition assessment and surveys.

2.4.1.6.2 Water Department

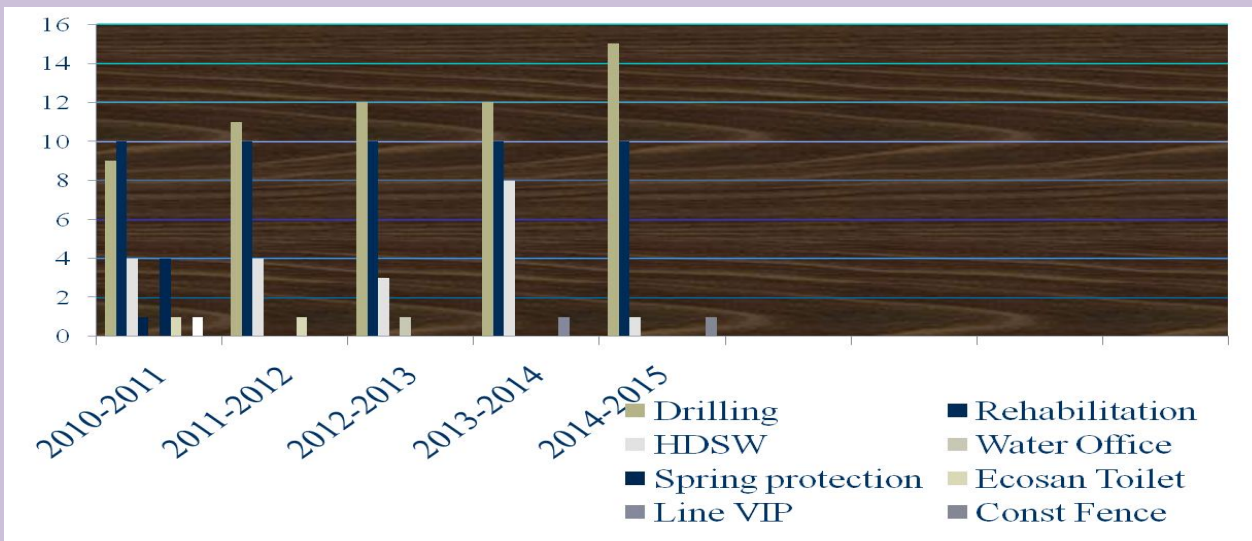
Table 2.27 Performance of Water Office since 2010/11 to 2014/15

Activity	No. Planned	Budget	No. Achieved	Expenditure	Per cent Achieved	Per cent Expenditure
Drilling of deep boreholes	48	945,000,000	48		98	
Rehabilitation of boreholes	50	174,200,000	50	159,002,888	100	92
Construction of Water Office	01	58,000,000	01	55,845,640	100	

Construction of HDSW	15	74700,000	14		100	
Construction of Ecosan Toilet (five stance)	02	30,000,000	02		100	
Construction of lined pit Toilet (five stance)	01	17,000,000	0	0	0	0
Construction of wall fence	202	50,000,000	0	0	0	0
Construction of lined pit Toilet (two stance)	01		0		100	
Construction of Spring wells	05		05		100	

Source: Water office

Figure 18: Project implementation level from 2010/11 to 2014/15



Source: Water office

2.4.1.6.2.1 Challenges in water sector for the past five years

- **Staffing Gaps:** Its only District Water Officer and Copy typist that have substantive appointments. The Borehole Maintenance Technician is on contract. The most urgent post to fill is Assistant District Water Officer in charge mobilization.
- **Low funding:** Additional funding would help us provide solar powered boreholes to water stressed communities and improve on O & M campaign.
- **Lack of good running vehicle:** The vehicle in water office is too old at some time back Kumi District had written it off.
- Poor Community contribution towards Operation & Maintenance
- Lack of tool kit and other equipment
- **Decreasing safe water coverage** especially in water stressed areas like Atoot and Orisai. This is because these areas are so limited in technological options currently applied by the water department.

- **Low capacity of the private sectors** in water and sanitation activities most especially in service delivery.
- Misuse (poor handling) of facilities by community pin sustainable utilization of water resources.
- **Low Operation and Maintenance** of water sources by WSC and communities.

2.4.1.6.3 Recommendations under the water sector

- The Ministry of Water and Environment should increase IPF so that more solar powered boreholes are drilled.
- There is need to recruit Assistant District Water Officer to ease mobilization.
- Increasing safe water coverage especially in water stressed areas like Atoot and Orisai. This is because these areas are so limited in technological options currently applied by the water department.
- Encouraging the private sectors and building there capacity to be increasingly involved in water and sanitation activities most especially in service delivery.
- Encouraging community participation in sustainable utilization of water resources.
- Encouraging communities to improve homesteads so that rain water can be harvested.
- Encouraging committees to improve on Operation and Maintenance of water sources through community contribution.

2.4.1.6.4 Health

Percentage of health facilities providing essential services

- Outpatient services 100%
- Antenatal services 100%
- Maternity services 100%
- Immunization 100%
- Family planning 100%
- Laboratory services 66.7%
- Dental services 16.6%

2.4.1.6.4.1 Achievements in health for the last five years

- Construction of a doctor staff accommodation at Ngora Health centre IV
- Construction of a theatre at Ngora Health centre IV
- Construction of the district health office at the district headquarters.

- Construction of Out-Patient department at Mukura Health centre IV
- Procured assortments of medical equipment for Kapir Health Centre III, Opot Health Centre II, and Ngora District maternity Unit health centre III.
- Procured a dental chair for Ngora Health centre IV
- Construction of staff accommodation at Kobwin Health centre III, Kapir Health centre III, Mukura Health centre III, Omiito Health centre III, Ajeluk Health centre III, Agu Health centre III both under PRDP and NUSAF.
- Constructed Opot health Centre II
- Recruited a number of health workers.
- Fenced Ngora District maternity Unit health centre III
- Surveyed all of the health facility land

Table 2.28 Health sector achievements summarised

Year	Planned	Achieved	Gaps
2011/12	Construction of <ul style="list-style-type: none"> • One General ward at Mukura HC III • A two-in one staff house and a two stance pit latrine at Kapir HC III • Construction of 3 in one stance pit latrine at Kapir HC III • Fencing at DMU 	Fencing at DMU Construction of doctors house at HC IV	Construction of <ul style="list-style-type: none"> • one General ward at Mukura HC III • A two-in one staff house and a two stance pit latrine at Kapir HC III • Construction of 3 in one stance pit latrine at Kapir HC III
2012/13	Construction of <ul style="list-style-type: none"> • DHO Office • Theatre at HC IV • Drug and vaccine store at DHO 	Construction of Mukura OPD On-going Construction of <ul style="list-style-type: none"> • DHO Office • Theatre at HC IV 	Drug and vaccine store at District Health Office
2013/14	Construction of one General ward at Kobwin HC III	Construction of 2 in 1 staff houses (NUSAF) at - Mukura; Omiito; kapir; Agu; Ajeluk; Kobwin; Atoot	Construction of one General ward at Kobwin HC III
2014/15	Construction of <ul style="list-style-type: none"> • One General ward at Ajeluk HC III • Radiology building at Ngora HC IV 		Construction of <ul style="list-style-type: none"> • One General ward at Ajeluk HC III • Radiology building at HC IV

Table 2.29 Health Projects for 2015/16

Sub-county	Project	Source of Funding	Amount
Ngora	Construction of one General ward at Ngora HC IV/upgrade to hospital status(merge w DMU) Fencing of Ngora HC IV Construction of a two-in one staff house with kitchen and a two stance pit latrine	PRDP/PHC	223,064,784 (inadequate)

2.4.1.6.4.2 Unfinished activities in the last five years

- Construction of ward in Agu, Ajeluk, Kobwin, Kapir health centre IIIs.
- Construct a health centre II at Orisai

2.4.1.6.4.3 Emerging needs

- Phased fencing of Ngora HC IV
- Construction of one Paediatric ward at Ngora Health Centre IV
- Purchase of Ngora HC IV theatre equipment
- Phased fencing of Ngora HC IV

2.4.1.6.5 Education and Sports

Pupil Classroom Ratio (PCR)

- Complete permanent classrooms 425
- Total enrolment 39,155
- Current Pupil Classroom Ratio- 92:1
- Expected pupil classroom ratio (national standards) 54:1
- Number of ideal classrooms as per enrolment 725
- Number of additional classrooms needed 300 indicating a **71** % need.

NB: Percentage need is what is required over what is available expressed in percentage.

Teacher House Ratio Performance

- Permanent Teacher's Houses 226
- Total number of Teachers 668
- The current Teacher House Ratio (THR) 3:1
- The national/ideal teacher house ratio 1:1
- Expected teacher's houses 668
- Teacher's houses needed 442 indicating a 196 % need.

Pupil Stance Ratio Performance

- Total number of latrine stances in the District 660
- Pupil Stance Ratio (PSR) 59:1
- Recommended Pupil Stance Ratio 40:1
- Expected latrine stances 979
- Latrine Stances needed 319 indicating a **48** % need.

Table 2.30: Education indicators

Performance Area/ Outcomes	National EMIS Standards 2014 All	Ngora District Statistics 2014 All
No. & Quality of Inspections	3	1
PLE Passes (for tracking quality, while noting the results of subjects by grade) Div 1-4	85.6%	83.9%
Pupil Teacher Ratio (PTR) (a teacher is the most important input that affects access & quality of education)	53:1	59:1
Pupil Classroom Ratio (PCR)	54:1	92:1
Teacher House Ratio (THR)	1:1	3:1
Pupil Stance Ratio (PSR)	40:1	59:1
Pupil Desk Ratio (PDR)	3:1	5:1
Pupil Book Ratio (PBR)	1:1	5:1

Source: DEMIS

Table 2.31 Review of DDP 2010/2011-2014/2015 under education and sports

Sub county Year	Ngora	Ngora Town Council	Kobwin	Kapir	Mukura
2010/2011	Ngora New latrines Agu staff house & Latrine Nyamongo latrines.	Apama desks & latrines	Opot latrines Kococwa staff house	Kapir latrines Kokong latrines Omiito desks	Madoch-Ailak latrines Agogomit staff house
2011/2012	Ngora New 2 classrooms Angod 2 classrooms Kalengo staff house Agolitom desks		Kobwin desks Akarukei staff house (stalled)	Akisim desks Oluwa staff house & latrines. Agule-Omiito staff House. Omiito latrines	Kaler desks
2012/2013	Oteeten desks Agolitom staff house Kalengo rolled	Apama fence 1	Akarukei 2 classroom	Okapel High School presidential pledge Oluwa kitchen & staff house rolled	
2013/2014	Nyamongo desks Agolitom rolled Kalengo rolled	Apama fence 2	Kobwin 2 classrooms Akarukei 3 classrooms & 2 classrooms (rolled)	Oluwa rolled Agule-Omiito staff kitchen	Mukura- Okunguro 2 classrooms
2014/2015	Kalengo 2 classrooms Nyamongo 2 classrooms			Omuriana 2 classrooms Koloin latrines Atapar 2 classroom completion	Kokodu 3 classrooms

2.4.1.6.6 Production and Marketing

2.4.1.6.6.1 Achievements

- Procurement of citrus and mango seedlings for farmers i.e. oranges 500, mangoes 300
- Procurement of 200 kgs simsim seeds for farmers for multiplication
- Procurement of 325 kgs soya seeds for farmers for multiplication
- Training of 200 farmers on soil fertility management
- Training of 200 farmers on quality fruit production

- Training of 80 farmers on milk handling, meat hygiene and zoonosis
- Training of 20 farmers on Apiary management
- Training of farmers on aquaculture management
- Vaccinated 391 dogs and cats against rabies
- Goats and sheep were vaccinated against CCPP and PPR in all sub counties
- Procurement of technologies for farmers e.g. 40 bags of new variety cassava cuttings for multiplication i.e. 8 bags per sub county
- Training of 200 farmers carried out on grafting and budding of citrus and mangoes
- Training of 40 farmers carried out on Apiary development
- Training of 30 farmers carried out on control of ticks and tick borne diseases
- Training of 30 farmers carried out on fish farming
- Procurement of deep freezer
- Procurement of 180,000 doses of NCD vaccine
- 30 district stakeholders trained on disease epidemiology
- 10 apiary farmers trained on beekeeping
- 20 Vet drugs handlers trained on drugs management
- 14 DEC and HODs trained on AHIP (Avian Human Influenza Preparedness)
- 20 business community trained on business development
- Fencing of Mukura Livestock market
- Vaccination of goats and sheep carried out throughout the district against PPR
- Procured 500 doses of rabies vaccine and carried out dog vaccinations
- Trained 26 poultry farmers on poultry as a business
- Trained first batch of 20 Apiary farmers on bee keeping, management and cross cutting issues
- Trained second batch of 100 Apiary farmers (20 @ sub county) on bee keeping, management and cross cutting issues
- Procured 50 tsetse fly trap nets to be installed in areas suspected of tsetse fly infestation
- Trained 30 business community on business management and cross cutting issues
- Trained 50 Youth on business management and cross cutting issues
- 75 farmers were trained on climate change and food security
- 100 bags of cassava cuttings for planting were procured and planted for multiplication
- 90 Phero hormones procured and distributed to citrus farmers to fight fruit flies

2.4.1.6.6.2 Unfinished activities

- Construction of the Plant clinic, Lab and annexes

- Construction of the slaughter slab for pigs in Ngora Livestock Market
- Establishment of a demo garden for bananas and citrus at the District Headquarters
- Procurements of the following;
 - 100 plastic chairs
 - Honey packing materials
 - Portable solar system
 - Computer cartridges
 - Livestock vaccines
 - Planting materials
 - Fish fry and feed

2.4.1.6.6.3 Emerging Needs / Issues

- No funding for NAADS activities at district and sub county level yet the district is demanded to support these activities that require a lot of facilitation
- There is need for funding from the centre for this program to succeed
- The budget for NAADS for the district technology supplies from the centre for planning purposes is not known
- There is need for this to be availed
- NAADS staff at all levels in the district and LLGs were scrapped causing big staffing gaps
- There is urgent need to fill these gaps
- The PRDP funding for the Plant clinic and Lab is inadequate to complete the project
- There is need to give more support from PRDP to complete this important project
- Production Sector lacks sufficient transport
- There is need for lobbying for more motorcycles and vehicles from the centre

2.4.1.6.6.4 Challenges in the Production and Marketing sector

- Inadequate office space, lack of plant clinic and laboratory
- Low funding of the sector e.g. a total budget of shs 48 M annually divided 5 sub sectors gives about 9.6M annually, divided by 4 Qs =2.4M divided by 3 months gives 800,000 per month (then exclude 54% development) so recurrent expenditure is absolutely too small
- Inadequate staffing of the sector vs too much work
- Termination of NAADS staff creating bigger gap in staffing level and service delivery
- Poor transport facilitation of the Sector
- Lack of motivation of the sector staff in terms of promotions

All the above create inadequate service delivery which culminates in poverty, food insecurity and no mind set change continuing

2.4.1.6.7 Community Based Services

2.4.1.6.7.1 Achievements

- 44 CDD groups supported.
- Quarterly monitoring of projects conducted.
- 32 PWDs projects supported.
- Support supervision of FAL classes conducted.
- Conducted an OVC mapping exercise.
- Conducted PWDs and Women council meetings.

2.4.1.6.7.2 Emerging needs

- Lack of special grant for elderly persons.
- Dilapidating community centres in the Lower Local Governments.
- Lack of remand homes for juvenile related criminals.

2.4.1.6.7.3 Un finished activities for 2010/2011-2014/2015

- District Orphans Vulnerable Coordination Committee and Sub county Orphans Vulnerable Coordination Committee meetings not implemented due to lack of funds.

2.4.1.6.8 Natural Resources

2.4.1.6.8.1 Achievements in the last 5 years

- Produced 5detailed physical plans for centres.
- Established Natural Resources office which is operational.
- Demarcated wetlands in all the 5LLG.
- Build capacities of LLG on issues of environment and natural resource management.
- Produce the district state of environment report.
- Conducted awareness and sensitization on environment management.
- Carried out environment compliance monitoring and environmental enforcement.
- Surveys of district Headquarters and detailed physical plan produced.
- Health centres surveyed.
- Procured mark stones for survey of government land.
- Established woodlot and conducted tree planting at the district Headquarters and the schools.
- Controlled deforestation in the district through routine monitoring.

- Produced a physical plan for Ngora town council and allocated plots.
- Processed land titles for kapingiri sub-county.
- Conducted surveys of Awoja wetland system.
- Started the process of producing the wetland ordinance.
- Established district Land Board.

2.4.1.6.8.2 Unfinished Activities and emerging needs

- Production of the wetland ordinance.
- Titling of District Headquarters.
- Tree planting.
- Survey of government land and mushrooming trading centre's
- Environmental compliance.
- Wetland demarcation and conservation.

2.4.1.6.8.3 Emerging Needs

- Supporting training on physical planning, creation of wetland inventory.
- Transport for officers.
- Due to changing environmental challenges there is need for specialized training.
- Registration of interests on land.
- Continued training and sensitization of communities on environmental and Natural resource Management.

Constraints to implementation of DDP 2010/11 to 2014/15

- The long procurement process in acquiring service providers.
- Stringent and changing guidelines in the use of funds by government and donors
- Rising Poverty
- Rapid Population growth
- Poor participation at lower levels in the planning process.
- Poor infrastructure e.g. dams, power inconsistencies
- Poor coordination.
- Lack of accurate information/data for planning
- Inflation
- Inadequate technical staff
- Inadequate funding from government and local revenue

- Delayed submission of accountabilities
- Delayed release of funds from central government
- Communication gap among the different stakeholders like the district and lower local government, communities, Central Governments.

2.4.2 Suggested priorities for next DDP (2015/16-2019/2020)

Health (a) The district still has staffing gaps and retention of those few staff. The district now prioritize staff motivation by planning for top-ups especially for Medical Doctors and advocate for funds for recruitment of important cadres (b)The district has also a focus on improving infrastructure development by rehabilitation of the existing structures and construction of the staff houses for the staff, (c) Procurement of essential medicines, health supplies and other health commodities has been given due consideration in the next remaining period(d) health management information systems, (e) preventive health/ health promotion and education and (f) management and coordination of sector activities

Production (a) The district has a challenge of guarding against food insecurity by putting major focus on increasing productivity through promotion of high value technologies and high value crops. In the crop sector emphasis will be placed on introduction of improved citrus, mango fruits and oil crops as a major source of diversification (b) The level of extension coverage has been low due to high farmer to staff ratio (2000 Households: 1 Extension Staff). However, the approach now emphasized is group approach where many farmers can be met at once and also through this approach, diffusion to other farmers is high. The district will continue to engage Private service providers to improve on extension services in the district (c) The major Animal Diseases and Pests affecting the livestock production/productivity continue to be Foot and Mouth Disease, contagious Bovine Pleuro pneumonia (CBPP), rabies, Tick borne Diseases, Worms, New Castle Disease, Trypanosomiasis, Gumbo Disease, Lice Flees, Ticks, Tsetse and the district has put emphasis on pests and disease control

Community Based Services (a) Social protection of vulnerable groups (children, Youths, PWDs, Women, Elderly), (b) Mainstreaming of gender and other cross cutting issues into development programs, (c) Capacity building for interest groups, (d) Management information systems and (e) Community empowerment and mobilization, (f) mainstreaming of culture

Education (a) Universal primary education, (b) Universal secondary education, (c) Infrastructural development (classrooms, staff houses), (d) Instructional materials, (e) Human resources, (f) Inspection, monitoring and support supervision, and (g) Capacity building for teachers/SMCs

Works (a) Upgrading of community access roads, (b) Low cost sealing, (c) Maintenance of existing roads, (d) Deep borehole drilling, (e) Construction of augured and hand dug wells, (f) Provision of piped water for rural growth areas, and (g) Construction and renovation of buildings

Planning unit (a) Development of integrated Monitoring and Evaluation systems (b) Built the Capacity of the Existing structures and (c) Development of the Communication strategy

2.5 Analysis of urban development issues

2.5.1 Status of physical planning

Ngora District Local Government is comprised of 5 Lower Local Governments. The existing planning in the fore said trading centres has been over taken by events because developments have gone beyond the original planning area thus rendering the existing sheets obsolete and can't be used for planning of the new areas.

As a result of the above, people have constructed structures without detailed layout which is a guide to the physical infrastructures like roads, water mains and pipes, electricity poles and telecommunications, sanitary lanes and garbage skips. This has resulted into numerous disputes between the developers and the lower local governments when road construction is to be undertaken which go through peoples plots, sanitary lanes and garbage skips have no place to be constructed because structures have been raised where they would be.

Most developments in this centres are haphazard because of non-existence of detailed lay outs. Local revenue inform of development fees, ground rent shall improve with a detailed lay out since property owners shall easily be tracked.

Furthermore, we are aspiring for the declaration of most of our trading centres as town boards, yet one of the critical requirements for a place to be declared a town board, it must have a detailed and expansive physical planning lay out as a guide to systematic and organized urban developments.

2.5.2 Description of existing and upcoming urban areas and major economic activities

Many of the urban areas in the district are upcoming Rural Growth Centers. The existing urban areas are not well developed and have attracted few economic activities like trading centers that deal in retail activities. Few of these centers have electricity and others use solar power to operate. Most of these are located along road sides

2.5.3 Brief POCC on urbanization in Ngora district

2.6 Key standard development indicators

2.6.1 Number of persons below the poverty line

2.6.1.1 Human Poverty Index (HPI)

The Human Poverty Index (HPI) is a measure developed by UNDP to measure the level of deprivation of the population in three major dimensions also captured by the HDI. These are a long and healthy life; knowledge and decent standard of living. The closer the Index to Zero, the better the progress, indicating low human poverty and vice versa, The district is however poorly performing in the health related indicators, especially the survival status of children, pregnant mothers and the general population. Low income levels as shown by the high population below the poverty line also still translates into low standard of living.

2.6.2 Literacy rate

Literacy rate is the proportion of pupils/students who are able to read and write with understanding in any language expressed as a percentage of the total population in the country. Literacy rates computed for persons aged 10-12 years, 13–18 years and 19+ years. Table 2.32 shows the literacy rates for persons aged 10-12 years, 13-18 years and 19+ years. For those persons aged 10-12 years, 61% are literate, 13-18 years and 19+ years their literacy rates are 91% and 76% respectively.

Table 2.32: Distribution of literacy levels of selected age groups by Sub-county

Sub County	Selected Age groups					
	10 - 12 years		13 to 18 years		19 years and Above	
	Total popn in age range	Literacy rate (%)	Total popn in age range	Literacy rate (%)	Total popn in age range	Literacy rate (%)
Kapir	3,477	59.0	6,028	90.8	14,377	75.5
Kobwin	3,926	47.1	5,693	87.8	13,590	73.2
Mukura	3,927	57.8	6,884	91.9	15,970	77.5
Ngora	3,016	75.4	4,942	92.9	11,554	73.7
Ngora TC	1,488	85.5	2,504	94.5	7,064	84.4
Total	15,834	61.0	26,050	91.2	62,555	76.2

2.6.3 Total Fertility Rate (TFR):

Total Fertility Rate is the average number of children a woman of reproductive age would bear throughout her reproductive life (15 to 45 years). Total fertility rate (TFR) gives an idea of total family size. Family size depends upon duration of marriage, education of couple, number of live births, number of living children, and preference of male child. The Total Fertility Rate for Ngora district is 6.3. This TFR will continue to rise and result to a relatively high population growth rate. The causes of high fertility include low levels of education, poor access to family planning services, low contraceptive

prevalence rate, early child bearing age and the cultural and religious beliefs and preference for large families as a source of social security at old age.

2.6.4 Infant Mortality Rate (IMR)

Neonatal Mortality Rate (NMR): is the number of deaths during the first 28 days of life per 1,000 live births. Infant Mortality Rate (IMR): is the number of deaths between birth and the first year of age per 1,000 live births. Under-five Mortality Rate (U5MR): number of deaths between birth and five years of age per 1,000 live births.

The more children a woman bears compromises her time to care for them and these are subject to illness (morbidity), hence death. Thus high TFR means high IMR. Combating this high IMR will become easier with a fall in Total Fertility Rate. Reduction in TFR will determine the EPI and HBMF. The higher the TFR, the higher the MMR. It may not be easy to bring down Maternal Mortality Rate if the Total Fertility Rate remains high. General health of the mother is also affected by the TFR. The more children a mother gives birth to, the poorer the mother's health condition and vice versa.

Family planning is to maternal health what immunization is to child health. It is a low cost yet effective way of preventing maternal deaths whereby risky pregnancies are avoided. But in Ngora and in Uganda as a whole, men have remained largely unsupportive to their wives during pregnancy and childbirth. This behaviour has not helped the already complex situation of maternal survival.

2.6.5 Maternal Mortality Rate (MMR)

2.6.5.1 Maternal death

The death of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy, from any cause related to or aggravated by the pregnancy or its management, but not from accidental or incidental causes (ICD-10).³

2.6.5.2 Maternal Mortality Ratio

Number of maternal deaths during given time period per 100 000 live births during same time period. The MMR for Ngora is at 49/100,000 live births. This is below the national of 438 per 100,000(UDHS 2011).

The MMR represents a measure of the risk of death once a woman has become pregnant. As a ratio, it is not a true risk, as it involves two different populations, pregnant women and live new borns. The ratio can be influenced by the prevalence of stillbirths as well as the prevalence of induced abortions. Different interactive factors contribute to maternal morbidity and mortality. The range is wide and includes the behaviour of families and communities, social status, education, income, nutritional status, age, parity, and availability of health services (financing, infrastructure, personnel, drug etc). It is important to note

that non–health sector activities, such as education, water and sanitation, roads and communication, agriculture, and internal security, also influence maternal outcome.

About 60 per cent of the maternal deaths occur during childbirth and the immediate postpartum period, with 50 per cent of these deaths occurring within the first 24 hours of delivery.

The main direct causes of maternal deaths, accounting for up to 80 per cent of cases, are obstetric haemorrhage, puerperal sepsis, pregnancy-induced hypertension (including eclampsia), obstructed labour and ruptured uterus, and complications of unsafe abortion. Three causes-haemorrhage, sepsis, and eclampsia-account for a vast majority of deaths, considering that even some cases of abortion or obstructed labour eventually succumb to either bleeding or sepsis. Indirect causes account for 20 to 25 per cent of maternal deaths and are attributable to illnesses aggravated by pregnancy. They include anaemia; malaria; HIV/AIDS; diseases of the heart, lung, liver, or kidneys; and ectopic pregnancies.

Table 2.33 sets out key development results based on the Development Plan’s projections, previous performance, sustainable development goals and the targets for vision 2040. The Key Result Areas are sustainable production, productivity and value addition, strategic infrastructure, skilled human capital, and water coverage.

Table 2.33 Key Development Results and Targets

<i>DDP goal and objectives</i>	<i>Indicator name</i>	<i>Baseline 2012/13</i>	<i>District target 2019/20</i>	<i>NDP II target</i>	<i>Vision 2040 target</i>
Overall goal: Enhance the district’s human capital and economically empower the population by 2020					
<i>Objective 1: To increase food security and better the livelihoods of the people of Ngora through increased agricultural production and marketing.</i>	Number of persons below the poverty line	2353			
	Number of households with				
<i>Objective 2: Improve access to quality Uganda National Minimum Health Care Package (UNMHCP) with emphasis on vulnerable population</i>	Infant Mortality Ratio per 1,000 live births	11	2	44	4
	Maternal Mortality Rate per 100,000	68	40	320	15
	Life expectancy at birth	53	57	60	85
	Under five mortality rate per 1,000 live births			51	8
	Child stunting as percent of 5s			25	0
	Total Fertility Rate	6.3	5.0	4.5	3.0
<i>Objective 3: To increase the tree cover of Ngora district.</i>	Forest tree cover (percent land area)	2%	30%		
	Number of trees planted	40,000	100,000		
	Number of tree nurseries established	0	5		
	Wetland restoration	100ha	500ha		
	Community wetland management planning	1	5		
	Sensitization of women and men on principles	300	1,000		

<i>DDP goal and objectives</i>	<i>Indicator name</i>	<i>Baseline 2012/13</i>	<i>District target 2019/20</i>	<i>NDP II target</i>	<i>Vision 2040 target</i>
	of sound environmental management				
	Engage school going children on aspects of environment managment	2	10		
Objective 4: <i>To increase access to quality and equitable primary and secondary school education to all school going children.</i>	Literacy rate	91	95		
	Pupil Teacher Ratio	59			
	Pupil Classroom Ratio	92			
	Pupil Stance Ratio	59			
	Pupil Desk Ratio	5			
	Teacher House Ratio	3			
	Pupil Book Ratio	5			
	Net primary school completion Rates	71	75		
Objective 5: <i>To increase access to adequate, safe and clean water to the population.</i>	Safe water coverage	90	95	100	100

3.0 CHAPTER THREE: STRATEGIC DIRECTION AND PLAN

3.1 Introduction

This involves an analysis of objectives and strategies to achieve objectives.

3.1.1 Adaptation of Broad National Strategic Direction and priorities

Ngora District Local Government has streamlined processes and draws its mandate from the regulatory instruments in place. Through this, the district team has been working in conjunction with development partners and CSOs to achieve vision 2040 with a vision '*A prosperous district by 2040 through positive collective involvement*'

3.1.2 Ngora district Goal

Ngora district's goal is '*Enhance the district's human capital and economically empower the population by 2020*'. This will be realized through working hand in hand with our development partners and the involvement of the participation of our community members to achieve all inclusive growth. The district shall pursue a private sector-led; fast tracking infrastructure and skills development strategies in order to achieve the objectives and targets for the 5 year period.

3.1.3 Development Objectives

This plan has five objectives, namely:

- a) *To increase food security and better the livelihoods of the people of Ngora through increased agricultural production and marketing.*
- b) *Improve access to quality Uganda National Minimum Health Care Package (UNMHCP) with emphasis on vulnerable population*
- c) *To increase the tree cover of Ngora district.*
- d) *To increase access to quality and equitable primary and secondary school education to all school going children.*
- e) *To increase access to adequate, safe and clean water to the population.*

3.1.4 Development priorities i.e. Localisation of the 5 NDP II priorities

Ngora district in a bid to achieve the vision 2040 has set priorities that will be achieved along the NDP II priority areas. It should however be noted that the district has noted some challenges in some of the NDP

II priority areas and hence will try as much as possible to tackle those that are within reach. Agriculture however the most prominent one in the district as highlighted below:

a) Agriculture

Agriculture is prioritized because it is the backbone of Uganda's economy and provides the means of livelihood for most of the population. The sector employs and provides livelihoods to 72 % of the total labour force (including disguised labour). The gender gaps in access to agricultural resources and production will be reduced by enhancing women's productivity.

The population of Ngora District is largely dependent on agriculture, 96% are engaged in agriculture. During CIS 2013, 97% of the population was involved in crop farming, 73% were involved in livestock rearing and 68% poultry keeping. Table 3.1 has detailed information on agriculture by sub-county

Table 3.1: Proportion of households engaged in Agriculture by Sub-county, (%)

Sub-county	Total Number of Households	Households Engaged in Agric	Agricultural Activities			
			Crop Farming	Livestock Rearing	Poultry farming	Fishing
Kapir	4,840	97.7	97.7	72.9	59.7	0.7
Kobwin	5,074	96.1	95.7	70.1	78.4	2.8
Mukura	5,344	97.4	99.1	81.6	70.8	2.7
Ngora	4,570	98.2	100.0	63.0	64.2	2.9
Ngora TC	2,472	85.1	87.1	78.3	68.4	0.0
Total	22,299	96.0	97.0	72.8	68.5	2.0

Source: CIS 2013

b) Tourism

Ngora district is endowed with historical sites and tourist attractions like the semei kakungulu sites *apany imo* where Kakungulu used as his base for planning his activities in Teso), planted mvule trees in the early 1900's, Ngora district also has beautiful topographic features like rocks where you can observe the blue satellite lakes clearly. In addition you can also observe various parts of Teso including Karamoja while in Ngora, also different floral and fauna species like the fox weaver which is endemic to lake Bisina only (bio-diversity). Another key attraction is the Iteso culture, (dressing, naming ceremonies, traditional dishes and their marriage ceremonies among others). The beautiful fresh water lakes and swamps like Nyasala, Nyaguo and Agu are all potentials for tourism in Ngora district meant to promote and preserve the cultural heritage. However it's worthy noting that these historical sites /tourist attractions are facing poor management and are greatly dilapidating at a higher rate and more over with no clear ownership.

c) Minerals

Ngora district has clay, sand and stone mining. However, high value mining has neither been explored nor exploited.

d) Oil and gas

Ngora has no oil and gas in place, therefore nothing much can be said about the subject matter.

e) Infrastructure

Ngora has a substantial infrastructure deficit which severely impacts on the accessibility to social services. The Development Plan has prioritized investment in infrastructure in line with the Vision 2040 framework. These include: a) strategic roads b) safe water coverage and b)water for production infrastructure.

f) Human Capital Development

Ngora district has a major human capital constraint, which manifests itself in accumulated skills deficit and poor health outcomes especially in the productive age group. Interventions here will include: implementation of the reviewed and upgraded education curricula so as to bridge the gap between skills acquired and those required in the labour market; encouraging and providing family planning services; promoting Early Childhood Development and putting emphasis to ensure completion of primary and secondary school especially for the girl child.

3.1.5 Resources and Implementation

Development planning effort of Ngora district is resource constrained. The planning process of Ngora district is an integral part of overall process of decision making and an extension of political, administrative, social and cultural mobilization of the people. This development plan should not be seen as an end in itself, but a step in the positive direction. Public institutions in Ngora district will continue to play a key role of creating an enabling environment for private sector to operate, helping to establish, build and rehabilitate the infrastructure thus creating conducive environment for private sector investment, involvement of other partners in implementation, maximizing the potential for inter sectoral linkages, ensuring wide spread access to information and services, monitoring and mobilizing communities for implementation.

Private sector entrepreneurship will continue to be attracted to Ngora district as it builds a strong partnership between private and public institutions in the service delivery and provision. Therefore Ngora district Local Government will guide and encourage the private sector in the following areas among others:

- Indicating clearly the desired direction of Ngora district economic development in line with the national goals and policies.
- Carefully making conducive enabling policies and bi-laws.
- Encouraging adoption of appropriate production techniques and use of improved inputs.
- Removing bureaucratic bottlenecks to private investment and production, concentrating district limited resources on those activities/sectors in which a district must play a leading role such as the provision of public goods and services which are mandated by the local governments act chapter 243 and the overall decentralizing policy.
- Ensuring that Ngora district and lower council's expenditures are cost effective and output oriented.
- Promoting information dissemination.
- Contracting work especially in areas where private sector/Civil Society Organizations have a comparative advantage over the district local government.
- Entering into formal partnership with private sector.

Table 3.2 Adaptation sector specific strategic direction and priorities

Development Objectives	Strategy	Interventions	Outputs
Agriculture development			
Create an enabling environment for competitive investment in agriculture	Improve the capacity for quality assurance, regulation and food and safety standards for outputs and products across crops, livestock and fisheries sub-sectors	Enforce crop laws, regulations, standards and guidelines along the entire value chain	Crop laws, regulations, standards and guidelines along the entire value chain implemented.
		Educate farmers, traders and processors about quality assurance standards	Farmers, traders and processors educated about quality assurance standards
Improve access to and sustainability of markets	Increase Public Private Partnerships in value addition	Strengthen higher level farmer organization to enhance farmer participation in market development activities	Higher level farmer organizations strengthened
		Improve farmer access to markets through market research and better market information	Market information researched and provided to farmers
		Train farmers groups and for a in visioning, enterprise selection and needs identification	Farmers groups and for a trained in visioning, enterprise selection and needs identification
Enhancing agricultural production and productivity	Improve agricultural technology development	Institute an efficient and effective delivery and uptake of technology and knowledge established through the innovation system	Efficient delivery and uptake systems for technology and knowledge adopted
	Ensure effective delivery of advisory services and improved technology	Enhance farmer access to production and agro-processing technologies	Production and agroprocessing technology easily accessed by farmers
		Provide farmers with quality advisory services and information	Quality advisory services and information provided
		Promote farming as a business through careful enterprise selection, development and improved market linkages focusing on publicity on product standards	Farming promoted as a commercial business by extension officers and adopted by all farmers
		Promote value addition and agro processing as a means to increasing earnings	Value addition embraced by all the farmers in the district
	Controlling diseases, pests and vectors	Conduct early detection of crop pests, weeds and diseases	Crop diseases and pests controlled
		Control livestock diseases and vectors to ensure that communicable diseases are managed in order to promote and ensure animal health as a means to greater productivity and market penetration	Livestock disease and vectors managed effectively
		Develop a bi-law on pests and disease control	Bi-law on pests and diseases implemented
		Strengthen the capacity of sub-counties to effectively manage pests and disease control	Pests and diseases effectively managed
	Improve access to high quality inputs, planting and stocking materials	Raise awareness among farmers on the value of adopting high quality inputs through establishing demonstration plots for promoting improved inputs and disseminating materials on agricultural inputs	Farmers sensitized on the value of adopting high quality agricultural inputs
Health			
Strengthening the organization and management of the basic and Minimum National Health Care	Ensure that all levels of the health system carry out their core and BASIC functions effectively and efficiency	Strengthen the district health system so that both public and private partners jointly carry out their responsibilities	Health sector systems established

Development Objectives	Strategy	Interventions	Outputs
services		Support the functionality of health Sub-districts which are responsible for management of routine health service delivery at lower levels; planning and management of health services and fostering community involvement in the planning, management and delivery of health care	Health systems in all health facilities strengthened
		Ensure that complete, reliable, timely, efficient and effective health management information for health care is provided and shared among all stakeholders in the sector	HMIS records provided and shared for planning purposes
Ensure universal access to quality UNMHCP, with emphasis on vulnerable population	Provide integrated promotive, preventive, curative and rehabilitative services that have been proven effective, cost effective and affordable in conjunction with the private sector.	Provide services as specified in the UNMHCP, various disease-specific strategic plans and following the national treatment guidelines	Efficient UNMHCP accessed by the Ngora population
		Strengthen the control and prevention of HIV/AIDS, malaria and Tuberculosis	Prevention and control of malaria, HIV/AIDS scaled up
		Improve access to reproductive health services in HCIIIs and HCIVs with focus on maternal health care	Reproductive health services scaled up
		Improve people's awareness about health and related issues in order to bring about desired changes in knowledge, attitudes, practices and behavior regarding the prevention and control of major health and nutrition problems in Ngora district	Awareness created on health related issues in the entire communities
Ensure that communities, households and individuals are empowered to play their role and take responsibility for their own health and well being and to participate actively in the management of their health	Build capacity to ensure participation of communities in the design, planning and management of health services	Expand VHTs to all sub-counties and explore ways of sustaining the HTs which constitute the first contact point for majority of the people in rural areas	Capacity of VHTs built in all the sub-counties
Education			
Increase access and equity of primary education for boys and girls	Support programs targeted at the disadvantaged children and the youth	Collaborate with NGOs to implement special projects for disadvantaged and marginalized groups and integrate NGO staff to partner with Ngora district	Special projects for disadvantaged and marginalized groups in place
		Recruit and train more Special Needs Education teachers to build capacity for provision of SNE and inclusive education in all sub-counties.	More SNE teachers trained
	Reduce socio-cultural barriers to girls' school attendance in order to reduce gender disparity in primary education	Increase girls participation and retention in primary education through designing and implementing priority programs and projects as well as disseminating lessons learned.	Increased girl enrolment
	Expand and improve primary school infrastructural facilities	Use the School Facilities Grants (SFG) to expand and improve classrooms, teachers house, pit latrines and other related facilities in order to improve hygiene, safety and security of children at school to be gender responsive	Additional facilities constructed

Development Objectives	Strategy	Interventions	Outputs
		Repair / maintain facilities established under the SFG program in a cost effective manner	Increased no of teachers residing in school premises
	Enhance instructional quality to increase pupils achievement of literacy, numeracy, and basic life skills	Increase pupils competences in literacy (read and write), basic arithmetic and (numeric) to help them master literacy, basic arithmetic and numeracy	Increased pupils competences in literacy, basic arithmetic and numeracy
		Decongest overcrowded classrooms (particularly at lower primary classes- P.1 to P.3) to enable teachers to work with management groups of pupils that permit significantly more teaching and learning to take place	Classrooms constructed
Roads and Engineering			
Improve the quality of road infrastructure	Improve the condition of district road network from 178km to 208km.	Upgrade specific sub-county roads	
		Maintain district roads in good condition	District roads maintained
Water	Upgrade, rehabilitate and maintain district, urban and Community Access Roads	District roads: rehabilitate 45kms, undertake periodic maintenance on 5km each year and routine maintenance 5km	District roads rehabilitated, periodically maintained and routine maintenance
		Improve 15kms of CAR each year	CAR rehabilitated each year
Increase access to safe water from 87% to 100% by 2020	Drill and rehabilitate boreholes	Construct safe water systems to increase water point systems	Drilling of boreholes in all sub-counties
		Systematically implement rain water harvesting at household and community level	Domestic rain water harvesting at household and community level implemented
Increase access to improved sanitation from 79% to 85%	Mobilise and sensitize households on good sanitation and hygiene practices through home and school improvement campaigns and competitions	Households mobilised and sensitized on good sanitation and hygiene practices through home and school improvement campaigns and competitions	Households mobilised and sensitized on good sanitation and hygiene practices
		Increase sanitation facilities in schools and promote hygiene education to prevent sanitation related diseases in primary schools	Sanitation increased and hygiene education promoted
Natural Resources			
Increase forest tree cover	Restore forest cover	Promote participation of the population in tree planting through national campaigns and provision of free and subsidized tree seedlings	Participation of the population in tree planting is enhanced
		Enhance private investment in forestry through of commercial tree planting on private land, agro- forestry and the use of trees to demarcate boundaries of land holdings	Increase in private sector investment in forestry sector
	Restore the wetlands, rangelands and monitor restoration of all ecosystem	Gazette the wetlands	Wetland gazetted and restored
		Implement catchment based management systems to restore the wetlands and catchments	Catchment- based management systems to restore the wetlands implemented
		Monitor and inspect restoration of ecosystems (forests, wetlands, catchment)	Monitoring and inspection visits for ecosystems in place
	Support environmental improvement initiatives	Support sustainable provision of ecosystem services through restoration of fragile ecosystems (river banks, lakeshore, hilly and mountainous areas, and wetlands)	Restoration of fragile ecosystems (river banks, lakeshore, hilly and wetlands) is supported
		Support sustainable provision of ecosystem services through restoration of fragile ecosystems (river banks, lakeshore, hilly and mountainous areas, and wetlands)	Tree planting in public institutions (schools, colleges, universities, prisons, police and army barracks)
Ensure sustainable management of environmental resources and minimize	Integrate environmental concerns in all development initiatives	mainstream environmental concerns in all policies and plans	Environmental concerns in all development initiatives integrated

Development Objectives	Strategy	Interventions	Outputs
degradation			
Community Based Services			
Promote gender equality and women empowerment by ensuring equitable access to opportunities and participate in the development process	Promote gender mainstreaming in all activities and projects	Strengthen technical capacity for gender and equity mainstreaming in plans	Capacity for gender and equity strengthened. Gender and equity mainstreamed in plans
		Reduce incidences of Sexual and gender based violence among men and women	Sexual and gender based violence incidences reduced
		Promote and conduct Gender Responsive Budgeting	Gender Responsive Budgeting conducted and promoted
		Increase women participation in business through provision of entrepreneurial skills	Women participation in business through provision of entrepreneurial skills encouraged
	Reduce gender based violence and promote women's rights	Develop and implement sensitization awareness programs and put in place clear reporting and administrative mechanisms for handling cases	Sensitization and awareness programs developed and implemented with clear reporting and administrative mechanisms for handling cases
To provide equal opportunity to women and other disadvantaged groups to participate in and benefit from trade	Promote equal opportunities to women, youth and disadvantage groups	Empower disadvantaged groups particularly women, youth and people with disabilities to enable them to participate more in trade	Disadvantaged groups particularly women, youth and people with disabilities to enable them to participate more in trade
Ensure respect and promotion of human rights	Strengthen the systems for promotion of human rights and prevention of human rights	Strengthen the capacity of stakeholders in human rights promotion, protection and reporting	Stakeholders trained in human rights
		Strengthen Equal Opportunities to ensure affirmative action is implemented by the various sectors to enable vulnerable groups effectively participate in the development process	Equal Opportunities strengthened for across all sectors
		Empower marginalized and vulnerable groups to effectively participate in the development initiatives	PWDs, women, youth, elderly and unemployed empowered
Ensure effective community mobilization and participation in development initiatives	Improve the functionality and accessibility to quality non formal literacy and numeracy services	To ensure that FAL programs reach all villages and increase adult enrolment and training	FAL programs expanded to increase adult enrolment and training

3.3 Adaptation of relevant national crosscutting policies/ programs

This has been possible through the implementation of national policies at the district as explained here in:

3.3.1 Population and Development relationship

Ngora district has a population of 142,487 as per the census 2014 provisional results. To alleviate poverty, efforts have to be put in place and effective methods of reaching women since they are a vulnerable group and are more than men in terms of disease. This has been the target of government in the Millennium Development Goals (MDGs). Women are the core population in the steering of activities in homes i.e. agriculture, households chores, nursing children and bearing them. Maternal health and child health thus have to be put in focus. It is however, important to note that the population growth rate of the district has been very high and this has serious implication on the utilization of natural resources and provision of services.

3.3.1.1 Population Age Structure and its Implications on Development

One of the current implications of the rapid population growth rate is the transformation of the population structure from a relatively old to a more youthful one. This means that resources are outcompeted because a youthful population is so demanding in terms of food, health, education and land. This implicates less physical development. There is a tendency of population pressure on land. Unemployment too becomes an issue of concern to the district since there are no jobs for the youth which will result to theft, redundancy, begging and other weird behaviour.

3.3.2 Gender situation analysis

Despite the big population, women in Ngora district have been negatively affected both directly and indirectly at different sector levels as can be seen below:

3.3.2.1 Gender and agriculture

Agriculture is universally agreed as the backbone of Uganda's economy and way of economic livelihood of people. Over 93% of the households are engaged in agriculture, though mainly practicing subsistence farming (68%). There is limited application of modern techniques of production, yet over 70% of agricultural labour force is provided by women, yet only 30% only have access to and control over means of production (agriculture produce) and only 7% own land. Women are less educated with- 69% illiterate (UBOS profiles of Higher Local Governments).

Due to the above facts, there has been very limited adoption of modern technologies by the women due to their low education levels and cultural factors that hinder free interaction between women and extension workers, most of whom are men, over 70%. This limits women access and involvement in relevant programs like NAADS.

Also women's multiple roles do not allow them adequate time to attend meetings let alone the long distances to the often centralized meeting venues. Most times, women farmers are left out from study tours because they are hardly seen in farmer meetings.

Despite all the above issues, there is profound participation of women in agricultural production right from planting, weeding, harvesting to post harvest handling (storage). Decisions regarding marketing and incomes from the produce are solely for the "Head of household" who is the man. There's need for deliberate effort to make women part and parcel of all processes aimed at modernizing agriculture.

3.3.2.2 Gender and Education

The education of women is particularly important given their reproductive role as home makers and caregivers of children. Not only does education have a significant multiplier effect, given the responsibility of women for socializing the next generation, it also enhances the potential of women for contributing to the social, economic and political aspects of national development.

In Ngora district considerable gender inequalities exist in the education sector as prioritized below:

Enrolment: There has been considerable increase in enrolment of children both boys and girls since the introduction of UPE in 1997. Whereas, there has been a general fall in the dropout rate over years according to the different cohorts of education, other dimensions of gender exist in the district including:

- General and gradual trend of reduction in dropout of girl's children as opposed to the fluctuating trends among the boys.
- Enrolment at primary one has more girls than boys, fewer girls complete in primary seven than boys, implicating a higher dropout rate of girls than boys.
- High rate of dropout of girls especially in primary four and five as compared to other classes.

Basing on the factors, interventions including the inauguration of the Education Sector Working Committee (ESWC), the designation of a departmental Gender Focal Point person and constant monitoring of school drop-out rates, some of the issues associated to the high drop-out rate of pupils especially girls still prevailed.

Girls Own Perception: Some schools without sanitary facilities (pit latrines and urinals) or facilities which are not maintained provide a likely cause for high dropout of girls of P.4 and P.5, who are at the ages of experiencing their first monthly menstrual cycles (age at menarche). These result from the girls taking the school as inappropriate for them because of peer pressure and the attitudes of male classmates.

Career Counselling: Inadequate gender awareness, gender sensitive counselling and career guidance in schools and communities for both girl and boy children. Career counsellors have tended to hold traditional attitudes about appropriate occupations for female and male students.

Parental Attitude:

- Children with Disabilities (CWDS) are not given adequate support and attention in their education by parents, teachers and community. A limited number of materials for SNE with equally few programs in place to cater for boys and girls with special educational needs, and yet technical and vocational education is too expensive to many disadvantaged boys and girls.
- Boys and girls have become sexually active at an early age i.e. 13 years for girls and 15 years for boys. This has exposed them not only to STI's but also to early pregnancy leading to many instances of child mothers. Heavy workload for the girl child both at school and home which affects their education and performance, with very limited support and encouragement from parents, due to parents' lack of awareness of the benefits of education.

The high enrolment of girls in lower primary could be exploited early before nature disorients them through empowerment of the Senior Women and Men structures in schools as limited funding is attached to this area. There is need to strengthen the Parent Teacher Associations (PTA) and School Management Committees (SMCs) to increase the awareness among parents of the benefits of educating and training girls and involve parents more with schooling in general.

3.3.2.3 Gender and Health

There is a general rise in the Total Fertility Rate in Ngora from 6.3 in 1991 to 7.4 in 2002 (DHO). This implies a high population growth rate and decline in the health of both mothers and children. The high illiteracy levels among women(69%) makes matters worse, coupled with the low decision making powers over their sexuality and this culturally affects women's reproductive health conditions. This is attributed to the cultural norms that make women to be submissive to men. This has resulted to too many health issues affecting the health sector such as:

- Low utilization of family planning practices by women leading to high birth rate and subsequently putting strain on government services.
- Condoms are the main contraceptive methods among youth. Pills and depo rovera is used by mainly educated women. Other family planning methods (e.g. IUDs), Implants are available but uptake is poor because of attitude.
- Health centres don't have enough drugs and supplies.
- Men have negative attitude towards couple counselling and testing.
- Health services are offered in all health units with a referral network at community level although weak.
- Women and children tend to seek health services more than men.

Ngora district recognizes gender as a development concern that needs to be mainstreamed in all sectors. In line with this, the district has gone a long way to develop the district gender mainstreaming strategy to guide the district's actions toward achieving development that's gender sensitive and beneficial to all stakeholders. At least 1 woman is in an executive position on the committee. In the Works sector, women participate in road maintenance and quite a number of them have accessed contracts through the tendering process. Health seeking behaviour seems to be high among women. They neither control household incomes nor have a voice on decision making.

In education sector out of 57 primary head teachers 15 are women and this number is set to increase. However, despite this move, there are still remarkable unequal gender relations, which signify gender imbalances in the district and calls for more efforts and commitment to address gender issues especially in the following areas:

3.3.3 Environment Analysis

The natural environment in Ngora district has continued to suffer abuse and degradation. Extraction rate, use and management of environment and natural resources are not sustainable. Many factors contribute to continued degradation of environment and natural resource bases and these include the following among others:

- During the time of both national and local elections, environment and natural resource became issues for votes. In the 2006 and 2011 general elections, wetlands suffered most from abuse or degradation because wetland abusers became convinced by local leaders hence no need to conserve natural resources.
- No offenders or Natural resources abusers are prosecuted but are fairly treated with minor fines.
- High poverty level that makes people to rely directly on environment and natural resources for livelihood and income generation.
- Ineffective law enforcement. Capacity of law enforcers is very minimal.
- Little or no capacity in environment management among stakeholders including policy makers and technocrats at all levels.
- Little or no mainstreaming of environment issues or concern into other activities and projects and have negative impacts or the environment impacts. A part from government projects where mainstreaming of environment concerns is normally emphasised, it is not an issue in most civil society organizations. They therefore have little or completely no mitigated measures in their activities. There are also few NGOs or CBOs if any directly engaged in environment or natural resources sector.
- Meagre funding for environment and natural resource management. The department is one of the least funded.

- Silent resistance to sound natural resources management and poor attitude by communities on sustainable use of natural resources.

In Ngora district generally and particularly urban centres which are growing in all sub-counties, poor solid waste management is increasingly becoming a problem. There is indiscriminate waste disposal. General responsibility is lacking and there are no gazetted areas for waste dumping. The capacity to manage waste at different levels from generation to disposal is lacking. Sound solid waste management awareness among many stakeholders is lacking. Solid Waste Management will continue being a big environment problem in all urban and upcoming rural centres. There is need for the sub county, town council and district level councils to identify resources that will be used to secure a land fill to overcome issues of solid waste management.

3.3.4 HIV/AIDS Situation Analysis

3.3.4.1 Analysis of the Magnitude of HIV/AIDS in Ngora

The HIV epidemic in Ngora district is profoundly heterogeneous by gender, geographic area, socio-demographic and economic activities. Prevalence is generally high for women than for men in the reproductive age-group i.e. 3.7% for 15-49 years, with the pattern reversing after the age of 50 years where HIV prevalence is slightly high among men than women. Other population groups that had dis-appropriately higher HIV prevalence included currently married, widowed, divorced or separated individuals, people with other STI's, Un circumcised men, and women in the highest wealth quintile. Other groups that have been found in other studies to be associated with higher HIV prevalence include taxi brokers, boda-bodas, fishermen, etc.

3.3.5 Nutrition

3.3.5.1 Situation and problem Analysis

Uganda has made progress in reducing HIV, Malaria, and tuberculosis; produces sufficient food nationally to meet the needs of its population; and has experienced a significant reduction in poverty levels, from 39 percent in 2002 to 23 in 2009-2010. However, the levels of malnutrition among women and young children have improved only minimally and some indicators, like micronutrient deficiency, have even worsened over the past two decades.

Among women of reproductive age, over 12 percent were found to be underweight in 2006, with a body mass index (BMI) of less than 18.5kg/m². Iron-deficiency anaemia remains the most serious micronutrient faced by Ugandan women. In addition, Uganda is faced with a double burden of malnutrition – the increasing co-existence of obesity and malnutrition in communities across the country. The 2006 UDHS showed high levels of overweight among women living in urban centres, as well as in many rural areas of Western and Central regions.

3.3.5.2 Causes of malnutrition

There are several interacting causes of child malnutrition in Ngora ranging from policy issues to immediate household conditions to underlying community and cultural situations. The immediate causes of child malnutrition in Ngora are two-fold: Inadequate dietary intake resulting from suboptimal maternal and infant feeding practices and the high disease burden resulting from malaria, diarrhoeal disease, and acute respiratory infections. There are three broad underlying causes of inadequate dietary intake and the high disease burden.

- Household food insecurity (mainly related to poor access to the range of food needed for a diversified diet). An added element of this is that the foods that households frequently consume are relatively deficient in micronutrients. Seasonality in food production, variable food prices, and seasonal earning patterns exacerbate the instability and the poor quality of the diet the household consumes through the year.
- **Inadequate maternal and child care.** Care-related constraints lead to both inadequate dietary intake and a high disease burden in young children. These constraints include the heavy workload that women as primary caregivers in the household must shoulder every day. Women do both farm and household chores and might engage in small business activities, while also being responsible for the continual care of the children and other dependants within the household. Frequent births limit a woman's ability to properly care for her infant and other young children, while also regaining her own health. In addition, social dislocation in many households and communities in Uganda has led to changes in traditional gender roles and increased family breakups. These changes tend to worsen the quality of the nutrition and health care women and young children receive.
- **Poor access to health care and a healthy environment.** In far too many cases, young children do not live in a healthy environment with good access to toilets and other sanitation services, a reliable safe water supply, and effective health facilities and services, including nutrition services such as micronutrient supplementation and nutrition education.

3.3.5.3 Consequences of high malnutrition

a) Malnutrition kills Ugandans each year

- Low birth weight is rampant in Uganda. Over 16,000 children who were born weighing less than 2.5kg died in 2009. Other forms of malnutrition were associated with more than 67,500 child deaths in 2009.
- Anaemia affects 49 per cent of women. Without any intervention, 15,000 mothers will die of anaemia-related causes between 2006 and 2015. One in three of these deaths could be prevented if we doubled our coverage of iron supplementation among pregnant women.

b) Malnutrition significantly reduces agricultural productivity

- In the agricultural sector, Uganda's main employer, over US\$34 million worth of productivity was lost in 2009 alone due to iron deficiency anaemia in the adult population. Other losses to agriculture occurred as a result of time lost due to illness associated with other types of malnutrition or time lost while dealing with family illnesses or deaths associated with malnutrition.

c) Malnutrition contributes to poverty in Uganda

- Uganda loses US\$ 310 million worth of productivity per year due to the high levels of stunting, iodine deficiency disorders, iron deficiency, and low birth weight.
- Malnutrition is expensive to treat. For instance, treating severe acute malnutrition costs more than US\$120 per child.
- Malnutrition contributes to a loss of about 4.1% of the gross domestic product (GDP) per year.

d) Malnutrition affects education and installation potential of schoolchildren.

- Between 2006 and 2015, iodine deficiency disorders will cause 19,300 children to be born as cretins and 543,000 children to be born with mild or moderate mental disabilities.
- Stunting causes children to start school late because they look too small for their age. In 2006, one in four 7-year-olds had not started school, even with the Universal Primary Education Programs.
- Stunting will also be a cause of absenteeism and repetition of schools years.

As the causes and consequences of malnutrition are multi-dimensional, effectively addressing the problem requires an integrated approach with broad cross-Sectoral political support. While cross-Sectoral coordination increases the challenges in implementing effective programmes, these challenges are not insuperable, particularly if effective leadership is brought to the issue.

3.3.6 Climate Change

The variation in weather patterns has drastically change due to different activities by man that has contributed to the negative effect on the environment as such the rainfall pattern has also changed compared to the past years in Ngora district, loss of soil fertility, desertification and continues prolonged droughts.

3.3.6.1 Key issues to note under climate change

- Total destruction of the existing natural tree covers.
- Conversion of wetlands all over the district.
- The degradation of wetlands leads to decrease in water table or yield of water.
- Land degradation through soil erosion and loss of soil fertility and production has a negative impact on sustainable land management.

- Increasing soil erosion and loss of soil fertility, which in turn affects the productivity and sustainability of agriculture on which over 80% of the population of Uganda depends.
- Increasing pressure from high population and economic growth rates and unsustainable development.
- Lack of appreciation of individuals and or institutional role in environment and natural resources management.
- Poor /law attitude towards environment and natural resources involvement in managing resources.

3.3.6.2 Objectives

- Integrate practical action into the district development plans and programs for management and conservation of the environment.
- The district should be able to review on-going plans and programs from an informed point of view and identify practical actions.
- Appreciate the best practices for sustainable environment and natural resources management.
- Understand the basic requirements for successful implementation of actions.

3.3.6.3 Best practices for environment and Natural resources management in Ngora district

- Enhance opportunities for improved environment management and sustainable use.
- Requires optimizing local participation in resource management
- Access to available natural resources.
- Promoting gender-sensitive participation of communities and other stake holders in resource management, and a cautious drive to maintaining a healthy and rich natural resource base.

3.3.6.4 Practical actions to fight climate change issues

a) Action to increase tree cover in Ngora district. These shall include:

- Protection of natural forests
- Enrichment planting
- Agroforestry practices like boundary planting, Avenue planting, woodlots, shade trees, compound trees and agro- silviculture.
- Use of energy –efficient technologies, promotion of alternative sources of energy.
- Efficient resource utilization and value addition.

b) Actions to manage wetlands and land resources.

- Wetland protection and restoration.
- Adaptations of sustainable land management practices like afforestation, reforestation, revegetation, rehabilitation of range lands etc.

c) Actions for adaptation to climate change-this include

- actions for protection and management of natural resources,
- Management of urban and industrial developments
- Coping strategies like soil conservation, food preservation, water harvesting, alternative livelihood system.

3.3.7 Disaster Preparedness and Management

The district disaster preparedness and management committee has to coordinate the disaster preparedness and management interventions at the district and lower local governments.

Mission: To create an effective frame work through which disasters preparedness and management is entrenched in all aspects development process, focusing on saving lives, livelihoods and resources.

Goal: To establish institutions and mechanisms that will reduce the vulnerability of the people and their property to disasters.

3.3.7.1 Objectives

- To integrate Disaster Preparedness and management into the DDP.
- To generate and disseminate information on early warning
- To promote timely, coordinated and effective emergency and responses at all levels.

3.3.7.2 Key coordination structures with their roles and responsibilities

This shall include: The district disaster policy committees comprising of DEC, RDC, RPC, DPC, DISO a representative of the army and the Mayors/LC3 Urban chairpersons of Town councils whose roles and responsibility are;

- Policy direction.
- Coordination.
- Monitoring.
- Authorize expenditure.

District disaster management committees comprising of all HOD, CSOs operating in the district, the DPC, representative of the UPDF

Roles and responsibilities

- Assessment, Planning, Implementation, Resource mobilization, Information dissemination, Emergency response /setting up and formation of bye laws on issues like bush burning.

Sub-county Disaster Management Committees (SDMCs) and Village Disaster Management Committees (VDMCs)

Roles and responsibilities

- Provide vital information on risks/Hazards in their localities.
- They can effectively disseminate early warning messages to residents provided by DDMCs.
- They can use their local knowledge in determining Hazards events.
- Putting in place village bye laws on Disasters and measures to address disasters.

Actions by Local Government in the implementation process

- Ensuring communities report any form of Hazards in their area.
- Working with sub counties and the communities to develop Hazard profiles.
- Ensuring bye laws are put in place to address issues of Hazards.
- Local councils at all levels should put in place disaster preparedness and management plans.
- Local Governments should ensure awareness and education on managing some Hazards, before they become disasters.
- Training village volunteers in disaster response

3.3.8 Good governance and anti-corruption

3.3.8.1 Strategic Objectives

- a) To strengthen the participation of non-state actors in fighting corruption in Ngora district.
- b) To enhance mechanisms, systems and procedures for ethical conduct and integrity in Ngora district L.G.
- c) To improve oversight and enforcement functions of Ngora District Local Government.
- d) To enhance financial, procurement and human resource management capacities of Ngora District Local Government to fight corruption.
- e) To strengthen the use of legal and policy framework for fighting corruption in Ngora District Local Government.

3.3.8.2 Outcomes

- a) Increased public access to legal and policy instruments that promote civic participation.
- b) Effective civic participation and awareness
- c) Codes of conduct and standing orders understood and actively in use in Ngora District Local Government.
- d) Ngora District Local Government Executive, management and institutional oversight enhanced.
- e) Financial management improved in Ngora District Local Government.

- f) Procurement management improved in Ngora District Local Government.
- g) Human resource capacity strengthened.
- h) Implementation of Legal and policy framework strengthened.

Indicators of functional Good Governance and Anti-corruption Strategy

- a) CSO provide positive feedback
- b) Active participation of CSOs in assessments
- c) Positive feedback from media and media participation in GGAC.
- d) Positive feedback from private sector and society.
- e) Existence of an abridged version of annual performance statement at the HLG.
- f) Complaints desk setup, staffed and functional.
- g) Public service standing orders accessible to all public officials.
- h) Self assessment workshops held.
- i) Activity based budgeting, accounting and reports are operational.
- j) Contracts management guidelines utilized.
- k) Information management systems fully functional.
- l) Internal Audit fully functional and utilizing the audit manual.
- m) LG financing policy developed and approved.
- n) Simple disciplinary and grievance procedures in operation.
- o) Increased percentage of cases disposed of by management.
- p) Procurement information and plans, and reports displayed in public places.
- q) Active stakeholders' participation in the procurement process.
- r) Performance bonds guidelines.
- s) Percentage key posts filled at district and sub-county levels.
- t) Training executed in accordance with the training needs analysis.
- u) Staff being appraised in accordance with Ministry of Public Service and District Service Commission procedures.
- v) Key resource materials availed at district and sub-county level.

Table 3.2 Five Year District Poverty Action Plan (2015/16-2019/20)

Poverty Issue	Objective(s)	Interventions identified	Target group	Responsible Person
Limited income generating activities	To diversify income generating activities.	Train male and female farmers in income generating activities in Ngora district	Vulnerable households in groups.	Community Development Officer and Agricultural Officer.
Limited access to important sources information	To increase access to information for both women and men in the district by year 2016.	Increased awareness on the existing opportunities Increased FAL activities targeting both men and women	Vulnerable households in groups.	Community Development Officer and Agricultural Officer.
Low household marketable agricultural outputs	To increase agricultural output levels	Sensitize male and female farmers on new adaptable technologies. Establish demonstration gardens at village level.	Vulnerable households in groups.	Community Development Officer and Agricultural Officer.

Poverty Issue	Objective(s)	Interventions identified	Target group	Responsible Person
		Adding value to agricultural produce/output		
Limited market sources	To increase information and market outlets	Providing male and female farmers with information on markets. Establishing market centres at each parish	Vulnerable households in groups.	Community Development Officer and Agricultural Officer.
Declining soil fertility	To increase soil fertility	Training male and female farmers in soil conservation techniques.	Vulnerable households in groups involving men, women, PWDS, and elderly.	Community Development Officer and Agricultural Officer.
Large family sizes	To reduce on the family sizes	Sensitise male and female household heads on family planning.	Household heads in groups targeting both women and men	Population Officer and District Health Officer
Land fragmentation	To encourage land consolidation	Sensitisation of female and male farmers on the dangers of land fragmentation.	Vulnerable households in groups targeting both women and men	Community Development Officer and Agricultural Officer.
Low household literacy levels for male and female farmers	To increase literacy levels for male and female farmers	Increase FAL activities and target both men and women.	Vulnerable households in groups of women and men	Community Development Officer and District education officer.
Limited transport facilities	To improve on the transportation mechanism	Rehabilitation, periodic and routine maintenance of roads.	Vulnerable households in groups/Communities	District Engineer and Community Development Officer.
High incidence of preventable diseases including HIV/AIDS	To reduce on the incidence of preventable diseases	Provision of safe water. Improving household hygiene and sanitation. Increase on the immunization coverage, conduct health education and inspections	Vulnerable households in groups/Communities	District health Officer/District Water Officer.

4.0 CHAPTER FOUR: DEVELOPMENT PLAN IMPLEMENTATION, COORDINATION AND PARTNERSHIP FRAMEWORK

4.1 Development Plan implementation and coordination strategy

4.1.1 Introduction

The purpose of this implementation strategy is to enhance operationalization of the District Development Plan. It provides an overview on how the DDP objectives and the overall DDP theme will be achieved by outlining what will be done, by whom, when and how. It serves as a checklist that will be updated monitored and progress on it shared among the stakeholders. The strategy will also help to coordinate and guide the implementation actions, support coordinated efforts, minimize duplication and promote synergies.

In addition to that the strategy will facilitate addressing of key issues identified by the DDP including gaps in service delivery and elaborate in detail the agreed courses of action. In so doing the implementation strategy will be a critical integral part of the routine reference for stakeholders to ensure that policies and programs are implemented correctly, that standards are met, that lessons learnt are rapidly turned into operational and policy improvements and that all outputs are based on timely and relevant strategic information.

4.1.2 Main methods to the implementation and coordination strategy

An intergration of all mechanisms to achieve the set objectives and interventions, these mechanisms will include among others participatory, government led, private sector led and Private Public Partnership (PPP) approaches.

The ultimate aim of the DDP is the implementation of the LG development agenda. This is explained by the participatory planning process that involves all the stakeholders' right from household, community, Development partners through the sub county to the district. Given that individuals, institution, and all the development partners take part in the process, it is therefore the right mechanism for the implementation of LG programs and projects as explained below.

The identification of key service delivery issues at various levels is done as follows:

- Village includes all the community members resident in that village or cell in the case of town council. At this level people participate as individuals not as representatives of group. LC I Chairperson is the

one who facilitates the discussion. Focus is on all issues that affect the community as a whole be it economic, educational or health. Issues above the village are forwarded to the parish.

- Parish level includes parish chief as the secretary, chairperson PDC and committee members, LC II council, farmers' forum in the case of NAADS, CBOs and CSOs.
- Sub county level includes STPC, SEC, Council, NGOs, etc.
- District includes; Council, DEC, DTPC and development partners.
- The local governments do carry out local economy situation analysis which is usually summarized in the situation analysis chapter in the development plans. This draft report provides a discussion document for budget conferences held at various levels.
- Local governments do not maintain formal registers of key service delivery issues however; all the issues are usually captured and reflected in monitoring reports, investment profiles and village and parish action plans.
- The budget allocation to LED cannot be meticulously calculated partly due to overlaps between community initiated projects and district/NGO implemented programs and projects. On the other hand, the whole DDP ideally is a response to LED.
- The DDP is approved by the Sub county/District council which becomes the official working document for the development of the Sub county and the District.

The participatory approach will be done in an inclusive manner by involving all stakeholders with the bottom up approach. Wide stakeholder involvement in planning starting from the parish level up to the Sub-county especially during the budget conferences while identifying priority areas for focus. Priorities are then submitted to the district for inclusion in the Budget Framework Paper.

Public Private Partnership is done through contracting out services and works. This promotes transparency and accountability of the public funds.

4.1.2.1 Local Economic Development (LED)

The NDP of the country envisions a transformed society that is moving away from a peasant-subsistence mode of life to modern and transformed country (NDP I, 2010). This will not be possible when a large portion of the population especially those living in the rural communities remain practicing traditional ways of thinking, production and consumption.

Development thinking has also acknowledged the heterogeneity of communities as do their development needs. This calls for customized intervention to their local needs. It is therefore timely to consider local economic development approach in government planning.

Local Economic Development (LED) is a process through which local communities and private sector entities can be assisted to improve on their economic potential through joint planning and implementation with local governments. LED will call for a creation and modification of community economic institutions and infrastructure, enhancing individual and community capacity; and providing supportive policies that can enable locals to harness endogenous resources for wealth creation. Essentially, adoption of LED strategy demands intimate linkage between LG planning and budgeting.

Local economic potential in Ngora lies in agriculture, trade, tourism, hospitality industry, value addition, mining, quarrying/Trading Rights in Intellectual Property (TRIPs). LED should therefore create local investors to exploit these opportunities.

4.1.2.1.1 Extent to which LED strategy is being incorporated into DDP

The discussion here is premised on the acknowledgement of the process of development and approval of the DDP. This takes into account the process of identification of needs, human resource involvement and facilitation and provisions in the budget to cater for support and development of capacities.

- This includes identification of households and private sector needs through bottom-top planning (beginning from the village right to the district).
- Provision for planning/budgeting, supervision, monitoring and evaluation of the development processes.
- Approval of development needs by Local councils.
- Joint implementation with communities and private sectors through PPP.
- Provision of infrastructure like markets, community access roads, and enabling environment.
- Creation and development of savings and credit services (SACCOS), where communities can save in and access credit facilities.
- Farmer education through the print and electronic media e.g local radios and news paper

4.1.3 Strategies to be used to ensure effective coordination of implementation

Enforcement on compliance with the LGFAR by all staff, through regular monitoring and supervisions and compliance checks to ensure achievement of performance targets, Regular follow up of audit recommendations. Sensitization of all stakeholders especially the potential taxpayers, and the general public with a view of improving on our local revenue collections, Lobby for recruitment of additional staff at least to 70% coverage.

Focus will be on deepening extension services provision through increasing participation of public and private partners such as private sector NGOs and community organizations. The district shall facilitate

private sector (households) production and encourage linkages with other sectors through the provision of essential public infrastructure.

Increasing production and productivity through high value addition technologies, high value crops and animal breeds will be promoted. In the crop sector emphasis will be placed on introduction of improved citrus and mango fruits as a major source of diversification. Promotion of enterprises with high profile margins agro process supported by NAADS is hoped to have a double effect in that apart from promoting PMA. In the animal sector, the focus will be on cross breeding the local animals with improved breeds so as to improve production and productivity and hence poverty eradication. The focus will be on improved bulls, he goats, boars, cocks and pigs. In order to improve in household incomes, there is need for proper enterprise selection and enterprise mix in limited land use.

Promotion of apiary and commercial fish farming as viable enterprises will also be stressed. This will mainly be on private basis with demonstration being used as a system of promoting adoption.

Market linkages both local and external value additions and establishment of MFIs/ village banking systems through SACCOs will also be encouraged and emphasized. NAADS is under taking informal savings and credit under ISFG. There is also need to stress value addition on the raw products and more emphasis on building of fruit factory to provide solution for lots of fruits produced by the district.

The district recognizes the important role and contribution the private sector and NGOs are making in production. In this regard the district shall encourage and facilitate private sector development and NGO involvement though:

- Availing investment information.
- Creating enabling environment.
- Where necessary availing technical assistance.
- Constructing and rehabilitating essential infrastructure such as roads.
- Building partnership with both NGOs and private sectors in implementation of programs especially in NAADS program.
- Building linkages with research institutions for capacity building.

The district implementation strategy aims at raising latrine coverage to above the 80% in the long run. This is planned to be achieved through collaborate efforts with implementing partners, NGOs, CBOs and lower local governments. This shall build network with the communities to ensure that households construct

latrines; encourage the building of demonstration VIP latrines in schools and public places; and carrying out home improvement campaigns through intensified health education.

Monitoring and Evaluation of health services is planned to be achieved through collaborate efforts with implementing partners, NGOs, CBOs and lower local governments.

The implementation strategy embraces Universal Primary Education (UPE) set modalities by the Ministry of Education, Science, and Technology & Sports. The district supports the policy of establishing a secondary school for each sub-county. In this part, the district has identified a site in Ngora Sub-county for the establishment of a seed secondary school. Support to technical and vocational education shall be of creating and enabling environment for other partners to join the district as we implement Skilling Uganda Policy.

The district shall support sports in schools, local clubs in urban and rural areas through providing advice and support where possible. The district shall encourage competitions throughout the district for the purpose of tapping and developing talents in line with NDPII objectives. It shall also welcome and seek external assistance for equipment.

Strengthening the integration and coordination role of the DTPC aimed at facilitating more efficient use of the scarce resources especially the human resource.

A focus is on mainstreaming cross cutting issues in to all district and lower level plans. Such issues include: nutrition, human rights, population and development, environment, gender poverty and HIV/AIDS. Environment screening for all projects will be done in the current year, while interventions aimed at providing a detailed understanding for the mainstreaming concept will be implemented.

Involvement of different stake holders in planning, implementation and evaluation of government programs i.e wider stakeholder involvement.

4.1.4 Aligning with NDP II implementation proposals

4.2 Development Plan Institutional Arrangements

The successful implementation of the Development Plan shall involve Development Partners i.e NGOs, CSOs etc. These will participate in both monitoring and evaluating the performance of the DDP. These will also check whether the set targets are achieved or not or are line with the NDP II and the national objectives.

4.3 Pre-Requisites for Successful Implementation of this Development Plan

4.3.1 Situation Analysis

The implementation of public policies, programs and projects is largely through defined government structures and systems. This was enhanced with the introduction of the decentralization policy in 1993. With the advent of PEAP, government approved a more comprehensive institutional framework for coordinating the implementation of government policies and programs.

4.3.2 Pre-requisites for DDP Implementation

Successful implementation of the DDP will require the following:

- Timely review of the Development Plan
- Involvement of stakeholders like NGOs and Civil Society Organizations in all stages of planning and budgeting.
- Timely reporting and accountability.
- Ownership of the DDP by all stakeholders.
- Political will at district and LLG levels.
- Availability of resources
- Increased private sector capacity.
- Effective monitoring and evaluation to support implementation.

5.0 CHAPTER FIVE: DEVELOPMENT PLAN FINANCING FRAMEWORKS AND STRATEGY

5.1 Introduction

Ngora district has three main sources of funding, namely; grants from Central government, locally generated revenue (taxes and other non-revenues) and donors. In terms of percentage share in the district budget, grants from the central government contributed over 90%, while locally generated revenue constitutes less than 2% on the district resource envelope and the contribution of donors greatly varies with financial years.

5.1.1 Analysis of Revenue by source

In the second District Development plan 2015/16-2019/20, Ngora District project to realize revenue to finance its planned activities as summarized in the table below:

Table 5.1 Five Year District Revenue by Source 2015/16-2019/20

Category	Estimate FY 2015/16	Projected FY 2016/17	Projected FY 2017/18	Projected FY 2018/19	Projected FY 2019/20	%age Budget Share
1.Local Revenue	200,388,000	210,407,400	220,927,770	231,974,159	243,572,866	1.3
2.Government Transfers	14,614,320,000	15,345,036,000	16,112,287,800	16,917,902,190	17,763,797,300	97.2
3.Donor/NGO funds	216,000,000	226,800,000	238,140,000	250,047,000	262,549,350	1.4
GRAND TOTAL	15,030,708,000	15,782,243,400	16,571,355,570	17,399,923,349	18,269,919,516	100.0

Source: Finance department

Table 5.2 Summary of Sectoral Programs/projects

PROJECT NAME	2015/16	2016/17	2017/18	2018/19	2019/20	GoU Budget	LG Budget	Devt Partners off Budget	Unfunded	Total
Sector: Council, Boards and Commissions										
Sub Sector 1: District Service Commissions										
Project 1: Installation of electric power	1,000,000					✓				1,000,000
Sector: Production										
Sub Sector: Production Office										
Project 1: Construction of Plant Clinic/Lab and annexes	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	✓				20,000,000
Sector: Health										
Sub Sector: Health										
Project 1: Fencing of Ngora HCIV	64,658	64,658	64,658	64,658	64,658	Gov't Budget	-	-	-	323,290
Project 2: Construction of paediatric ward at Ngora HC IV	152,537	152,537	152,537			Gov't Budget				457,611
Project 3: Purchase of theatre equipment	35,616.82					Gov't Budget				35,616.82
Project 4: Staff houses construction and rehabilitation				152,537 At DMU		Gov't Budget				152,537
Project 5: OPD and other ward construction and rehabilitation					152,537 maternity at Kobwin HC III	Gov't Budget				152,537
	152,537 OPD at Opot	152,537 Maternity at Agu	152,537 OPD at Omiito	152,537 OPD at Atoot	152,537 Maternity at Mukura HC III				Unfunded	762,685
Sector: Works and Technical Services										
Sub Sector: Water										
Drilling of deep boreholes	247,000,000 (09 boreholes)	315,123,073 (14 boreholes)	330,879,226 (14 boreholes)	347,423,187 (15 boreholes)	364,794,346.35 (15 boreholes)		1,605,219,832	20,000,000(one BH) by CFCFCD		1,605,219,832
Rehabilitation of boreholes	45,000,000 (10 boreholes)	45,000,000 (10 boreholes)	47,250,000 (10 boreholes)	49,612,500 (10 boreholes)	52,093,125 (10 boreholes)	-	238,955,625	20,000,000 (IDI – Supply of borehole pipes) and 4,500,000	112,500,000 (25 boreholes)	238,955,625
Fencing of water office	27,000,000	-	-	-	-	-	27,000,000	-	-	27,000,000
Protection of springs		4,000,000	4,200,000	-	-	-	8,200,000	-	-	8,200,000

PROJECT NAME	2015/16	2016/17	2017/18	2018/19	2019/20	GoU Budget	LG Budget	Devt Partners off Budget	Unfunded	Total
	-	(2)	(1)							
Rehabilitation of shallow wells	6,000,000 (2)	6,000,000 (2)	6,300,000 (2)	6,615,000 (3)	6,945,750 (3)	-	31,860,750	-	-	31,860,750
Procurement of vehicle	120,000,000 (1)	-	-	-	-	-	120,000,000	-	-	120,000,000
Construction of latrines	Two stance line pit latrine 10,000,000	Two stance line pit latrine 10,500,000	Two stance line pit latrine 11,025,000	Two stance line pit latrine 11,576,250,	Two stance line pit latrine 12,155,062	-	43,680,062			43,680,062
Vehicle shade	9,558,000	-	-	-	-	-	9,558,000			9,558,000
Procurement of 2 laptops with a small coloured printer	4,200,000 (Each laptop @ 1,770,000 and	-	-	-	-	-	4,200,000			4,200,000
Procurement of office fan	300,000 (2)	-	-	-	-		300,000			300,000
Procurement of plastic chairs (Ken poly)	1,250,000 (50)	-	-	-	-		1,250,000			1,250,000
Motor cycles for Gender Officer and Engineering Assistant		17,000,000	17,850,000				34,850,000			34,850,000
Bicycles for hand pump mechanics association									2,400,000	2,400,000
Tool kits for hand pump mechanics									4,000,000	4,000,000
Motor cycle for hand pump mechanic association									17,000,000	17,000,000
Procurement of new borehole pipes	10,000,000	10,500,000	11,025,000	11,576,250	12,155,062				65,256,312	65,256,312
Sector: Administration										
Sub Sector : Procurement and Disposal Unit										
Procurement of a Photocopying Machine,	12,000,000								12,000,000	12,000,000
Procurement of a scanning machine	3,000,000								3,000,000	3,000,000
Finance and Planning										
Finance										
Procurement of Accountability stationery	✓	✓	✓	✓	✓		75,000,000			75,000,000
Installation of Shelves to Finance Department	✓						5,000,000			5,000,000
Procurement of Laptop Computer		✓					4,000,000			4,000,000
Development of Revenue enhancement ordinance	✓						3,650,000			3,650,000
Procurement of Desk top computer and its accessories	✓						4,500,000			4,500,000

PROJECT NAME	2015/16	2016/17	2017/18	2018/19	2019/20	GoU Budget	LG Budget	Devt Partners off Budget	Unfund ed	Total
Sector: Works and Technical Services										
Sub Sector: Water:										
Project 1: Fencing of water office	27,000,000									27,000,000
Project 2: Construction of 2 stance latrines with water closets	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000					40,000,000
Project 3: Vehicle shade		9,558,000								9,558,000
Sector: Works and Technical Services										
Sub Sector: Roads and Engineering										
Project 1: Construction of offices for the department		100,000,000								200,000,000
Project 2: Construction of Vehicle shade	15,000,000									15,000,000
Project 3: Wall fence and access gates					87,000,000					47,000,000
Project 4: Procurement of M/vehicle				125,000,000						125,000,000
Project 5 Two laptops	25 km	25 km	25 km	25 km	25 km					
Project 6 Routine and manual maintenance of road	6,000,000									
Project 7 Periodically maintain roads	5km	5km	5km	5km	5km					
Project 8 Road sealing using new technology	5km	5km	5km	5km	5km					
Sector: Management and Support Services										
Sub Sector: Human Resource Management										
Project 1: Capacity Building	27,730,760	27,730,760	27,730,760	27,730,760	27,730,760					27,730,760
Sector: Community Based Services										
Sub-Sector: Probation, Youth & Children										
Project 1 Youth Livelihood project	238,000,000	238,000,000	238,000,000	238,000,000	238,000,000	228,000,000	Nil	Nil	Nil	238,000,000
Project 2 Probation & Welfare – OVC	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	Nil	3,000,000	Nil	2,000,000	5,000,000
Gender & Community Development										
Project 2 FAL	6,982,000	6,982,000	6,982,000	6,982,000	6,982,000	6,982,000	Nil	Nil	4,000,000	10,982,000

PROJECT NAME	2015/16	2016/17	2017/18	2018/19	2019/20	GoU Budget	LG Budget	Devt Partners off Budget	Unfund ed	Total
Project Community Driven Development – CDD	42,382,899	42,382,899	42,382,899	42,382,899	42,382,899	42,382,899	Nil	Nil	40,000,000	80,382,899
Sector: Community Based Services										
Sub-Sector: Elderly & Disability										
Project 1 Special Grant for PWDs	13,295.503	13,295.5031	13,295,503	13,295,503	13,295,503	13,295,503	Nil	Nil	Nil	13,295.503
Project 2 Support to youth councils	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	Nil	Nil	5,000,000	7,547,000
Project 3 Representation on women councils	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	2,547,000	Nil	Nil	5,000,000	7,547,000
Sector: Education, Science, Technology and Sports										
Sub Sector: Education Management Services										
Rehabilitation of 4 Classrooms	-	Koloin Primary School	Kokong Primary School	Ngora-Okoboi Primary School	Kumel Primary School	452,000,000	-	-	-	452,000,000
Construction of 9- 4 in 1 Teachers Houses	Ngora New Primary School (4)	Omuriana Primary School. Oteteen P/S	Aciisa Primary School. Kodike P/S	Kokodu Primary School. Omaditok P/S.	Onyede Primary School. Mukura- Okunguro P/S.	892,341,000	-	-	-	892,341,000
Construction of 11 Classrooms	Apama Primary School (2) and Opot Primary School (3)	Angod Primary School	Akeit Primary School	Ngora New Primary School	-	340,000,000	-	-	-	340,000,000
Supply of 432, 3-seater desks, 18 teacher's tables and 18 chairs to schools	Apama Primary School and Kokodu Primary School	Atiira and Akeit primary Schools	Ngora Boys Primary School	Agule- Omiito Primary School	-	64,800,000	-	-	-	64,800,000
Construction and furnishing of education office	-	-	✓	-	-	✓	-	-	300,000,000	300,000,000
Coding of new schools	-	5	-	-	-	-	✓	-	10,000,000	10,000,000
Construction of bathing shelters	-	1	1	1	1	✓	-	✓	80,000,000	80,000,000
Education study tour	1	1	1	1	1	-	✓	-	20,000,000	20,000,000
Education conference	5,000,000	5,250,000	5,512,500	5,788,125	6,077,531	-	✓	-	27,628,156	27,628,156
Construction of 5, 5-stance VIP Lined pit latrines	Atapar Primary School.	Agolitom Primary School.	Ngora- Okoboi Primary School.	Akarukei- Ajesa Primary School.	Kobuin Primary School.	85,000,000	-	-	-	85,000,000
Surveying/Fencing of 3 Schools	-	Ngora Boys P/S	St. Aloysius P/S	Apama P/S	-	-	✓	✓	300,000,000	300,000,000
Purchase of 1 Double Cabin Pick-up & 2 Motorcycles.	-	1 Vehicle for DEO	-	2 Motor cycles for Inspectors	-	✓	-	-	165,000,000	165,000,000

PROJECT NAME	2015/16	2016/17	2017/18	2018/19	2019/20	GoU Budget	LG Budget	Devt Partners off Budget	Unfund ed	Total
Sector: Natural Resources										
Sub-Sector 1: Forestry										
Tree Planning & Afforestation at the district headquarters, Kapir, Ngora, Kobwin, Mukura Sub-counties	2310000	2425500	2546775	2674114	2807819	-	12764208		-	127642208
Sub-Sectors: Land Management										
Physical Planning survey of land located in on Atapar-Kapir sub-county, Kadok-Kobwin sub-county, Kalengo-Mbale Ngora sub-county, Koloin Kapir sub-county and Morukakise-Mukura sub-county	7554750	7932488	8329112	8745568	9182846	-	41744764		-	41744764

5.1.2 Analysis of Expenditure

The expected revenue allocations to the departments in the Five years are as summarized in table below:

Table 5.2 Planned expenditure for the next five years

Sector	Estimate 2015/16	Projected FY 2016/17	Projected FY 2017/18	Projected FY 2018/19	Projected FY 2019/20	%age Budget Share
Mgt and Support Services	1,872,278,00	1,965,891,900	2,064,186,495	2,167,395,819	2,275,765,609	11.0
Finance	222,750,000	233,887,500	245,581,875	257,860,968	270,754,016	1.4
Council, Commissions & Boards	352,600,000	393,767,700	413,456,085	434,128,889	455,835,333	2.2
Production and Marketing	907,895,000	953,289,750	1,000,954,237	1,051,001,948	1,103,552,045	5.8
Health	2,318,773,000	2,434,711,650	2,556,447,233	2,684,269,594	2,818,483,074	14.9
Education and Sports	7,468,442,000	7,841,864,100	8,233,957,305	8,645,655,170	9,077,937,928	47.9
Works and Technical Service	1,772,430,000	1,861,051,500	1,954,104,075	2,051,809,278	2,154,399,741	11.4
Natural Resources	122,247,000	128,359,350	134,777,317	141,516,182	148,591,991	0.8
Community Based Services	347,140,000	371,926,599	390,522,928	410,049,074	430,551,527	2.2
Planning Unit	162,464,000	170,587,200	179,116,560	188,072,388	197,476,007	1.0
Internal Audit	56,537,000	59,363,850	62,332,042	65,448,644	68,721,076	0.4
Total	15,603,557,000	16,383,734,850	17,202,921,592	18,063,067,671	18,966,221,054	100

Source: Finance department

5.2 Resource Mobilization Strategy

5.2.1 Resources Mobilization Strategies

- Compliance with the Ministry of Finance Planning and Economic Development reporting requirements.
- Establishment of new local revenue resources
- Proposal writing to attract funding of new projects
- Increased accountability and transparency in the mobilization.
- Supervision and mentoring of Lower Local Governments on revenue management and collection.
- Enhance absorption capacity for the resources realized.
- Lobbying development partners to finance our development activities.

6.0 CHAPTER SIX: DEVELOPMENT PLAN MONITORING AND EVALUATION STRATEGY

6.1 Introduction

Monitoring is an on-going exercise that involves continuous overseeing of the quality of work and evaluation checks on quality and quantity of work.

6.1.1 Situation analysis

Project monitoring is a crosscutting role that is an ongoing process of project planning and management. Among the stake holders charged with M&E are the beneficiary CSOs, NGOs, communities, TPCs, Investment Committees, Executive Committee members and other agencies like Audit, IGG, and line ministries and others. The district has various monitoring and evaluation frame works which include the following:

- Specific project monitoring like NUSAF, NAADS and others.
- Specific monitoring which focuses on the department sector specialists.
- Multi-Sectoral monitoring that provides teams of cross Sectoral specialists to conduct integrated monitoring.
- Political monitoring i.e. this is mainly done by the Executive Committee of the respective councils and also the committee in their normal constituency visits.

The district has in general registered progress towards promoting more efficient M&E. However some areas that need more improvement can be identified including these illustrated here in:

- Irregular monitoring and evaluation of projects partly due to poor planning and implementation of projects.
- Lack of standard tools for M&E.
- Inadequate discussions of M&E reports in order to capture lessons learnt.
- Inadequate resources allocation towards M&E.

6.1.2 Monitoring and Evaluation strategy

The development of M&E strategy at district especially at department and sector level is quite a task since funding for M&E is inadequate therefore the strategy should be established independently by each department.

What so far has been done is only on a minute basis especially on a multi-Sectoral aspect which also has its challenges. The current M&E arrangements are weak and comprise only a few functional systems at sector level. These are characterized by fragmentation, duplication, weak co-ordination, lack of clear results chain, poor definitions, tracking and reporting of outcomes and results chain, use of different formats and approaches with no common guidelines and standards, lack of ownership of projects, inadequate feedback and sharing of results across departments and other stakeholders, poor use of data generated, there are a lot problems related to capacity and resourcing and largely poorly funded.

6.1.3 Objectives of Monitoring and Evaluation

- Assess performance of in accordance with the agreed objectives and performance indicators to support management of results i.e. evidence-based decision making, compliance with government policies i.e. accountability and constructive engagement with stake holders i.e. policy dialogue.
- Constitute a management tool for tracking progress and demonstrating results of the District Development Plan.
- Coordinate and facilitate LLGs, district and other stakeholders to regularly and systematically track progress of the implementation of priority initiatives of the five year DDP.
- Harmonize and institutionalize the use of M&E information in policy formulation, planning and budgeting at district and at LLG level.
- Provide an early system for potentially problematic areas of implementation of projects that may need urgent corrective action.
- Provide sustained technical back stopping and training for M&E.

6.1.4 Stakeholders in the Development Plan M&E Function

The overriding strategy is not to duplicate monitoring and reporting efforts and frameworks, but to maximise synergies. The stakeholders in the Monitoring and Evaluation function will include, National Planning Authority, Ministry of Local government, MoFPED, and all other Ministries, CSOs, NGOs, Heads of Department, project managers and community members.

Table 6.1 M&E Stakeholders and Frameworks

Institution	Framework	Key features
District Council	PAF monitoring and accountability	PAF monitoring and accountability framework for quarterly reporting of government expenditure on poverty related conditional grants. This differentiates between sector specific and political monitoring.
MoFPED and District Councils	OBT physical progressive Reports	The Output Budget Tool generates standardized report that can be used by the district to track performance of expenditure and performance on key district investments. However the reports are often produced for upward accountability and not internal use by LGs. The reports also cover only those activities within district budget and not those by development partners in the district.

Sector Line ministries	Sector-based MIS	Some of MIS for sector line ministries are operationalised through district departments (e.g. health, water, road fund, etc).
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6.2 Communication and Feedback Strategy/ Arrangements

6.2.1 Development Plan Communication and Feedback Strategy

6.2.1.1 Objectives of the Communication Strategy

- a) To raise awareness of the stakeholders about the 5 Year DDP.
- b) To communicate the wins/milestones the DDP will have made on a periodic basis including key challenges/constraints for affecting its implementation.
- c) To raise ownership of the DDP and thereby increase stakeholder participation in the implementation of the plan.

6.2.1.2 Target Audiences

a) Central Government

The DDP is a tool for operationalization and domestication of the NDP. Through quarterly and annual reports to the centre, the district will be responsible for reporting on progress of and achievement of planned outputs. This will involve reporting on the process of implementation focusing on implementation challenges/constraints with possible recommendations for improved performance.

b) District Local Government

Quarterly and annual reports will be presented to and discussed by the DTTC meetings, DEC meetings, Standing Committee meetings and the District Local Council. Annual reviews will also be organized at the district level.

c) Lower Local Governments

Progress reports will be shared with LLGs. LLG representatives will also be invited to participate in the annual review meetings at the district level. Quarterly coordination meetings for some programs like LGMSDP, NAADS, LRDP, etc will also be organized at the district level and will also attract LLG representatives. These reviews will feed into quarterly and annual progress reports.

d) Civil Society Organizations

The CSOs operating in the district are involved in activities that contribute towards the achievement of the set goals and objectives of the plan. Therefore, the communication strategy seeks to strengthen partnerships with CSOs in the district. CSOs will be required to make monthly briefs to DTTC meetings and to submit quarterly and annual reports to the district for integration into the district progress report. Similarly, the district will be sharing consolidated reports with the CSOs.

e) The Media

The media are both a target audience and a channel of communication. Both electronic and print media will be utilized in order to lead to dissemination of information regarding progress of implementation of the DDP to the public and other stakeholders. The Local FM Stations like Aisa FM, Continental FM, Etop Radio, Voice of Teso, etc will be very instrumental in this endeavor.

f) The Community

These are the primary beneficiaries of the interventions reflected in the DDP. A package of communication channels will be used to reach out to the community on regular basis to update them on the progress of the DDP implementation and the roles of the various stakeholders in the implementation, monitoring and evaluation of the plan.

6.2.1.4 Information dissemination channels

A multimedia approach will be used to disseminate the information. The choice of the communication channel and message theme will be determined by the target audience and their role. The following channels will be used: (a) Briefs (weekly and monthly), (b) Progress reports (quarterly, annual and midterm), (c) Meetings (monthly, quarterly, annual and midterm), (d) Radio programs (e.g. live talk shows that induce feedback from the listeners), (e) Workshops, (f) Website, (g) Email, (h) Press conferences and Press briefing (i) Barazas (j) Brochures

6.2.1.5 Review of information communication channels

There will be annual reviews of the dissemination channels whose findings will be used to inform the revision of the strategy to make it more appropriate for the implementation of the DDP.

Table 6.2 Monitoring and Evaluation Matrix

Development Objectives	Strategy	Interventions	Outputs	Indicator	Baseline	Data collection Method	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Agriculture development										
Create an enabling environment for competitive investment in agriculture	Improve the capacity for quality assurance, regulation and food and safety standards for outputs and products across crops, livestock and fisheries sub-sectors	Enforce crop laws, regulations, standards and guidelines along the entire value chain	Crop laws, regulations, standards and guidelines along the entire value chain implemented.							
		Educate farmers, traders and processors about quality assurance standards	Farmers, traders and processors educated about quality assurance standards							
Improve access to and sustainability of markets	Increase Public Private Partnerships in value addition	Strengthen higher level farmer organization to enhance farmer participation in market development activities	Higher level farmer organizations strengthened							
		Improve farmer access to markets through market research and better market information	Market information researched and provided to farmers							
		Train farmers groups and for a in visioning, enterprise selection and needs identification	Farmers groups and for a trained in visioning, enterprise selection and needs identification							
Enhancing agricultural production and productivity	Improve agricultural technology development	Institute an efficient and effective delivery and uptake of technology and knowledge established through the innovation system	Efficient delivery and uptake systems for technology and knowledge adopted							
	Ensure effective delivery of advisory services and improved technology	Enhance farmer access to production and agro-processing technologies	Production and agroprocessing technology easily accessed by farmers							
		Provide farmers with quality advisory services and information	Quality advisory services and information provided							
		Promote farming as a business through careful enterprise selection, development and improved market linkages focusing on publicity on product standards	Farming promoted as a commercial business by extension officers and adopted by all farmers							
		Promote value addition and agro processing as a means to increasing earnings	Value addition embraced by all the farmers in the district							
	Controlling diseases, pests and vectors	Conduct early detection of crop pests, weeds and diseases	Crop diseases and pests controlled							

Development Objectives	Strategy	Interventions	Outputs	Indicator	Baseline	Data collection Method	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		Control livestock diseases and vectors to ensure that communicable diseases are managed in order to promote and ensure animal health as a means to greater productivity and market penetration	Livestock disease and vectors managed effectively							
		Develop a bi-law on pests and disease control	Bi-law on pests and diseases implemented							
		Strengthen the capacity of sub-counties to effectively manage pests and disease control	Pests and diseases effectively managed							
	Improve access to high quality inputs, planting and stocking materials	Raise awareness among farmers on the value of adopting high quality inputs through establishing demonstration plots for promoting improved inputs and disseminating materials on agricultural inputs	Farmers sensitized on the value of adopting high quality agricultural inputs							
Health										
Strengthening the organization and management of the basic and Minimum National Health Care services	Ensure that all levels of the health system carry out their core and BASIC functions effectively and efficiency	Strengthen the district health system so that both public and private partners jointly carry out their responsibilities	Health sector systems established							
		Support the functionality of health Sub-districts which are responsible for management of routine health service delivery at lower levels; planning and management of health services and fostering community involvement in the planning, management and delivery of health care	Health systems in all health facilities strengthened							
		Ensure that complete, reliable, timely, efficient and effective health management information for health care is provided and shared among all stakeholders in the sector	HMIS records provided and shared for planning purposes							
Ensure universal access to quality UNMHCP, with emphasis on vulnerable population	Provide integrated promotive, preventive, curative and rehabilitative services that have been proven effective, cost effective and affordable in conjunction with the private sector.	Provide services as specified in the UNMHCP, various disease-specific strategic plans and following the national treatment guidelines	Efficient UNMHCP accessed by the Ngora population							
		Strengthen the control and prevention of HIV/AIDS, malaria and Tuberculosis	Prevention and control of malaria, HIV/AIDS scaled up							

Development Objectives	Strategy	Interventions	Outputs	Indicator	Baseline	Data collection Method	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		Improve access to reproductive health services in HCIIIs and HCIVs with focus on maternal health care	Reproductive health services scaled up							
		Improve people's awareness about health and related issues in order to bring about desired changes in knowledge, attitudes, practices and behavior regarding the prevention and control of major health and nutrition problems in Ngora district	Awareness created on health related issues in the entire communities							
Ensure that communities, households and individuals are empowered to play their role and take responsibility for their own health and well being and to participate actively in the management of their health	Build capacity to ensure participation of communities in the design, planning and management of health services	Expand VHTs to all sub-counties and explore ways of sustaining the HTs which constitute the first contact point for majority of the people in rural areas	Capacity of VHTs built in all the sub-counties							
Education										
Increase access and equity of primary education for boys and girls	Support programs targeted at the disadvantaged children and the youth	Collaborate with NGOs to implement special projects for disadvantaged and marginalized groups and integrate NGO staff to partner with Ngora district	Special projects for disadvantaged and marginalized groups in place							
		Recruit and train more Special Needs Education teachers to build capacity for provision of SNE and inclusive education in all sub-counties.	More SNE teachers trained							
	Reduce socio-cultural barriers to girls' school attendance in order to reduce gender disparity in primary education	Increase girls participation and retention in primary education through designing and implementing priority programs and projects as well as disseminating lessons learned.	Increased girl enrolment							
	Expand and improve primary school infrastructural facilities	Use the School Facilities Grants (SFG) to expand and improve classrooms, teachers house, pit latrines and other related facilities in order to improve hygiene, safety and security of children at school to be gender responsive	Additional facilities constructed							
Repair / maintain facilities established under the SFG program in a cost effective manner		Increased no of teachers residing in school premises								

Development Objectives	Strategy	Interventions	Outputs	Indicator	Baseline	Data collection Method	Frequency	Resources	Reporting and Feedback	Responsibility Centre
	Enhance instructional quality to increase pupils achievement of literacy, numeracy, and basic life skills	Increase pupils competences in literacy (read and write), basic arithmetic and (numeric) to help them master literacy, basic arithmetic and numeracy	Increased pupils competences in literacy, basic arithmetic and numeracy							
		Decongest overcrowded classrooms (particularly at lower primary classes- P.1 to P.3) to enable teachers to work with management groups of pupils that permit significantly more teaching and learning to take place	Classrooms constructed							
Roads and Engineering										
Improve the quality of road infrastructure	Improve the condition of district road network from 178km to 208km.	Upgrade specific sub-county roads								
		Maintain district roads in good condition	District roads maintained							
Water	Upgrade, rehabilitate and maintain district, urban and Community Access Roads	District roads: rehabilitate 45kms, undertake periodic maintenance on 5km each year and routine maintenance 5km	District roads rehabilitated, periodically maintained and routine maintenance							
		Improve 15kms of CAR each year	CAR rehabilitated each year							
Increase access to safe water from 87% to 100% by 2020	Drill and rehabilitate boreholes	Construct safe water systems to increase water point systems	Drilling of boreholes in all sub-counties							
		Systematically implement rain water harvesting at household and community level	Domestic rain water harvesting at household and community level implemented							
Increase access to improved sanitation from 79% to 85%	Mobilise and sensitize households on good sanitation and hygiene practices through home and school improvement campaigns and competitions	Households mobilised and sensitized on good sanitation and hygiene practices through home and school improvement campaigns and competitions	Households mobilized and sensitized on good sanitation and hygiene practices							
		Increase sanitation facilities in schools and promote hygiene education to prevent sanitation related diseases in primary schools	Sanitation increased and hygiene education promoted							
Natural Resources										
Increase forest tree cover	Restore forest cover	Promote participation of the population in tree planting through national campaigns and provision of free and subsidized tree seedlings	Participation of the population in tree planting is enhanced							
		Enhance private investment in forestry through of commercial tree planting on	Increase in private sector investment in forestry sector							

Development Objectives	Strategy	Interventions	Outputs	Indicator	Baseline	Data collection Method	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		private land, agro- forestry and the use of trees to demarcate boundaries of land holdings								
	Restore the wetlands, rangelands and monitor restoration of all ecosystem	Gazette the wetlands	Wetland gazetted and restored							
		Implement catchment based management systems to restore the wetlands and catchments	Catchment- based management systems to restore the wetlands implemented							
		Monitor and inspect restoration of ecosystems (forests, wetlands, catchment)	Monitoring and inspection visits for ecosystems in place							
	Support environmental improvement initiatives	Support sustainable provision of ecosystem services through restoration of fragile ecosystems (river banks, lakeshore, hilly and mountainous areas, and wetlands)	Restoration of fragile ecosystems (river banks, lakeshore, hilly and wetlands) is supported							
		Support sustainable provision of ecosystems services through restoration of fragile ecosystems (river banks, lakeshore, hilly and mountainous areas, and wetlands)	Tree planting in public institutions (schools, colleges, universities, prisons, police and army barracks)							
Ensure sustainable management of environmental resources and minimize degradation	Integrate environmental concerns in all developments initiatives	mainstream environmental concerns in all policies and plans	Environmental concerns in all development initiatives integrated							
Community Based Services										
Promote gender equality and women empowerment by ensuring equitable access to opportunities and participate in the development process	Promote gender mainstreaming in all activities and projects	Strengthen technical capacity for gender and equity mainstreaming in plans	Capacity for gender and equity strengthened. Gender and equity mainstreamed in plans							
		Reduce incidences of Sexual and gender based violence among men and women	Sexual and gender based violence incidences reduced							
		Promote and conduct Gender Responsive Budgeting	Gender Responsive Budgeting conducted and promoted							
		Increase women participation in business through provision of entrepreneurial skills	Women participation in business through provision of entrepreneurial skills encouraged							
	Reduce gender based violence and promote women's rights	Develop and implement sensitization awareness programs and put in place clear reporting and administrative mechanisms for handling cases	Sensitization and awareness programs developed and implemented with clear reporting and administrative							

Development Objectives	Strategy	Interventions	Outputs	Indicator	Baseline	Data collection Method	Frequency	Resources	Reporting and Feedback	Responsibility Centre
			mechanisms for handling cases							
To provide equal opportunity to women and other disadvantaged groups to participate in and benefit from trade	Promote equal opportunities to women, youth and disadvantage groups	Empower disadvantaged groups particularly women, youth and people with disabilities to enable them to participate more in trade	Disadvantaged groups particularly women, youth and people with disabilities to enable them to participate more in trade							
Ensure respect and promotion of human rights	Strengthen the systems for promotion of human rights and prevention of human rights	Strengthen the capacity of stakeholders in human rights promotion, protection and reporting	Stakeholders trained in human rights							
		Strengthen Equal Opportunities to ensure affirmative action is implemented by the various sectors to enable vulnerable groups effectively participate in the development process	Equal Opportunities strengthened for across all sectors							
		Empower marginalized and vulnerable groups to effectively participate in the development initiatives	PWDs, women, youth, elderly and unemployed empowered							
Ensure effective community mobilization and participation in development initiatives	Improve the functionality and accessibility to quality non formal literacy and numeracy services	To ensure that FAL programs reach all villages and increase adult enrolment and training	FAL programs expanded to increase adult enrolment and training							

6.3 Mid-term DDP Review

A mid-term review of the DDP will be conducted two and half years into plans implementation. This review will be led by the District Planning Unit and will address performance against the intended objectives and key outputs. District Planning Unit will recommend any changes required to achieve the objectives and targets.

6.3.1 Annual Joint Sector Review

There will also be an Annual Joint Sector Review which will take place for all sectors in August/September of each year. These reviews will be based on the findings of the annual sector performance report. In order to promote horizontal accountability, participation of representatives from private sector and CSOs will be emphasized.

6.4 Development Plan Monitoring and Evaluation Arrangements

6.4.1 Final District Development Plan Evaluation

A final evaluation of the DDP will be conducted after four and half years of the plans implementation. The evaluation will be led by the District Planning Unit in collaboration with CAOs office. The underlying principle of the evaluation process will be to ensure independence and objectivity. The evaluation exercise will assess the overall effectiveness of the DDP against its objectives and targets and where possible it will look at impacts. The purpose of conducting the evaluation prior to the conclusion of DDP is to generate lessons and recommendations to inform the next DDP.