OFFICE OF THE PRIME MINISTER
AMURU DISTRICT/ NWOYA DISTRICT
THE REPUBLIC OF UGANDA

THE PROJECT FOR COMMUNITY DEVELOPMENT FOR PROMOTING RETURN AND RESETTLEMENT OF IDP IN NORTHERN UGANDA

FINAL REPORT
SUMMARY

MARCH 2011

JAPAN INTERNATIONAL COOPERATION AGENCY

NTC INTERNATINAL CO., LTD.

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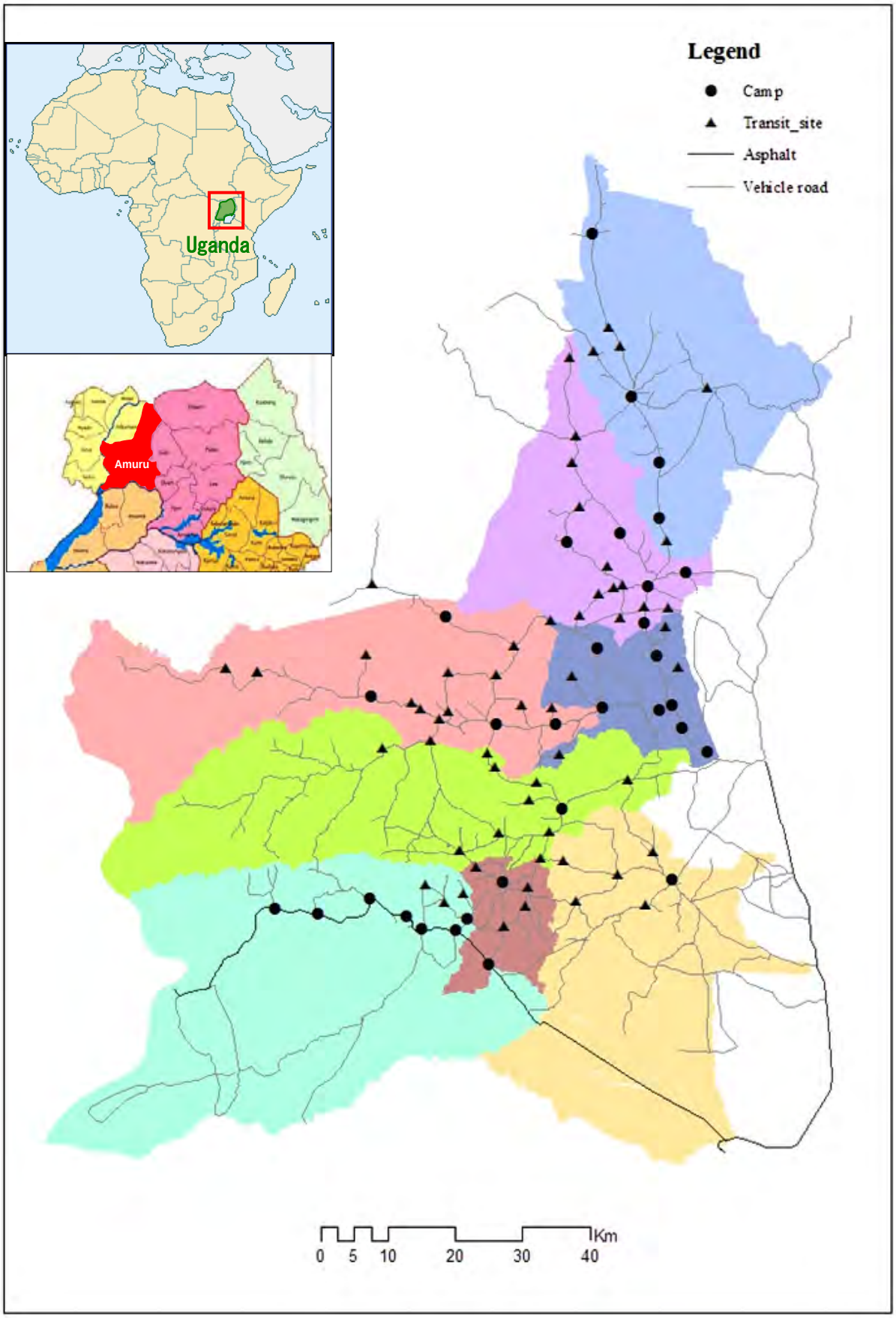
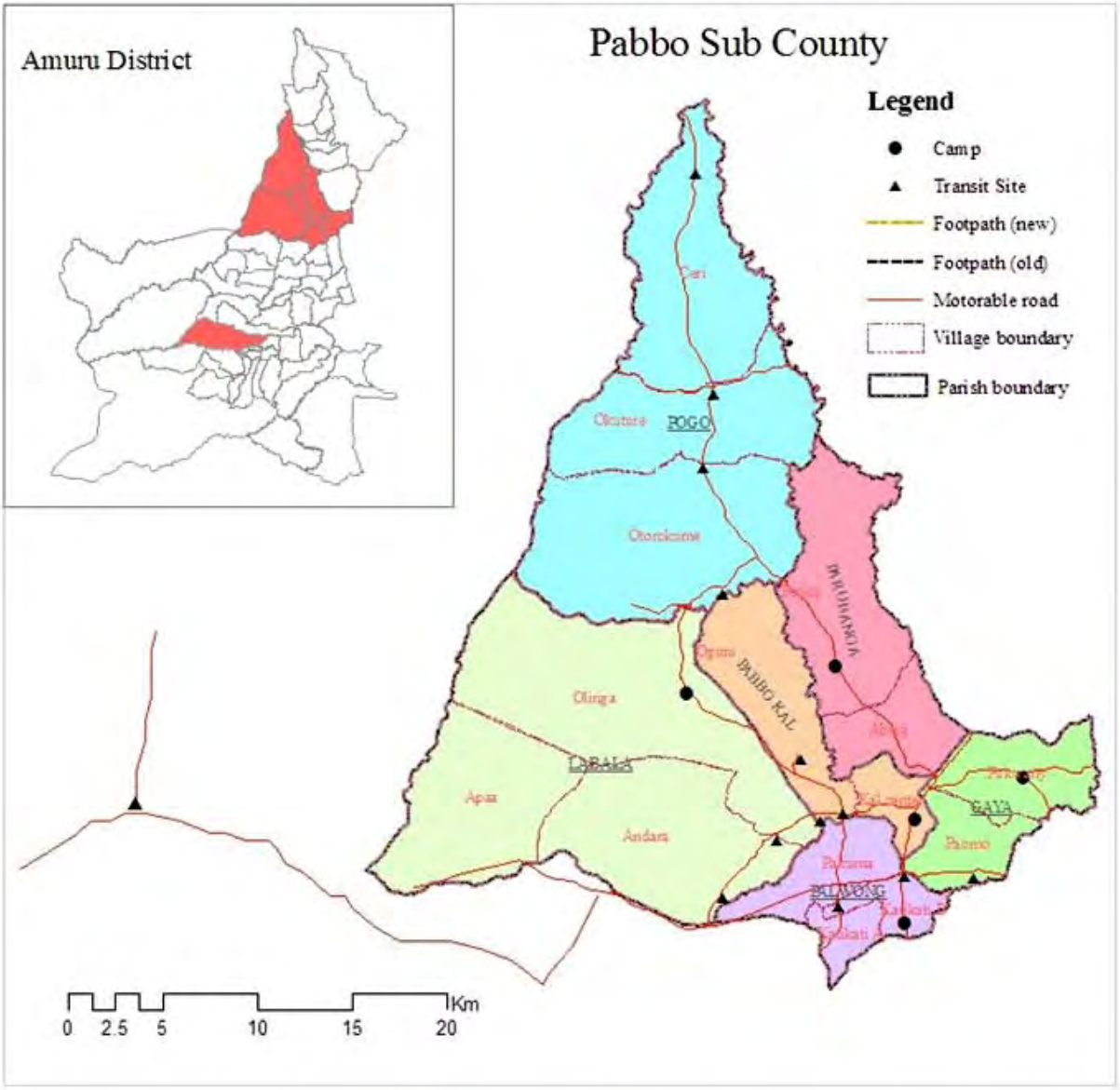
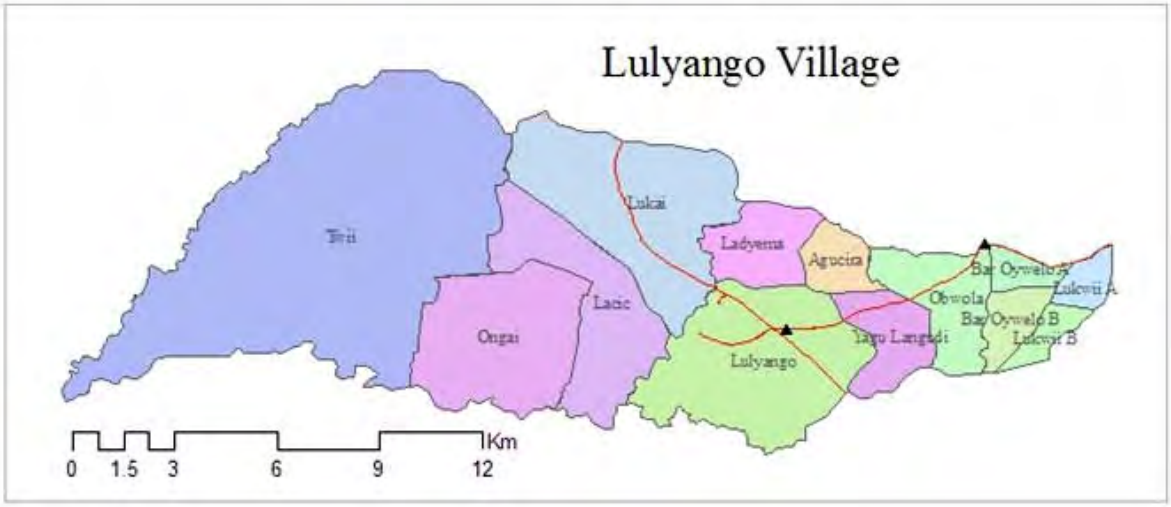


Location Map of Amuru and Nwoya Districts





Location Map of the Target Sites

Abbreviation

A/CAO	Assistance CAO
ACODE	Advocate Coalition for Development and Environment
ACORD	Agency for Cooperation and Research in Development
ACTED	Agency for Technical Cooperation and Development
AMREF	African Medical and Research Foundation
ARC	American Refugee Council
ASB	Arbeiter-Samariter-Bund
BH	Borehole
CAO	Chief Administrative Officer
CAP	Community Action Plan
CBO	Community Based Organization
CCT	Central Coordinating Tutor
CDO	Community Development Officer
CFR	Community Forest Reserve
C/P	Counter Part
CPAR	Canadian Physicians for Aid and Relief
DAO	District Agricultural Officer
DDP	District Development Plan
DED	German Development Agency
DEO	District Education Officer
DHO	District Health Officer
DIT	District Implemental Team
DLB	District land Board
DMC	Disaster Management Committee
DP	District Planner
DRC	Danish Refugee Council
DSC	District Service Committee
DTPC	District Technical Planning Committee
DWO	District Water engineer Officer
EC	Electric Conductivity
EHAP	Emergency Humanitarian Action Plan
EPR	Epidemic Preparedness and Response
EU	European Union
EVI	Extremely Vulnerable Individual
FAO	Food and Agricultural Organization

FEO	Field Extension Officer
FFS	Farmers Field School
FY	Financial Year
GDP	Gross Domestic Product
GOJ	The Government of Japan
GOU	The Government of Uganda
HC	Health Center
HH	Household
HRM	Human Resource Management
HTA	Head Teacher Association
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person
IMF	International Monetary Fund
IPF	Indicative Planning Figure
JICA	Japan International Cooperation Agency
LC	Local Council
LG	Local Government
LGFC	Local Government Finance Commission
LLDC	Least Less Developed Countries
LLG	Lower Local Governments
LRA	Lord's Resistance Army
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
M/M	Minutes of Meetings
MIS	Management Information System
MoLG	Ministry of Local Government
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
NERICA	New Rice for Africa
NRC	Norwegian Refugee Council
NUREP	Northern Uganda Reconstruction Program
NUSAF	Northern Uganda Social Action Fund
NUTI	Northern Uganda Traditional Initiative
O & M	Operation and Maintenance
OPM	Office of Prime Minister
PCC	Parish Coordinating Committee
PCR	Pupil-Classroom Ratio
PDC	Parish Development Committee

PEAP	Poverty Eradication Action Plan
PHC	Public Health Center
PLR	Pupil-Latrine Ration
P/P	Pilot Project
PRDP	National Peace, Recovery and Development Plan for Northern Uganda
PRS	Protected Spring
PS	Primary School
PTA	Parent-Teacher Association
PTR	Pupil-Teachers Ratio
RK	Rwot Kweri
S/C	Steering Committee
SDP	Sub-County Development Plan
SS	Secondary School
STPC	Sub-county Planning Committee
SW	Shallow Well
S/W	Scope of Works
TRK	Tee Rwot Kweri (Sub-Village)
TS	Transit Site
UGX	Uganda Shilling
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nation Office for the Coordination of Humanitarian Affairs
UPDF	Uganda People's Defence Forces
USAID	United States Agency for international Development
USD	United States Dollars
UXO	Unexploded
VHT	Village Health Team
WFP	World Food Program
WUC	Water Users' Committee

ABSTRACT

Chapter 1 Introduction

The objectives of this Project are given as the following;

- Formulation of the Community Profile on each sub-county of former Amuru District (Amuru and Nwoya district as of today),
- In the prioritized areas i.e. Lulyango village (LC1) and Pabbo sub-county (LC3), the following components shall be piloted to help in facilitating the return and resettlement of IDPs to their original villages and evaluate the effectiveness of the approach executed; i) infrastructure development and livelihood improvement for the returnees, and ii) strengthening the extension activities which provide for public and social services to the returnees.
- Based on the implementation mechanism mentioned above, the result shall be summarized for the recommendation of future development plan of the District.

Chapter 2 Current Situation of Target Area

2.1 Existing Upper Plans

The components and contents of the community development plan in this study will be kept in conformity with the following development plans placed as upper plans.

i. National Development Plan
ii. Peace Recovery and Development Plan for Northern Uganda
iii. Amuru District Development Plan

2.2 Natural and Socio-economic Condition of Amuru and Nwoya District

Area, population, climate, geography, major industry, etc. are investigated as the profile of target area.

Chapter 3 Development Model

For the formulation of the Development Plan, the Study Team categorized the communities based on the current situation and community profiles of the target area. Then, development scenarios for the sectors of administration, production & income generation, water supply, education, health and livelihood were prepared in accordance with the visions formed for types categorized. This series of process to formulate the Development Plan is named the Development Model.

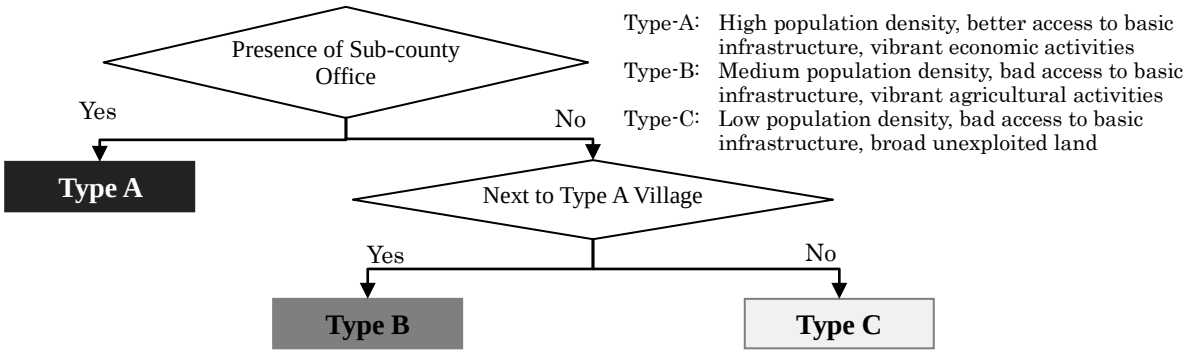
3.1 Basic Policy for Development Model

The Study Team prepared the Development Model in accordance with the following 5 basic policies.

1. Resettlement of IDPs shall be promoted through establishment of basic infrastructure and improvement of income generation of people in the original villages, and through commercial activation around the former IDP camps.
2. The short term development vision shall be set as “Settlement” and the long term development vision shall be set as “To establish peaceful, prosperous and self-sustaining communities”.
3. The short term goal (target year of 2015) and the long term goal (target year of 2030) shall be set with two main concept of improving “Production and Income Generation” and “Basic Infrastructure”
4. The Development Plan shall be formulated in conformity with the sectors which were defined in strategic objectives of the upper plans, PRDP, NDP and DDP.
5. The Development Plan shall be formulated for the recovery assistance phase which is shifted from the humanitarian assistance phase.

3.2 Community categorization

According to the result of community profile, each of the community has different characteristic and condition such as population density, land use, access to the basic infrastructure and major public facilities, presence of markets and living environment condition. To formulate community development plans corresponding to the each community characteristics, the Study Team set ‘the existence of sub-county office’ and ‘next to the village with sub-county office’ as indicators for community categorization as shown below.

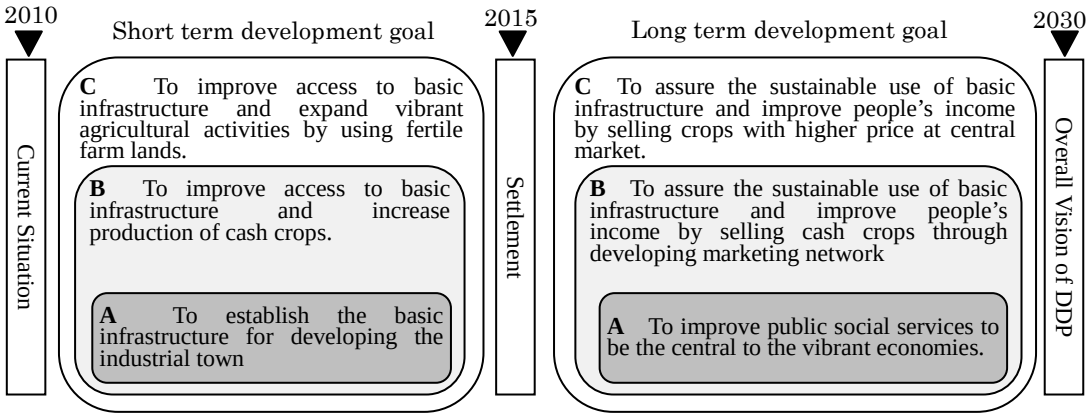


Methodology for Community Categorization

3.3 Development Goals per Categorized Type

In accordance with the basic policy 3, to achieve “Settlement” as the short term development vision, the short term development goal shall be set as achievement of “Self-sufficiency by improving agriculture production” and “Assuring access to minimum basic infrastructure” until 2015. For the term from 2015 till 2030, the long term development goal shall be set as achievement of “Stable income generation” and “Sustainable use of the basic infrastructure”.

To achieve the short and long term development goals, specified goals per each categorized type shall be set shown as below.



Development Vision and Short & Long term goal

3.4 Development Scenario

- Type-A villages: For Type-A village, short and long term development scenario per sectors shall be set to achieve the short term development goals which are "to establish the basic infrastructure for developing the industrial town" and the long term development goals which are "to improve public social services to be the central to the vibrant economies".
- Type-B villages: For Type-B village, short and long term development scenario per sectors shall be set to achieve the short term development goals which is "to improve access to basic infrastructure and increase production of cash crops" and the long term development goals which is "to assure the sustainable use of basic infrastructure and improve people's income by selling cash crops through developing marketing network with industrial town".
- Type-C villages: For Type-C village, short and long term development scenario per sectors shall be set to achieve the short term development goals which is "to improve access to basic infrastructure and expand vibrant agricultural activities by using fertile farm lands" and the long term development goals which is "to assure the sustainable use of basic infrastructure and improve people's income by selling crops with higher price at central market".

3.5 Project

The following is the proposed projects to achieve the short-term and long-term goals according to the categories and sectors.

List of Proposed Projects for Short-term and Long-term Goals

Type	Sector	Project	
		Short term development	Long term development
A	Production & Income Generation	・Improvement of Technical School ・Improvement of Central Market ・Improvement of Farm Roads	・Establishment of Marketing Information Network ・Enlivenment of Secondary and Tertiary Industries ・Expansion of Central Market
	Water Supply	・Improvement of Town Water Supply System	・Improvement of City Water Supply System
	Education	・Improvement of Secondary School Facilities ・Improvement of Primary School Facilities	・Improvement of Secondary Schools Advancement Ratio ・Establishment of Primary Schools

Type	Sector	Project	
		Short term development	Long term development
	Health	・Establishment of Referral System	・Improvement of Facilities of Upper HCIII
	Livelihood	・Household Hygiene Improvement	・Promotion of Town Cleaning Activities
	Administration	・Enhancement of District Officials-led Activities ・Enhancement of Sub-county Officials-led Activities	・Construction of Parish Hall ・Utilization of Community Resource Map
B	Production & Income Generation	・Promotion of Commercial Agricultural Products	・Promotion of Group Marketing ・Installation of collecting centre for group products
	Water Supply	・Installation of Boreholes and Enhancement of Maintenance and Operational System	・Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	・Promotion of community school to public school	・Construction and Improvement of Primary Schools
	Health	・Capacity Building of VHTs	・Construction and Improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement
C	Production & Income Generation	・Agriculture Productivity Improvement	・Promotion of Post Harvest and Processing ・Installation of storage for group products
	Water Supply	・Improvement of Town Water Supply System	・Improvement of City Water Supply System
	Education	・Promotion of community school to public school	・Establishment of Primary Schools
	Health	・Capacity Building of VHTs	・Establishment and improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement

Chapter 4 Community Development Plan in Lulyango Village

4.1 Overview of Lulyango Village

Lulyango village is located in Paibwor Parish, Alero Sub-county, and Nwoya district. There are two villages in Paibwor Parish and Lulyango village is one on the west. There are 13 Tee Rwot Kweri (TRK) in the Lulyango Village. The figure below shows the locations of the 13 TRKs.

4.2 Community Categorization and Development Vision

Lulyango Village is not next to any villages with a sub county office, (Type-A village), and it qualifies to be Type-C village. The Study Team established two-step development goals, namely short and long term goal.

Short-term goal: To improve access to basic infrastructure and expand vibrant agricultural activities by using fertile farm lands.

Long-term goal: To assure the sustainable use of basic infrastructure and improve people's income by selling crops with higher price at central market.

According to the scenario shown above, projects by sectors for achievement of short term and long term goals should be proposed as follow.

Development projects in Lulyango Village

	Sector	Project	
		Short term development (2015)	Long term development (2030)
C	Production & Income generation	・ Agriculture Productivity Improvement	・ Promotion of Post Harvest and Processing ・ Installation of storage for group products
	Water Supply	・ Installation of Boreholes and Enhancement of Maintenance and Operation System	
	Education	・ Promotion of community school to public school	・ Establishment of Primary Schools
	Health	・ Capacity Building of VHTs	・ Establishment and improvement of HCII
	Livelihood	・ Nutrition Improvement	・ Household Sanitation Improvement

Chapter 5 Community Development Plan in Pabbo Sub-county

5.1 Community Categorization

There are six parishes and 15 villages in Pabbo sub-county. Based on the community categorization done in Chapter 3, Kal Center having Pabbo sub-county office is categorized as Type-A village, six villages are categorized as Type-B villages and 8 villages are categorized as Type-C villages.

Result of community categorization in Pabbo sub-county

Categorization	Village	Parish	Number of Village
Type-A village	Kal Center	Pabbo Kal	1
Type-B village	Oguru	Pabbo Kal	6
	Abera	Parubanga	
	Pakuma, KatiKati B	Palwong	
	Paomo, Pukwany	Gaya	
Type-C village	Ceri, Okuture, Otorokume	Pogo	8
	Pericu	Parubanga	
	KatiKati A	Palwong	
	Olinga, Andara, Apaa	Labala	
Total			15

5.2 Overview of Pabbo sub-county

Pabbo sub-county has total of 41,811 people and 8,362 households. Population per a TRK is about 300 people on average. According to the land use data of Pabbo sub-county in 2005, the most area was covered with woodland and grassland & bush, accounting for woodland with 469 km^2 (62%), grassland & bush with 200 km^2 (27%), subsistence farm with 85 km^2 (11%). In addition, the community forest reserve lies on the west of Labala parish, and the area account for 123 km^2. The landscape of the sub-county is basically hilly and small mountains with undulating plain. On the far west part of the sub-county, especially Labala parish, the land is relatively mountainous with scattered natural forest. There are two major rivers in the sub-county. Ayugi River which runs for about 192 km dividing the sub-county into west and east part and the other major river is Ceri River which is at the border of Pabbo and Adjumani district. In addition, part of Unyama River also crosses the eastern part of the sub-county

before reaching into Atiak.

5.3 Development Goal

Development Vision of Pabbo sub-county is set as follow, according to Chapter 3.

5.4 Development Scenario

- Type-A villages: For Type-A village, firstly, the basic public services and social infrastructure will be improved to develop the various industries around the central market. Secondary, the diversified industrial activities will be expanded as a central town of sub-county by developing business and social services. Development Scenario should be established by five sectors i.e. Production & Income Generation, Water, Education, Health and Livelihood.
- Type-B villages: For Type-B village, firstly, the basic public services and social infrastructure will be improved as well as a system of promotion of producing cash crop will be established. Secondary, the basic public services and social infrastructure established for the short term period will be sustainably maintained, and economic activities will be expanded by developing marketing network with industrial town. Development Scenario should be established by five sectors, Production & Income Generation, Water, Education, Health and Livelihood.
- Type-C villages: For Type-C village, firstly, the basic public services and social infrastructure will be improved as well as a system of promoting agricultural activities will be established. As the result, people returning and resettling to their home will be promoted. Secondary, the basic public services and social infrastructure established for the short term period will be sustainably maintained, and diversified agricultural products will be sold at high price at the central market of the sub-county. As the result, people will be able to get stable income. Development Scenario should be established by five sectors, Production & Income Generation, Water, Education, Health and Livelihood.

According to the scenario shown above, projects by types for achievement of short term and long term development should be proposed as follow.

Proposed Project in Pabbo Sub-county

	Sector	Project	
		Short term development (2015)	Long term development (2030)
A	Production & income generation	・Improvement of Technical School ・Improvement of Central Market ・Improvement of Farm Roads	・Establishment of Marketing Information Network ・Enlivenment of Secondary and Tertiary Industries ・Expansion of Central Market
	Water Supply	・Improvement of Town Water Supply System	・Improvement of City Water Supply System

	Sector	Project	
		Short term development (2015)	Long term development (2030)
	Education	・Improvement of Secondary School Facilities ・Improvement of Primary School Facilities	・Improvement of Secondary Schools Advancement Ratio ・Establishment of Primary Schools
	Health	・Establishment of Referral System	・Improvement of Facilities of Upper HCIII
	Livelihood	・Household Hygiene Improvement	・Promotion of Town Cleaning Activities
	Administration	・Enhancement of District Officials-led Activities ・Enhancement of Sub-county Officials-led Activities	・Construction of Parish Hall ・Utilization of Community Resource Map
B	Production & income generation	・Promotion of Commercial Agricultural Products	・Promotion of Group Marketing ・Installation of collecting centre for group products
	Water Supply	・Installation of Boreholes and Enhancement of Maintenance and Operational System	・Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	・Promotion of community school to public school	・Construction and Improvement of Primary Schools
	Health	・Capacity Building of VHTs	・Construction and Improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement
C	Production & income generation	・Agriculture Productivity Improvement	・Promotion of Post Harvest and Processing ・Installation of storage for group products
	Water Supply	・Installation of Boreholes and Enhancement of Maintenance and Operation System	・Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	・Promotion of community school to public school	・Establishment of Primary Schools
	Health	・Capacity Building of VHTs	・Establishment and improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement

Chapter 6 Priority Project

Among the proposed projects formulated in this development plan, (namely Lulyango Village and Pabbo Sub County), the Study Team selected priority projects that were required to be executed preferentially.

6.1 Selection of the Priority Projects

Selection of the priority projects was carried out, prioritizing the proposed projects using the criteria shown below. They were set so as to make comprehensive evaluation of the proposed projects with six points of view, such as community's needs, urgency and sustainability of the projects, and so forth. The six criteria were set as follows.

1) Necessity 2) Urgency 3) Relevance 4) Impact
5) Integration of EVIs to community 6) Sustainability

The following is the breakdown of the priority projects selected as a result of the aggregated points of respective criteria in line with the sectors and types. Selected priority projects concentrate on the following sectors: production and income generation, water supply and education sectors. Notably, water supply, education and health sectors have high priority in each type. Therefore, improvement of service delivery of these sectors shall be urgently

required.

Priority Projects by Types

Sector	Type-A	Type-B	Type-C
Administration	Enhancement of District Officials-led Activities	-	-
	Enhancement of Sub-county Officials-led Activities	-	-
	Enhancement of Parish Officials-led Activities		
	Utilization of Community Resource Map	-	-
Production and Income Generation	Improvement of Technical Colleges	-	Agriculture Productivity Improvement
	Improvement of Farm Roads	-	
Water Supply	Improvement of Town Water Supply System	Installation of Boreholes and Enhancement of Maintenance and Operational System	
Education	-	Promotion of Community School to Public School	
Health	Establishment of Referral System Household Hygiene Improvement	Capacity Building of VHTs Improvement of Health Center II	

6.2 Outline of the Proposed Projects

The priority projects of water supply sector and education sector which have high priority have been proposed to be implemented preferentially.

- Installation of Boreholes and Enhancement of Operation and Maintenance System
- Promotion of Community School to Public School and Construction of Primary School

Chapter 7 Pilot Project

7.1 Pilot Project

The Study Team implemented the proposed Pilot Projects among the list of prioritized projects for the target area (i.e.Pabbo Sub-county and Lulyango Village). These Pilot Projects are classified under the sectors represented below.

List of Proposed Pilot Projects

Type	Village	Project
Production & Income Generation Sector		
A	Kal Center	PP1 Improvement of Technical Colleges
A	Kal Center, Pukwany	PP2 Improvement of Farm Roads
C	Ceri, Lulyango	PP3 Agriculture Productivity Improvement
Water Supply Sector		
A	Kal Center	PP4 Improvement of Town Water Supply System
B	Pukwany	PP5 Installation of Boreholes and Enhancement of Maintenance and Operational System
C	Ceri, Lulyango	
Education Sector		
C	Ceri, Lulyango	PP6 Up grading of Community School to Public School
Health Sector		
C	Ceri, Lulyango	PP7 Capacity Building of VHTs

7.2 Verification of Relevancy of Development Model by Pilot Projects

In the first step of the development planning, resettlement, the short-term goal by the year 2015, shall be achieved through comprehensive implementation of projects proposed under

each of the sector. In order to achieve the short-term goal, it is required to implement and continue all the projects selected in the first period.

Regarding the draft indicators of the resettlement, the indicators can be changed by the shift of the external valuables not caused by the project effect. Therefore, the relation between the indicators and this PP implementation should be clear in thorough consideration of the external valuables. Furthermore, followed by monitoring activities, the Study Team shall determine the final version of indicators for resettlement as a result of discussion with counterparts, District officials and JICA staffs.

Draft Indicator of Resettlement

Sector	Draft indicator of resettlement
Production/ Income Generation	Number of household achieved self sufficiency
Water Supply, Education	Improvement of access to social infrastructure
Production/ Income Generation, Water Supply, Education, Health	Number of household living with all family members
	Number of people considering that they will have a permanent living in their village
	Number of residents who are able to settle down for long term.

Chapter 8 Urgent Pilot Project

Pilot project were implemented to show peace dividend, to confirm the effect of return, resettlement and development, to verify the procurement situation, to transfer technology of planning and management for projects, to collect information of before and after construction of facilities, and to reflect to recommendation of the report. In this, the facilities of Amuru district and Pabbo sub-county were conducted, as urgent pilot project.

8.1 Amuru District

Multi Purpose Hall, Staff House, Water Facility, Sanitation Facility, Power Distribution Installation, Other Facilities and Exterior Work were constructed in Amuru District.

8.2 Pabbo sub-county

Public Service Hall, Staff House, Water Facility, Sanitation Facility, Power Distribution Installation, Other Facilities and Exterior Work were constructed in Pabbo sub-county.

8.3 Selection of Contractor

As it is stipulated in the bidding document, the bid with the lowest evaluated price, from among those which are eligible, compliant and substantially responsive was the best evaluated bid. Evaluation shall cover the PPDA evaluating items and the evaluation procedure.

8.4 Construction Management

The controls listed below are the four most important elements of the construction management. However, in implementing projects, consultant engineers will mainly supervising following item excepting cost control.

- Safety control - Quality control - Progress control -Cost control

8.5 Lessons Learned and Recommendation from Implementation of Urgent Projects

The project constructed multi-purpose hall, staff quarters at Amuru District Office and Pabbo Sub County Office, public services hall, and installed water supply system for these facilities. The Study Team subcontracted with local contractors from Kampala and Gulu and supervised the constructions. Lessons learned from the implementation of these projects are summarized as of ability of the contractors and implementation remarks from the construction control

Chapter 9 Guideline for Development Plan Designing and Implementation

In general, this guideline can be considered as lesson learnt in the process of preparation of development plan and implementation of the project. The JICA study team believes that all level of government staffs and other development partners working in the region will enlarge the document and make wealth through the addition of their own experience and ideas to the guideline so that the document can become a working guideline during the preparation of community development planning and implementation of community development project. The guideline is consisted of following four sections.

(1) Guideline for formulation of development Plan
(2) Guideline for selection of priority project
(3) Guideline for implementation of project
(4) Case Study

Chapter 10 Lessons Learned and Recommendations

10.1 Lessons Learned from the Community Profile Survey

- Method: social and economic indicators including population were neither collected nor accumulated as necessary data. The Study Team focused on Rwot Kweri, the leader of Tee Rwot Kweri, and summarized the data at LC1 level in order to improve the efficiency of the survey and to grasp the characteristics of the communities within the District. The results of community profile survey were efficiently used for grasping the

characteristics from LC1 level to LC5 level.

- Communities were categorized by relatively simple indicator of existence of sub-county office, for smooth promotion and dissemination of the development model. .
- In order to roll over this community development model to other districts, it can be feasible to grasp the overview of community characteristics of the target districts in the following steps: undertaking sampling survey of target TRKs for three categories using the result of community profile survey: and conducting additional survey on the collected sampling data.

10.2 Lessons Learned and Recommendation from Implementation of Urgent Projects

Lessons learned from the implementation of these projects were summarized as of ability of contractor, natural condition, Contractor's condition, selection of contractor.

10.3 Lesson Learned from Pilot Project Implementation and Monitoring Results

It is inevitable to encourage community participation from planning stage in order to assure sustainability of the maintenance of facilities and system established during the project. Since IDPs are used to international humanitarian assistances, acquisition of the exact needs and ownership are essential in order to attain the project sustainability.

10.4 Recommendations for the Implementation of Community Development in the Post-conflict Area

As in the target study area where IDPs are forced to encamp for a long period, it is important to provide sufficient living environment where people can gain sufficient income in the return villages, have good access to safe water, education facilities and medical services for resettlement of IDPs. Also, the restoration of traditional culture, such as ethnic traditions lost in the prolonged conflict or complementary system within the communities, are urgent. By implementing sustainable community based development, it is foremost important to envision development of the community with full coordination of community members, as well as to improve livelihood and living environment.

10.5 Suggestions for Rolling Over of the Development Plan to Acholi Region

In Amuru district, the Study Team attempted to elaborate development plan through community categorization based on the characteristics extracted from community profile, and through setting development scenarios for each sectors (agriculture, water supply, education, health, sanitation and security) in line with visions of the categories. At the same time, we formulated guideline which covered challenges, remarks and solutions for planning with a view to rolling over this development plan to other districts of Acholi region. There are

challenges remaining as to how the model shall be extended to other districts, referring to the guideline created for Amuru district, the entry point of this project.

10.7 Future Aid Policies

Based on the results of this Study, the Study Team shall propose 1) the technical transfer for creating harmonized communities, and 2) grant aid for efficient achievement of the output of the project in order to provide peace dividend to people in Acholi region.

The Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda

Final Report (Summary)

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Chapter8 Urgent Pilot Project

Chapter 1 Introduction

1.1 Background of the Project

The Northern Part of Uganda has experienced serious conflict initiated by the Lords Resistance Army (LRA) over the last two decades since 1980s. Meanwhile, development of the Northern Region had been delayed compared to other parts due to the termination of investment towards social infrastructure. In addition, approximately two million Internally Displaced Persons (IDPs) were afflicted by the conflict and the functioning of the local government had been collapsed during this period. However, the resumption of peace talks between LRA and government in 2006 contributed to the end of hostility within the North region and people witnessed relative peace and start to return back to their original villages. In line with the changing situation, development partners shifted its phase from humanitarian assistance to long-term reconstruction and development assistance. However, numerous challenges are yet to be solved including promoting return and resettlement of IDPs, revitalization of communities, and restoration of local government's administrative capacity.

The Government of Uganda (GOU) finalized the Peace Recovery and Development Plan for Northern Uganda (PRDP) in October, 2007. In July 2008, GOU requested Japan for post-conflict peace building assistance. Responding to this request, Japan International Cooperation Agency (hereinafter referred to as JICA) conducted First Preparatory Survey in the period between January and February of 2009, and confirmed that support to return of IDPs in Amuru District (Amuru District and Nwoya District as of today), is of high priority. During additional survey conducted in April 2009 the survey team clarified the following two points as urgent issues; i) infrastructure development and livelihood improvement of the returnees and ii) strengthening the activities of the public/social services to the community.. After conducting consultation and field study, the Preparatory Study Team reconfirmed that the request made by the recipient country and scope of the study are necessary for the Development Study. In the end, the memorandum of understanding on Scope of Work (S/W) and Minutes of Meetings (M/M) were signed between JICA and the GOU on 24th of April 2009. This Project will be implemented according to the above agreed S/W.

1.2 Objective of the Project

The objectives of the Project are;

- Formulation of the Community Profile on each sub-county of the former Amuru District (Amuru and Nwoya district as of today),
- In the prioritized areas i.e. Lulyango village (LC1) and Pabbo sub-county (LC3), the following project components shall be piloted: i) infrastructure development and livelihood improvement for the returnees, and ii) strengthening the extension

activities of provision of public and social services to the returnees.

- Based on the implementation mechanism mentioned above, the result shall be summarized for the recommendation of future development plan of the District.

1.3 The Project Area

Amuru District in Acholi region is the target area of the project which was newly formed from Gulu District in 2006. However, after the commencement of this project in 2009, many districts were created in Acholi region. Amuru District is subdivided into Amuru District (former Kilak County) and Nwoya District (former Nwoya County) in July 2010. Although it does not affect the target area of this project, this report equates former Amuru district in area where it launched the project before the separation, and new Amuru District and Nwoya District on the execution of the pilot project. Therefore, this report defines the terms accordingly.

Similarly, in the entire Acholi Region, former Kitgum District were sub-divided into new Kitgum and Lamwo Districts, and former Pader District were divided into new Pader District and Agago District respectively.

1.4 Flow of the Study

This study is composed of two phases; 1) components for the first phases (first fiscal year) are community profile, elaboration of the Community Development Plan, and implementation of the Pilot Projects (P/P) (from August 2009 to March 2011); and 2) monitoring of the P/P executed in the first year (from April 2011 to December 2011).

Table 2.1 Flow of Study

FY1: August 2009 - March 2011	FY2: April 2011 - December 2011
・ Investigation and understanding of the target area and communities ・ Conducting community profile ・ Implementation of Urgent Pilot Projects ・ Categorization of community ・ Formulation of Community Development Plan for specified communities ・ Selection of priority projects ・ Implementation of Pilot Projects ・ Technical Transfer ・ Formulation of Development Guideline ・ Formulation of Final Report	・ Monitoring and Evaluation (M and E)of the Pilot Projects ・ Monitoring, assessment and evaluation of facilities, use of the facilities and activities conducted by various community groups

1.5 Structure of the Report

This report consists of 10 Chapters as shown in the following chart. Chapter 2 focused on the existing condition of the project area. The Development Model will be discussed in Chapter 3. Based on the Development Model presented in Chapter 3, the Study Team formulate the Development Plan for Pabbo Sub-county and Lulyango Village, identified as target areas (Chapter 4 and 5). Chapter 6 presents the selected priority project out of the list of projects, and implementation of the Pilot Project (P/P) is presented in (Chapter 7). This report summarizes guidelines for Development Model reflecting lessons learnt and points of concerns extracted from the P/P in Chapter 9 and 10.

Chapter 2 Current Situation of Target Area

2.1 Existing Upper Plans

The components and contents of the community development plan in this study will be harmonized with the following development plans considered as upper plans.

i. National Development Plan (NDP)
ii. Peace Recovery and Development Plan for Northern Uganda (PRDP);
iii. Amuru District Development Plan (DDP)

Table 2.1 Content of the Upper Plan

Plan	Items	Contents
National Development Plan：NDP	Vision	A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 Years
	Theme	Growth Employment and Prosperity for Socio-Economic Transformation
Peace Recovery Development Plan for Northern Uganda：PRDP	Strengthening National Power	1. Consolidation of State Authority 2. Rebuilding and Empowerment of Communities 3. Judicial Enhancement 4. Restructuring of Auxiliary 5. Local Government Enhancement
	Rebuilding and Empowerment of Communities	6. Emergency Assistance and Internally Displaced Persons 7. IDP Return/Resettlement 8. Community Development
	Revitalization of Economy	9. Production and Marketing Enhancement 10. Infrastructure Rehabilitation and Urban Improvement 11. Land, Environment and Natural Resource Management
	Peace Building and Reconciliation	12. Information Education and Communication and Counseling 13. Amnesty, Demobilization, Reintegration of Reporters Program
Amuru District Development Plan：DDP	Vision of the Local Government	A peaceful, prosperous, and self-sustaining community will be realized by the year of 2030.
	Mission of the Local Government	To enhance the capacity of the people to enjoy their social, economic, cultural and political rights
	Purpose of the Local Government	Through capacity enhancement such as knowledge, skills, attitude and development of tools and infrastructure, to create wealth for people.

2.2 Natural and Socio-economic Condition of Amuru and Nwoya District

2.2.1 Profile of Amuru District

The following is the profile of former Amuru District.

Table 2.2 Summary of Social Status of Amuru District in 2009

Item	Summary of Profile
Area	5,880.30 km^2 (New Amuru district: 3,553.10 km^2, Nwoya district 2,327.20 $km^{2)}$
Population	273,103 (New Amuru District: 187,229, Nwoya District 85,804)
Climate	Rainy season lasts from April to October, and duration of the dry season is between November and March. Annual mean precipitation is 1,400mm. Annual Mean maximum temperature id 32 ℃and annual minimum temperature is 18°C.
Geography	The average elevation of Amuru District is about 1000m.a.s.l. The Northern part of Amuru District share borders with Sudan and it is surrounded by Arua in West, Gulu in East, and Masindi and Bulusa in South. Most of the district is consisted of flat land and smooth hill, covered by fertile soil. More than half of the land is covered by forest and grass land and relatively large river is streaming. The wet land surrounds the river with high agricultural potentiality.
Major Industry	Agriculture (approximately 90 per cent of population is engaged in agricultural activity). Major agricultural products are cassava, maize, sorghum, millet, simsim (sesame), sweet potato, rice and ground nuts.

Note) Data source: NFA Uganda, NRC, ARC and JICA study team

2.2.2 Climatic Condition

Climatic condition of Northern Uganda is closely categorized as tropical dry climate as in Sudan, characterized by high temperature and long dry season. Annual mean rainfall of Gulu city is marked at 1,400mm, with maximum rainfall being 1,750 and minimum rainfall being 1,160 mm in 1999. Rainy season extends from April to October, and the duration of dry season is between November and March. According to the annual rainfall recorded from 1994 to 2009, the rainfall patern is bimodal with peaks in August and October. The minimum rainfall is marked in February and maximum rainfall in August (215mm). The average maximum and minimum temperature is 32 and 18C respectively

2.2.3 Administrative Units

The administrative unit consists of District, Sub County, Parish, Village, and Sub Village (TRK) in descending order of hierarchy. There are 4 sub-counties, 28 parishes and 59 villages in new Amuru district and 4 sub-counties, 26 parishes and 55 villages in Nwoya district.

2.2.4 Land Use Pattern

The topography of Amuru district consists of complex low landscape with relatively uniform relief marked by few sharp contrasts like Kilak hills in northeastern part of the district (Pabbo sub-county). Generally, the altitude ranges between 900 and 1,200 meters above sea level. The major rivers of the district are Aswa, Unyama, Tochi, Ayugi, Ayago and Omee with relatively moderate amount of river flow throughout a year. Heavy rain in the rainy season sometimes triggers flood in the area, which causes prevention of crossing over the river.

Regarding the land use, huge part of Amuru and Nwoya is covered with grassland and bush land. From the total area of the district, 44% (2601 sq. km) of the area is covered by forest, 28% (1616 sq. km) by grassland, 17% (1004 sq. km) by agricultural land, and 10% (576 sq. km) of the area are covered by bush land.

Area surrounding sub-county office has been developed as a commercial centre during the insurgency. During which, the government constructed IDP camps in the vicinity of sub-county office, and IDPs made a living by engaging themselves in agricultural activities. Hence, agricultural lands extend around the sub-county offices, while bushes and grassland covers land in remote areas.

2.2.5 Social Structure

(1) Local Administration and Communities

The local administrative organization comprises of political and administrative units. The political unit includes Local Council (LC)V, LCIII , LCII, and LCI in descending order of hierarchy, each of which consists of 12 to 20 members including the chairperson, vice-chairperson, secretary and clerk. The major roles of the councils are to approve a development plan budget, protect human rights, attend various meetings, and monitor activities of local government.

On the other hand, the administrative unit consists of District, Sub County, Parish, Village, and Sub Village in descending order of hierarchy. In a local language, 'Tee Rwot Kweri' (hereinafter referred to as TRK) implies the smallest unit which is Sub Village. One village has about 4 to 15 TRKs. 'Rwot Kweri' implies the chief/ leader of the sub-village. A Rwot Kweri is the most familiar with the area information and therefore plays an important role in area development.

(2) Traditional Social Structure

There is a traditional leadership consists of clan leaders in the country. In general, the responsibility of traditional clan leaders of Acholi and other sub-region in Uganda is mainly the mobilization of the community for cultural and development activities. However, they play a significant role as an interface between the Sub-clan chiefs for undertaking reconciliation in case internal dispute arises within sub-clans. They also played an important role during peace building process (i.e. traditional ceremonies in the burial of remaining bodies) after the completion of the insurgency that lasts for two decades. Most development partners in the area work closely with these traditional leaders for reconciliation, forgiveness within and reintegration of formerly abducted soldiers. Furthermore, clan leaders are responsible for resolving land disputes, as most of the land issues are related to the adversity of clans.

(3) Land Use System

There are three types of land ownership system in Northern Uganda:

- Customary Land: this is the traditional land use system that can be used on sub-clan basis and the land can be inherited to families who belong to each sub-clan.
- Free Hold Land: this refers to the land that can be used on individual basis and the land is used mainly for public facilities
- Lease Hold Land: lease land refers to the land that can be used by investors for a certain period of time.

In Acholi region, customary land accounts for more than 90 percent of land with boundaries marked by rivers, roads and big trees. Generally, customary land is owned by the head of the households (eldest person of family) and will be distributed to other family members.

2.2.6 Population and Return Status

(1) Populations and Population Densities

By 2009, a total of 273,103 people live in Amuru and Nwoya Districts, with the largest population in Lamogi Sub-county and the smallest population in Purongo Sub-county. Since the population growth rate is 4%, the population in 2030 is estimated to more than double from the current population.

According to the comparison made village-by-village population densities of 2009 data, it is found that the villages with a sub-county office within have a higher population density than that located at distant location from the sub-county office. The village with the highest population density is Paduny Kal Village (1352 persons/km^2) in Anaka Sub-county, the biggest municipality in Nwoya District with social infrastructures, including a hospital, school, and water supply facilities, and the construction of the district office will be promoted in this village in the future.

(2) IDP camps, Transit Sites, and Local Administrative System

Between 1990 and 2000, the "IDP mother camps" were established, and almost 90% of the population was moved to these camps. The IDP camps were established at the vicinity of a sub-county office where the social and economic infrastructures of the local government were accessible. Later, from those excessively extended camps, some of the people were moved to other places in order to avoid the overcrowded conditions. The camps formed in this process were called "decongestion camps" and established mainly during the year 2000 to 2005.

After the Juba peace negotiation in July 2006, IDPs started to return to their villages and, in that process, many "transit sites" were formed. A transit site refers to a site formed

spontaneously by the people in their return in a place with good access to a village and located near an elementary school or a public health center. If an IDP camp and IDP's return village are close to each other, they return directly to their village. Otherwise, they often resettle in a transit site before returning to the original village.

(3) Return Status

According to UNHCR data, as of August 2009, the ratio of people remaining in IDP camps compared to 2006 base data was 41% in Amuru and Nwoya Districts, with the largest IDP (58%) remaining in Pabbo Sub-county. However, a rapid progress of return has been witnessed during December 2009 to March 2010 and the remaining rate decreased to 13% as of May 2010. In the period of four years starting from 2006, many of the IDPs' decided to go to their villages and returned after confirming the stabilization of peace and order in their respective villages. Particularly, people tend to return to the original village during dry season (December to March), when the grasses for making their hut is matured.

Table 2.3 Return Status in new Amuru and Nwoya District

	Sub-county	Total	Population in Aug, 2009			Population in May 2010		
			Camp/ TS	Village	Remaining Rate*	Camp/ TS	Village	Remaining Rate
Amuru	Atiak	40,876	17,115	23,761	42%	5,501	35,375	23%
	Pabbo	46,263	26,806	19,457	58%	10,359	35,904	22%
	Lamogi	46,810	17,027	29,783	36%	4,662	42,148	10 %
	Amuru	56,142	23,300	32,842	42%	4,289	51,853	8 %
Nwoya	Alero	22,213	4,202	18,011	19%	783	21,430	4 %
	Anaka	25,113	11,674	13,439	46%	5,352	19,761	21%
	Koch Goma	24,561	5,038	19,523	21%	2,592	21,969	11%
	Purongo	13,461	6,682	6,779	50%	2,256	11,205	17%
Total		275,439	111,844	163,595	41%	35,794	239,645	13%

Data source: UNHCR, May of 2010.

*Remaining Rate: the percentage of people stayed in the camps compared to that of 2006 which is used as base data.

As described above, 13% of the total population still remains in the IDP camps and transit sites. The IDP camps have been established at a place where the social infrastructures are accessible and, the secondary and tertiary industries have been developed to serve the concentrated population. At present, some of the people who remain in the IDP camps are running business such as retail shops or restaurants or working as a bicycle repair man, blacksmiths, etc., and there are many who do not want to return to their villages. Furthermore, there are some people who purchased land in the former IDP camps and settled because the social infrastructures are readily accessible. There are also those who purchased land and live in the vicinity of the camps because of serious land issues in their home villages.

On the other hand, there are also people who want to return unable at the moment, and are therefore waiting for a right time to return. In many cases, for example, children who are going to primary and secondary schools; shall remain in the camps until their graduation. There are a few cases where some people waiting to see the result of the presidential election in February 2010 to make sure that the political conditions have become stable.

Furthermore, there are people who cannot return despite their wish. Many of them are elderly, seriously ill, and disabled persons, widows, and orphans who cannot receive any support from families or relatives. The principal impediments to return are, for example, that they "cannot build a hut in their home villages" and that they have "physical difficulties in living or working in their villages." Some of the people who are sick and therefore are on medication (particularly AIDS/HIV patients) want to live near a public health center or a clinic close to their IDP camps. On the other hand, widows have difficulty in returning their home, due to the fact that they cannot secure land in their home villages and build huts, unless they receive support from their male relatives. Likewise, the principal impediments to the return of orphans are the difficulty to own land.

2.3 Current Situation of Administrative Sector

2.3.1 Administrative Sector

Amuru District Headquarter, since its formation from Gulu District, is located in a remote area where a small police station, district court, and Amuru township office building are scattered around. Presently, the district headquarter does not have a space for a big gathering that forces the officials of the district office to travel all the way to Gulu town for their meeting. Furthermore, offices are very few and many staffs are working in Gulu town, which results in low level of administrative service delivery. Due to lack of accommodation in the area, most of the personnel are commuting from Gulu on a daily basis, which also affect the efficiency of service delivery to the community. In the land reserved for construction of accommodation for local government officials, JICA and NUTI built eight buildings for 16 households. However, there is no plan for construction of the remaining housing facilities which are still needed.

The situation is similar in most sub-counties in the District. Since there are few office buildings, the number of offices is not sufficient, and one office is often shared by more than one department/section. Due to lack of meeting space, most classrooms of primary schools around are used in case a relatively large meeting or training is to be conducted. Furthermore, lack of equipment such as computers, desks, chairs, and shelves makes it impossible to organize district information and carry out office work for administrative services. Generally, lack of sufficient information related to maps, populations, and households and inventory related to social infrastructures (boreholes and school) renders it impossible to provide assistance compatible with current issues and community needs.

(1) Elaboration of District Development Plans

The Local Government set a direction for month-by-month schedule of the annual activities to be carried out by DTPC (such as review of the plan in the last fiscal year, SWOT analysis, prioritization, budget meetings, and project establishment) and specifies that a council meeting is to be held at least once a month, which are not fully implemented in Amuru District. One of the challenges is the lack of enough personnel to collect and organize the information from various departments. Thus, DTPC is only responsible for liaison and coordination; hence the activities for identifying regional information and issues summarized by PDC and STPC are not properly conducted, therefore, establishing the strategic development plans and budget proposals will be difficult. Consequently, the development plan of the district consists only of a list of problems and causes of general nature which do not clarify the purpose, goal, or priority of the projects for the district, and therefore effective administrative services are not being delivered.

District development planning and its budget proposal should be prepared in line with the NDP. The budget for the district development plan is generally allocated from various types of grants[1]. Due to the fact that the scope of budget allocation is limited, local officers are forced to formulate development plan restricted by the guideline, which makes it difficult to elaborate community development plan reflecting the community's distinctive characteristics and needs.

The analysis of Amuru District projected revenue base reveals a high dependency on the central government. During the 2008/09 financial year review, central government grants accounted for 91% while donor contributions accounted for 8% and the local revenue was a meager 1percent of the district budget (Source: Amuru District LG Performance 2008/09).

(2) Issues Affecting Administration Sector

Based on the current situation described above, the issues that affecting the administrative system are as follow:

Table 2.4 Challenges of Local Government

Classification	Issue	Remarks
Commuting problem	Most of the personnel are commuting from Gulu.	Improving the housing and transportation conditions is expected to improve the service provided to the community by the administration sector.
	Due to the unfavorable working environment at the district headquarter most of the officers are not available in office. There are many personnel who	

[1] The summary of three types of grants is listed below.
Conditional Grant: this is allocated to local governments in order to cover development cost for strategically focused sectors under a specific condition.
Unconditional Grant: this is the type of grant with which the application is unlimited. It is allocated to the allowance of local government officials and general cost.
Equalization Grant: this is allocated to correct the allowance gap especially for local governments.

Classification	Issue	Remarks
	do their work in Gulu town.	
Budgetary deficit	There is only limited budgetary allocation from the central government due to lower IPF figure set according to mainly the performance of the district	The potential future revenue sources are the existence of a market, trading licenses, etc. Improvements are required in the efficiency of the administrative system.
	Due to poor living condition of the community and lack of strong business activity in the district, the graduated tax that can be collected from within the district is extremely low compared to the annual budget needed for the district.	
Facility improvement	Due to lack of enough offices and meeting spaces, the staffs cannot sufficiently carry out office work or hold council meeting.	Donors including JICA are promoting the assistance to construction of office buildings and housing. Expansion of assistance from the central government to the region is necessary.
	Lack of housing facilities for local officials is limiting the working hours and motivation of personnel.	
	There are few administrative facilities that contribute to business promotion.	
Shortage of Personnel	Although there is shortage in district staff at each sector, hiring a new staff by the district is difficult due to budgetary deficit and other reasons.	The central government shall increase its budget allocation and the district council is expected to lobby for more staffs and budget to the district
	There are a lot of non-functional public facilities such as health centers which lack staffs and the necessary materials and equipments.	

2.3.2 Production and Income Generation Sector

(1) Agricultural Production

In Amuru and Nwoya Districts, 95% of the population is engaged in agriculture, and agriculture is the primary industry. Whereas the majority of farmers are engaged in subsistence agriculture, there are farmers who have introduced large-scale farming on a commercial basis. In addition, some small-scale processing units of agricultural products and service industry are in operation. The major crops are rice, maize, millet, sorghum, cassava, sesame, peanuts, and beans cultivated in the rainy season.

Normally, rice is grown in single-cropping, being sowed from April to May and harvested around October at the end of the rainy season. However, NERICA rice with a shorter growing period can be grown in double-cropping, with the first crop sowed from March to April and harvested from June to July and the second crop started in early August and harvested around November. Maize, millet, sorghum, and peanuts are sowed twice during the rainy season, with the first crop harvested in June at the end of the sub-rainy season and the second crop harvested from November to December at the beginning of the dry season. There are two cropping seasons for sesame and soybeans, sowed during the rainy season and harvested at the end of the rainy season or the beginning of the dry season.

In the northern part of Amuru District such as Atiak Sub-county, which is relatively dry and therefore drought resistant crops such as cassava is predominant. On the other hand, wetlands that extend in the vicinity of the Ayugi River that flows on the eastern part of Pabbo

Sub-county and in the vicinity of the Acwa River that flows on the border between Alero and Purongo Sub-counties, rice cultivation is popular. In Lamogi and Koch Goma Sub-counties near Gulu City, commercial crops such as soybeans, peanuts, and sesame are frequently grown.

The livelihood improvement programs being implemented by aid organizations, such as USAID and World Vision, which provide the community with ox-plow, goats, and sheep, result in a gradual increase in the number of livestock. Apart from the IDP camps and transit sites and their vicinities, there is an immense expansion of hilly areas that are appropriate for raising livestock. Since livestock-raising was popular even before the conflict, there exist a certain degree of infrastructures for livestock, and farmers are highly motivated to practice livestock breeding. Besides, there are some farmers who cannot raise the livestock given by development organizations and they will sell them due to lack of the necessary resource or back-ups.

In the agricultural sector, many projects are carried out by donors or various support programs. Among them, NAADS (National Agricultural Advisory Services) activities are playing the biggest role. NAADS support farmer groups in improving various assistances for agriculture, covering a wide range of areas from distribution of seeds, seedlings, livestock, apiculture materials and agricultural training and processing of agricultural products.

(2) Income Generation

Most of the people in Amuru and Nwoya Districts make a living by working in the primary industry. Particularly in an area distant from the sub-county office where farmland was left unused during the conflict, people make a living from natural resources such as sale of firewood and charcoal, building materials for huts, and product of wild animals in addition to agricultural activities.

In the vicinity of a sub-county office, there are many flour and rice mills facilities, where farmers process the grain that they have harvested and sell it at a public market. Fresh vegetables, sometimes sold at a public market, are more often sold at low prices in a village because of difficulties in transporting them. The poor access to the market and high transportation costs due to a small quantity of harvest at one time are common characteristics of the area.

Mostly, in an area distant from a public market, farmers sell harvested grain at low prices to brokers who come to the villages because of difficulties in transportation of farm produces and lack of flour and rice mills.

During the insurgency, the population density was high in the vicinity of a sub-county office (trading center) where an IDP camp was established. In these trading centers, small-scale businesses such as repairs, carpenters, blacksmiths, and tailoring are being established. There are many workmen in a village where a sub-county office is located.

There is a high need for such small-scale business in and around the trading center since it

has the potential to develop as a town. In Amuru District, there is one government-run technical school in Atiak that has played an important role in fostering technicians in the peripheral area of Amuru. However, the school building was damaged during the conflict. Presently, the school is operating temporarily in the classrooms of a primary school. In 2009 the school has 97 students enrolled in four courses: Motor Vehicle Maintenance, BCP, Carpentry, and Tailoring. However, the students are not gaining sufficient technical capabilities because almost all the teachings are concentrated on the theory part and little practical application are conducted due to lack of teaching equipment.

2.3.3 Water Sector

According to the 2009 data of Amuru District, there are about 621 water supply facilities in Amuru and Nwoya Districts together, of which 484 are operational. Most of the water facilities are concentrated in the vicinity of former IDP camps and transit sites, with 38% of all the water supply facilities (235) located in IDP camps and 24% (147) in transit sites. In areas where many of the return sites (original villages) are located; there is no water supply facility available. Since more IDPs are returning to their original villages, it is becoming urgent to provide improved water supply facilities to these areas.

According to the procedure set by the government, a community can submit an application for improved water source to the district office through the proper local government line starting from LC-1. Although the application passes through various levels of the government (LC-1; Parish; Sub-county) to reach the district, it is quite rare that demand by the community can be met with the scarce financial capacity of the district. Therefore, it is difficult to provide new improved water facilities to the returned community unless there is support from development partners.

Although many water supply facilities were installed during insurgency inside IDP camps as emergency assistance and many more during the returning process by different development partners, the operation and maintenance systems for managing water supply facilities in most cases are generally non-existence. In other words, the WUC established together with the construction of the facilities are non functional. There is no water fee being collected at all water point. If there is one WUC which collects fee, the money won't be available at the time of need. Because of lack of proper O&M system within the beneficiaries, many facilities lack routine maintenance service resulting in many non functional water supply facilities which could be used with little minimum maintenance cost.

Whereas it is urgently needed to provide water supply facilities in the relevant TRKs, it is equally important for every development partner to establish a sustainable operation and maintenance system of the facilities following the guideline and requirement stipulated by the ministry of water and environment of the government of Uganda. The summary of this guideline is summarized below:

- Assessment of the current situation of the area by extension workers
- Official application for improved water resource by the community to the government

through the local administration line

- Once the application is accepted the community shall fulfill the following requirement
  - ✓ *Formatting a 9 member water users committee (WUC)*
  - ✓ *Contribution towards the cost of construction*
  - ✓ *Improving sanitation at household level*
  - ✓ *Making an Operation and Maintenance (O&M) Plan with the help of extension worker*
  - ✓ *Providing access to the land for installation of the water facility*
  - ✓ *Involvement of both men and women in WUC*
  - ✓ *Preparation of bylaw stating the responsibility of each stakeholder*

2.3.4 Education Sector

The Ugandan Education system follows a fairly similar pattern to that in Britain. It has a structure of 7 years of primary education, 6 years of secondary education (divided into 4 years of lower secondary and 2 years of upper secondary school), and 3 to 5 years of post-secondary education. One can decide to join an institution after the four year of lower secondary where he/she can take two to three years and be able to upgrade and join a university. Otherwise, one can go to the advance level (upper secondary school) before joining a university. Therefore, the three most important school years for a child in Uganda are: Primary 7, Secondary 4 and Secondary 6 where all students must sit for national exam to join the next level institution of their choice.

In the former Amuru District there are a total of 106 schools (99 primary and 7 secondary schools). Most of the schools are located within the trading centers (the vicinity of IDP camps) and transit sites, 47 and 43 respectively. However, there are very few schools available in the villages where IDPs are returning. Therefore, many school children remained in the vicinity of the IDP camps and transit sites that are close to the schools. This situation result in congestion of classrooms and increase in the ratio of pupil per teacher among others effect.

Although the country's minimum quality standard (MQS) for the appropriate number of pupils per classroom ratio (PCR)[2] is 54, the average PCR in the former Amuru District is as large as 102, which indicates that the number of classrooms is insufficient in most primary schools. Likewise, the country MQS of pupils-teacher ratio (PTR) is 54, whereas, the average PTR in the District is as large as 76, which is relatively higher than the country's standard. The lack of housing facilities for teachers causes them to spend much of their time in commuting to school which makes it impossible for them to allocate sufficient time for teaching. Similarly the situation of school latrine and water facilities is extremely low in the district.

[2] " Report on Education Needs Assessment for Northern Uganda (Covering the districts of Adjumani, Amalatar, Amuru, Apac, Dokolo, Gulu, Gulu M/C, Kitgum, Lira, Lira M/C, Oyam and Pader)" , Prepared by Education Planning Department, Ministry of Education.

2.3.5 Health Sector

There are 38 health and medical facilities in Amuru and Nwoya Districts. The Ugandan standard specifies that at least one health center should be established per parish. However, there is no health center in 17 of the 51 parishes in Amuru and Nwoya Districts.

The health and medical system in Uganda consists of, in ascending order of levels of service provided, HC (Health Center) I (home visits), HC II (ready for vaccination, etc.), HC III (ready for normal delivery), HC IV (ready for Caesarean sections and simple surgery), and district hospitals. Here, HC I refers to Village Health Teams (VHTs).

There are many health centers with sufficient staffing but lacking the minimum medical environment such as toilets, water supply, and staff house. Furthermore, the system of medical service (provision of medicine free of charge) of the country is causing fund shortfall, resulting in shortage of pharmaceutical products and other necessary materials.

In a rural area distant from a health center, a Village Health Team (VHT), classified as HC I, is supposed to deliver medicines and provide basic medical services. However, appropriate medical activities are not implemented because of lack of medicine at HCIII and shortage in the number of VHT members, putting each of them in charge of more than 100 households.

2.3.6 Livelihood Sector

In the trading center where an IDP camp has been established, houses are densely packed resulting in easy spread of various diseases and threatening the health of people.

On the other hand, people who have returned to their villages are often suffered from diseases such as malaria and diarrhea. Moreover, only a limited number of people can access a delivery system in a safe environment, and the alimentation and care facilities for babies are not in good conditions. Since the cause of these statuses is poverty of families, the improvement of living conditions of the community is an important intervention.

Despite the vast and fertile agricultural land, the farming practice has not been recovered to previous levels due to shortage in agricultural technology, commercial crops, farming equipments, seeds. In many cases, the families have access to food only once or twice a day and they are suffering from problem of insufficient food and nutrition.

The Districts have an average life expectancy of 6.3 years less than the country average. Higher infant, maternal, and child mortality rates compared to the national average. These conditions necessitate an urgent need for improvement of livelihood and living conditions.

2.3.7 Cross-cutting Issues

(1) Definition of EVIs in This Study

Extremely vulnerable individuals (EVIs) generally refer to the "socially vulnerable." In the project area, the prolonged conflict has left many EVIs such as widows, orphans, and

physically disabled persons, who are assumed to remain in IDP camps, being unable to return to their villages, or remain in isolation in their villages. On the other hand, it is undeniable that special support provided to EVIs by aid organizations and NGOs gave the upper hand to EVIs. When workshops were held in IDP camps and transite sites, there were many people who called themselves EVIs but actually were able to live without any problems. Many people also said that they were dissapointed not having received any support because of unclear selection criteria used by NGOs to determine EVIs who could receive support. This led us to confirm that a feeling of unfairness has built due to excessive support to EVIs. Such excessive support to EVIs may tempt residents who are not EVIs by definition to declare themselves as EVIs which results in the grievance and conflicts among them. Then the Study Team figured out EVIs who are in the disadvantage situation in the community based on the field survey and defines EVIs in this community development project as follows:

EVIs are "those who have psychological trauma from the conflict, are not integrated into the local community, or cannot access public services or education or information." Specifically, this project is intended for "orphans, widows (including households headed by women), severely ill, physically and mentally disabled, and elderly persons (more than 60 years old), and victims of the conflict (including former combatants)."

Furthermore, the survey on the current situation of EVIs in their villages revealed that most of the EVIs are not alienated by the community but are living with support from their families and relatives. In the Acholi region, there is traditional of mutual support, and some group members are often plow the fields of EVIs and helping them during, for example, harvesting of the crops. Moreover, there are unspoken rules giving due consideration to EVIs in the community. For example, when during community work, the work allocation to physically disabled people should be lightened. These are the indications that the local people are positively making efforts to integrate EVIs into their community and provide support to them.

(2) Former Child Soldiers and Returned Soldiers

Most of the soldiers of LRA were consists of abductees children from Acholi region. As of today, more than 25,000 children were kidnapped and engaged in battles with the government army. Even at present, about 1,000 children are estimated to be used as LRA soldiers. Many of the children run away during conflict and are taken into protective custody by the government army before returning to their community. All the former child soldiers who returned are temporarily accommodated in Child Protection Units (CPUs), sent to either of the two rehabilitation facilities in Gulu (GUSCO and World Vision), and receive counseling and rehabilitation aid for several weeks before returning to their community.

When former child soldiers return to their villages, traditional rituals are sometimes held

to enable their co-existence with the community. Through the rituals ceremony stated above, the former child soldiers will be integrated into the communities and his families and are rarely socially isolated. In many cases, they avoid being treated as former child soldiers, and the topic is hardly brought up in the community.

In the current survey, a hearing on LCI leaders and Rwot Kweris revealed that some former child soldiers who have returned to the community sometimes go insane and attack the people around them but, in many cases, the people have such a good understanding of their symptoms that there is no particular problem created on them (for detail see ANNEX). In Pabbo Sub-county, some former child soldiers were selected as LCI leaders and resident group leaders and were positively interacting with the local people.

In consideration of these conditions, it is important not to treat former child soldiers differently from other people but to recognize them as members of the community and reintegrate them into the community through collaborative work in the village.

(3) Land Problems

Due to a conflict that lasted for more than 20 years, the long-term absence of people from their land is causing the traditional land use system to collapse and creating land problems in the villages to which they want to return.

The UNHCR and NRC staff say that land problems are the most serious in Amuru District, which is becoming impediments to return and resettlement of IDPs.

During land conflict, the respected persons of the community or Rwot Kweris and LC1 work as intermediaries to solve the problem by consultation. When it cannot be solved at the community level, the matter will goes to the LCII Councilor, Parish Chief. If it still remained unsolved, the issue will be presented to the Area Land Committee of the sub-county and put on trial at LCIII. The solution of the problem is finally determined by trial at LCV.

When implementing a project in an area with many land problems, it is important to be careful not to aggravate the conflict over land among people. Particular attention should be paid to public facility buildings. Specific precautions to be taken are summarized in Chapter 9, the guidelines.

(4) Land Mines, UXOs, etc.

The existence of land mines and unexploded ordnances (UXOs) generated in the long-term insurgency has been confirmed. All the land mines found in Amuru and Nwoya Districts are reported to have been removed by the Uganda Mine Action Center (UMAC) based at the Office of the Prime Minister (OPM). However, some UXOs are still remaining in farmland, woods, and other places. In Amuru District, the UMAC local office is established in Pabbo Sub-county and has removal teams each of which consists of five members.

UMAC is not only destroying UXOs but is also collaborating with NGOs such as Danish Demining Group (DDG) and AVSI to provide the community with education and enlightenment activities about land mines and UXOs and ensure the operation of a reporting system in the community.

In the former IDP camps and transit sites, there occur many minor offenses such as thefts and violence committed by drunken and drug addicts. Prostitution, and sex-related crimes, might also threaten the life of the people to such extent that improvement of law and order is urgently required.

In return sites where a massacre by LRA took place, people report the existence of corpse and human bones and appearance of evil spirits, which become impediments to the resettlement of the people. In such an area, it is important to conduct rituals for burial of bodies and bones and dispelling of evil spirits in order to promote return. The following provides the overview of these rituals.

Table 2.5 List of Traditional Ceremonies

Name of ceremonies	Activities of ceremonies
"Moyo Cere": Ceremonies for area cleansing	Digested foodstuffs are removed from goat stomach by elders, and are spread in areas where massacre occurs to purify such areas. "Moyo Cere" was practiced by "Ker Kwaro" which is traditional institution in Acholi region together with "Rwot Moo", who is the clan leaders, in various places.
"Moyo Kum": Ceremonies for elimination of ghost	In case someone finds the unidentified victims, it is said that someone or his family will be possessed by an evil spirit in Acholi region. In such case, "Moyo Kum" ceremonies are practiced to purify an evil spirit and to mitigate the departed souls together with immolating goats.
"*Gamo Oruk*": Ceremonies for Reburial cermony	In case remains of bodies are found or bodies are buried by others, the bereaved family performs "Gamo Oruk" ceremony with traditional elders. In "Gamo Oruk" ceremony, goats are scarified to mitigate the departed souls. If the diseased is a male, male goat is scarified, and otherwise for female.
"Yiko Cogo": Ceremonies for burials	In case remain bodies are found in hut, remains are buried together with scarifying goats to mitigate the departed souls.

Chapter 3 Development Model

In the formulation of the Development Plan, the Study Team categorizes the communities based on the current situation and community profiling of the target area. Development scenarios for each sector: administration, production & income generation, water supply, education, health and livelihood were prepared in accordance with the visions formed for each category. This series of process of formulating the Development Plan is termed as the Development Model.

3.1 Basic Policy of the Development Model

The Study Team prepared the Development Model in accordance with the following 5 basic policies.

1. Resettlement of IDPs shall be promoted through establishment of basic infrastructure and improvement of income generation activities in the return villages, and through activation of business sectors around the former IDP camps.
2. The short term development vision shall be set as "resettlement of IDP" and the long term development vision shall be set as "establish peaceful, prosperous and self-sustaining communities".
3. The short term goal (target year of 2015) and the long term goal (target year of 2030) shall be set with two main concept of improving "Production and Income Generation" and "Basic Infrastructure"
4. The Development Plan shall be formulated in harmony with each sector which was defined in strategic objectives of the upper plans, PRDP, NDP and DDP.
5. The Development Plan shall be formulated for the recovery assistance phase which is shifted from the humanitarian assistance phase.

Basic Policy 1: Resettlement of IDPs shall be promoted through establishment of basic infrastructure and income generation activity in the return villages, and through activation of business sector around the former IDP camps.

IDPs have been progressively returning to their original villages getting out of the longtime life in IDP camps. However, almost no development interventions have been implemented for the village communities, and the maintenance of roads, boreholes, schools, health facilities and so forth have been scarcely conducted. Additionally, the farmlands in the villages have been left untouched for long time making the conditions unable to cultivate even subsistence crops sufficiently. Therefore, assistance for rehabilitation of basic infrastructure, improvement of agricultural production and livelihood improvement is indispensable in the

original villages.

On the other hand, there are two types of people who are currently staying in IDP camps, namely those who do not want to return and those who are not able to return. The former have started small business or service industries such as local restaurant, kiosk, processing agricultural products etc around the camps, and they want to continue their business or services in the camp. Some people also prefer to stay in the camp because easy access to public and social infrastructure is available. Many of them have already purchased land around IDP camps. Most of the latter, on the other hand, are people including EVIs, such as elderly, physically disabled persons, widows, orphans who have no support from relatives. They have some challenges for building their house and unable to making their living through physical activities such as agricultural activity without any support. In general, Acholi a woman is not entitled to have a land. This situation affects more widows and orphans, which are disadvantage in acquiring farm land in the villages.

This development model shall be approached with three principal concepts such as assistance for 1) settlement through developing basic infrastructure and 2) settlement through income generation in the return villages, and 3) settlement through developing vocational and business activities around IDP camp.

Basic Policy 2: The short term development vision shall be set as "resettlement of IDP" and the long term development vision shall be set as "To establish peaceful, prosperous and self-sustaining communities".

According to the District Development Plan of Amuru (DDP), the year 2030 is assumed to be the target year and "establishing a peaceful, prosperous and self-sustaining community" is set as the vision of the DDP. However the current situation shows that people who returned to the village are facing many challenges to achieve sustainable settlement. The area is lacking of safe water, poor access to schools and health centre, lack of food materials etc. Under this situation, there is a need for near future target that should set sustainable settlement of IDP in the village as vision. Therefore, "resettlement of IDP" is defined as the short term vision and the target year is set 2015 which is adopted from the National Development Plan (NDP) of the country. From 2015 till 2030, the whole vision of DDP, which is "To establish a peaceful, prosperous and self-sustaining communities", shall be taken as the long term development vision. To achieve the vision, reasonable and specific scenarios shall be prepared.

Basic policy 3: The short term goal (target year of 2015) and the long term goal (target year of 2030) shall be set with two main concept of improving "Production and Income Generation" and "Basic Infrastructure"

To achieve "Settlement" as the short term development vision, specific goal shall be set. The current communities are in the situation that the basic infrastructure such as water supply

facilities, school and health centre was entirely destroyed and the farmland was fully devastated by the two decade long insurgency. Taking this situation into consideration, the short term development goal shall be set as achievement of "Self-sufficiency by improving agricultural production" and "Assuring access to minimum basic infrastructure" until 2015.

For the periiod from 2015 till 2030, the long term development goal shall be set as achievement of "Stable income generation" and "Sustainable use of the basic infrastructure".

Basic Policy 4: The Development Plan shall be formulated in harmony with each sector which was defined in strategic objectives of the upper plans, PRDP, NDP and DDP.

In order to present a reasonable project which can be accepted by the Ugandan National Government or the Amuru District Local Government and which can meet community needs, the Study Team have fixed the sectors of the Development Plan in harmony with the upper plans. Six sectors: administration, production & income generation, water supply, education, health and livelihood are set in conformity with the sectors defined in strategic objectives of the Peace, Recovery and Development Plan for Northern Uganda (PRDP), the National Development Plan (NDP) and Amuru's District Development Plan (DDP).

Basic Policy 5: The Development Plan shall be formulated for the recovery assistance phase which is shifted from the humanitarian assistance phase.

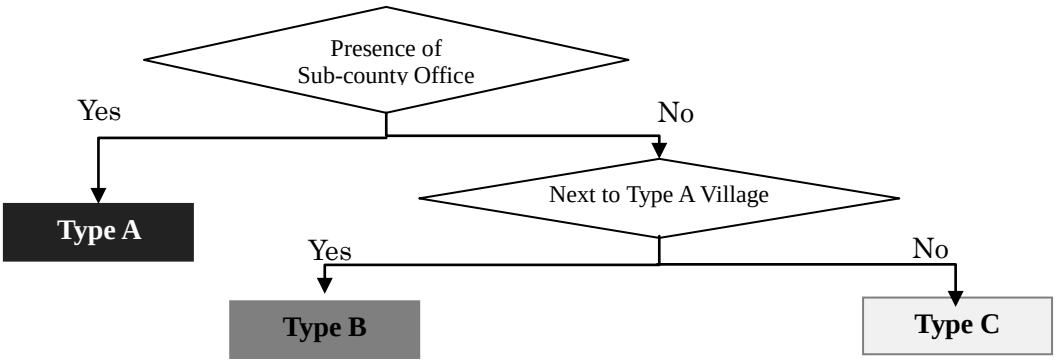
The target site is currently at the transition stage from the humanitarian assistance phase under the post-conflict circumstances to the recovery assistance phase. In the humanitarian assistance phase, emergency aid was provided so that basic human needs (BHN) could be met, for example emergency food relief and water supply. On the other hand, in the recovery assistance phase, assistance for sustainable and long term development is indispensible. However, the people who have been accustomed to the humanitarian assistance tend to expect goods and money, and most of them do not understand the assistance mode of recovery phase including self-help of the community.

The Development Plan shall be formulated in accordance with the recovery assistance phase, and efforts shall be made in cooperation with the counterparts to continuously explain to the community about the contents and purpose of the Plan from the planning stage. Then, the implementation of the Plan to be carried out by the local system and local framework without outside humanitarian assistance is aimed.

The Development Model shall be prepared in accordance with the basic policies mentioned above. The process for preparing the Development Model is shown in the following figure, and based on the Development Model, the Development Plan for the specific area (refer to Chapter 4 and 5) is formulated.

3.2 Community categorization

According to the result of community profile, each of the community has different characteristic and condition such as population density, land use, access to the basic infrastructure and major public facilities, presence of major markets and condition of living environment. To formulate community development plans corresponding to the each community characteristics, the Study Team set 'the existence of sub-county office' and 'next to the village with sub-county office' as indicators for community categorization as shown below.



Type-A: High population density, better access to basic infrastructure, vibrant economic activities
Type-B: Medium population density, bad access to basic infrastructure, vibrant agricultural activities
Type-B: Low population density, bad access to basic infrastructure, large arable land

Figure 3.1 Methodology for Community Categorization

3.2.1 Investigation of method for community categorization

(1) Method of categorization based on return condition of IDP

For community categorization, the study team holistically analyzed the current situation of each village. Initially, it was considered that villages could be categorized to three types based on progress of returning. The additional survey made in March 2010 shows rapid progress of return rate. The result shows that more than 80 percent of the population has returned without any change in the livelihood and basic social infrastructure on the return site. Therefore, the use of return condition as indicator for categorization of the community is found irrelevant.

(2) Method of categorization based on livelihood and basic infrastructure

Secondary, it was considered that villages could be categorized based on the economic condition which directly affect on people livelihood and access to basic infrastructure in the village. Accordingly indexes for community categorization can be set as shown below.

Table 3.1 Indicators for Community Categorization

Index	Data
Indicators for economic activities such as access to markets and engaging in small business activities in the villages	・Presence of public markets ・Average distance to the public markets ・Average number of workmen in villages
Indicators for access to the basic infrastructure in villages	・Average access distance to school ・Average access distance to health center ・Average number of water supply facilities

All villages in Amuru District were analyzed by the method of principal component analysis. From the analysis result, the villages could be categorized into two groups according to comprehensive value: "economic activities" and "condition of basic infrastructure". One group has a characteristic of better economic activities and access to basic infrastructure, and it was defined as type-I village. The other group has a characteristic of low level of economic activities and poor access to basic infrastructure, and it was defined as type-II village.

According to this categorization, in Amuru District there are 12 villages of type-I of which eight of them have a sub-county office, and it suggests that type-I village is a public, social and economic centre. Type-II villages, on the other hand, have lower economic activities and relatively poor basic infrastructure compared to type-I village. However, the values of "economic activities" and "basic infrastructure" for type-II villages have wide variability. Therefore, it suggests the need for further categorization of type-II village with different characteristics. Since the main economic activity of Amuru District is agriculture, type-II villages could be categorized according to the condition of agriculture activities. The percentage of cultivated land was set as an index for the categorization. Villages with higher than the mid values, which is 30%, could be defined as type-II-1, and that with lower than the mid values could be defined as type-II-2.

It is observed that most of type-II-1 villages are located around type-I villages, while type-II-2 villages are located at distant from type-I villages. It suggests that cultivated land are widely expanded in the surrounding area of type-I villages and unexploited arable land are largely concentrated in the remote area.

- Type-I: Good level of economic activities and good basic infrastructure.
- Type-II-1: Low level of economic activities; poor basic infrastructure and large cultivated land (Vibrant agricultural activity).
- Type-II-2: Low level of economic activities; poor basic infrastructure and large arable land (Wide unexploited agricultural land)

Though it seems reasonable to categorize using the above methodology, it requires know-how on analysis method and determination of the values of indicators. Therefore, is not easy for low-level local government staffs to categorize the community using the above method, and it means that this method should not be applicable for the local government.

(3) Method of categorization based on presence of sub county office

The categorization made in the above method shows that, in general, there are sub-county offices in type-I villages, and type-II-1 villages are located around type-I villages, while type-II-2 villages are far from type-I villages. Therefore, the presence of sub-county office can be considered as a good indicator, which involves many variables discussed above, as simple way of categorizing the community. Accordingly, **'**the existence of sub-county office' and 'next to the village with sub-county office' should be considered as indexes for the categorization. Village with sub-county office is defined as Type-A, villages next to Type-A are defined as Type-B and villages far-away from Type-A are termed as Type-C village.

According to Figure 3.2 below, it was observed that the distribution of location of Type-A, B and C villages more or less correspond to those of type-I, II-1 and II-2 villages respectively shown in Figure 3.5 above. Although there are a few exceptions where Type-C villages categorized as type-I and II-1 village, those villages are found to have decongestion camps or large transit sites where people engaged in agriculture or small scale business around the camps or transit sites.

The following table below shows the comparison with outcome of analysis on the characteristics of different parameters between type-I, II-1 & II-2 and Type-A, B & C categories. Based on the analysis, Type-A villages have higher population density and better access to basic infrastructure. Besides, there are public markets set up in the villages, and many people are engaged in the secondary and tertiary industries such as workmen including repairmen, blacksmith and tailors. Type-B villages, on the other hand, have medium population density, poor access to the basic infrastructure and wider agricultural land. Type-C villages have low population density, poor access to the basic infrastructure and large size of unexploited arable land. The same trend can be observed among type-I, II-1 and II-2 categories.

Table 3.2 Comparison with Characteristics between type-I, II-1 & II-2 and Type-A, B & C

Characteristic	Categorization based on economic and agriculture condition			Categorization based on location of sub county office		
	Type-I	Type-II-1	Type-II-2	Type-A	Type-B	Type-C
＜Population＞						
Population density (people/ km^2)	377	123	38	418	116	67
<Economic activities>						
Average Distance to the market	4.3 km	5.4 km	9.6 km	2.4 km	4.7 km	8.3 km
Number of workmen per village	46	22	22	50	20	18
<Basic infrastructure>						
Number of water supply facilities per village	8.0	4.6	3.1	9.5	5.2	3.1
Average distance to primary school	3.0 km	3.5 km	4.9 km	2.5 km	3.4 km	4.6 km
Average distance to health centre	3.0 km	5.6 km	10.9. km	3.0 km	5.6 km	9.2 km
＜Agriculture＞						
Ratio of farmland (%)	67.0%	62.0%	9.4%	71.6%	61.7%	15.4%

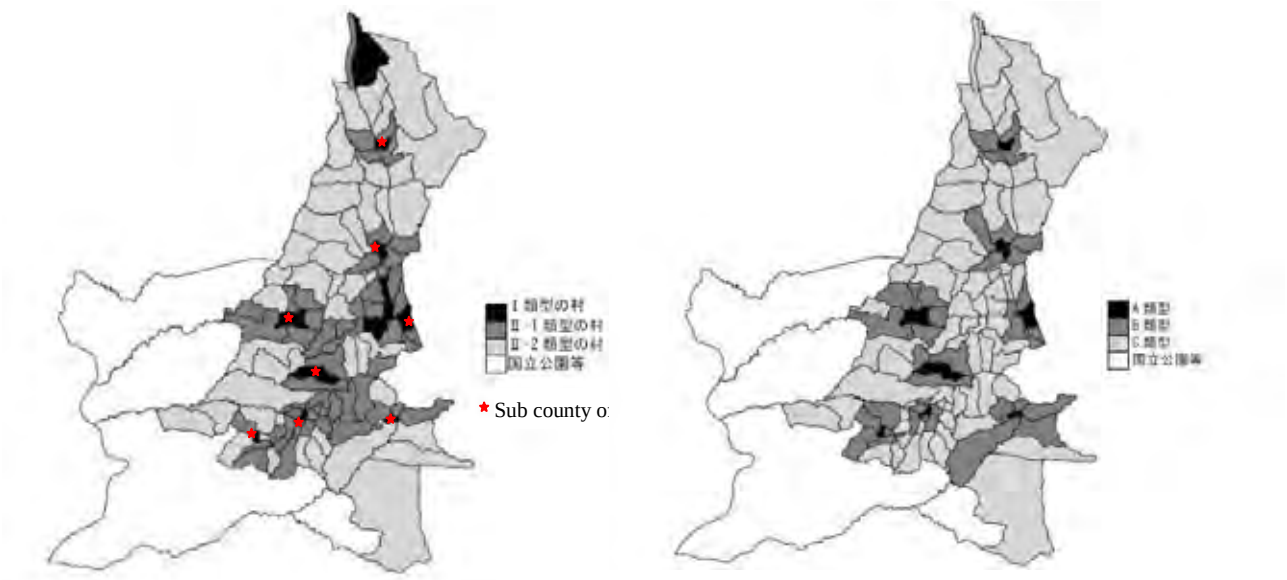


Figure 3.2 Map of Comparison with Characteristics between type-I, II-1 & II-2 and Type-A, B & C

3.3 Development Goals for each Categorized Community

In accordance with the basic policy (policy-3 above) of achieving "Settlement" as the short term development vision, the short term development goal shall be set as achievement of "Self-sufficiency by improving agriculture production" and "Assuring access to minimum basic infrastructure" until 2015. For the term from 2015 till 2030, the long term development goal shall be set as achievement of "Stable income generation" and "Sustainable use of the basic infrastructure".

To achieve the short and long term development goals, specified goals per each categorized type shall be set as shown below.

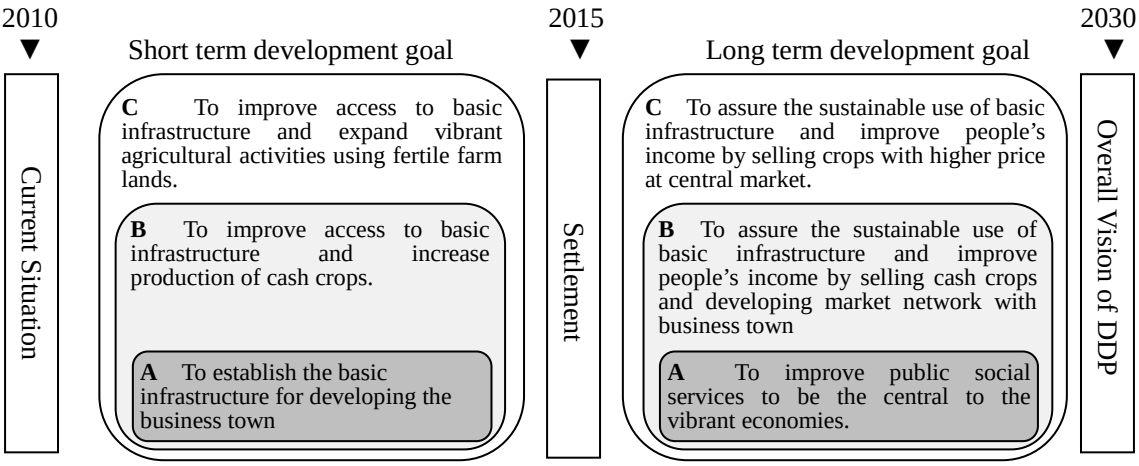


Figure 3.3 Development Vision and Short & Long term goal

In the development vision Type-A villages are defined as “Town-type”.

In most of these villages the sub-county offices are present, large-scale IDP camps were set up during the conflict, basic infrastructures were developed for the livelihood of IDPs, and small-scale business activities have been developed little by little.

In the development vision, Type-B villages are defined as “Suburbs-type”.

Most of the communities of these villages lived around IDPs camps, and maintained their livelihood by cultivating their farmland in the original villages. Type-B villages lack basic social infrastructure for sustaining the livelihood of the community.

In the development vision, Type-C villages are termed as “Rural -type”.

In these villages the basic infrastructure was either completely destroyed or inexistence and the farmland was fully devastated by the long term absence of the people due to the insurgency. The maintenance of existing infrastructures was not been carried out for more than 20 years. In additional, Type-C villages are located far from the sub-county offices, and most of the communities are unable to access to public and social services.

3.4 Development Scenario

3.4.1 Development Scenario per Sectors for Type-A villages

To achieve the short term and long term goal of the development, short term and long term development scenario per sectors shall be set. The short term development goal is “to establish the basic infrastructure for developing the business town” and the long term development goal is “to make the village the center of vibrant economy through improving public social services of the village”

Table 3.3 Development Scenario for Type-A Village

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
Production and Income generation	Since the population density is high; and has good access to various services. It plays a role focal point to attract agricultural products and people. Although there are public markets, their facilities are not well organized and there are no proper drainage facilities. The market faces a number of challenges including the potholes, poor drainages, poor access roads to production areas, poor market information, and insufficient capacity of workers.	A system of developing secondary and tertiary business by distributing products to the market will be established. As the result, the foundation for improving people livelihood will be established.	More agricultural products will be transported and gather to the central market from Type-C and B villages. As the result, the market will further grow. The service industry will be diversified and commercial activities will further grow. As a result, people will be able to access various services in town.

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
		<Targets> 100% of the business community will have access to public market facilities	<Targets> Annual revenue of the commercial area will rise to 2.4 times higher than the current status
Water	The number of people in the area is big and the water supply system is limited to cover all the people. Poor water coverage result in poor sanitary conditions.	Town water supply systems will be established. Sanitation condition will be improved. Both the people and diverse service sector will have better access to safety water supply.	Town water supply system will be developed. Enough water will be supplied efficiently and effectively to business sectors such as the service sectors that demands a large volume of water supply.
		<Targets> Water supply facilities: 1public tap stand per 150 people. 77percent of coverage	<Targets> Water supply facilities: 1 facility within 200 m for all the people.
Education	There are many public primary schools and at least one secondary school in this village. The secondary school has many issues to be solved, for example, unable to enroll pupils from remote areas and lack of MQS* of secondary level education environment. Many children are still remaining in the former IDP camp for schooling. As a result, pupils concentrate in public primary schools PTR and PCR of the schools are too large. MSQ= Minimum Quality Standard	Needed facilities of secondary school will be established. As the result, a system to enroll from rural area who wants to enter a secondary school in the sub-county will be established.	A system to support pupils to advance to secondary school will be established. As the result, educational level in the region will be improved.
		<Targets> Pupil advancement ratio from Type B and C villages will be increased up to the level of Type A village	<Targets> PCR and PTR at elementary schools: 54 PCR and PTR at secondary schools: 40
Health	There is at least one health centre III in the villages; however, they face challenges such as shortage of personnel, medical equipments, drugs and materials. Hence, health centers cannot properly serve the community. Additionally, the medical referral system from low-level to higher level institution is not properly established, thus people cannot have appropriate medical consultation.	A necessary number of medical staffs at HC II and III will be trained. As the result, people will be able to get basic medical services whenever necessary.	The medical referral system will be established and proper medical services at HC III, IV and hospital will be provided to people. As the result, livelihood of the community will improve.
		<Targets> —	<Targets> Maternal mortality rate:131/100,000 Infant Mortality rate: 8/1,000

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
Livelihood	The trading center in these villages has congested settlement and sanitation condition is bad due to garbage produced from daily life. Guiding system and necessary materials and facilities to ensure good sanitary condition is absent.	Most basic facilities and equipments for sanitation and hygiene will be installed to each household. As the result, the living environment of the area will be improved.	Required facilities and equipments for comfortable life will be installed and a system of disposing garbage will be established. As a result, town will become clean and household sanitary condition will be improved.
		<Targets> Coverage of pit latrine and bathing shelter: 100%	<Targets> Coverage of pit latrine, bathing shelter, rubbish pit and plate rack: 100%
Administration	Proper public services have not been provided due to a number of issues including: 1) poor living condition for administrative staffs; 2) shortage office and meeting rooms; and 3) lack of office supplies. In addition, since data on demographic statistics and social infrastructures have not been maintained, administrative authorities cannot meet people's needs appropriately.	Needed facilities for providing basic public service will be established. Working environment for administrative officers will be improved.	A forum for opinion exchange will be in place for diverse interested parties at the district, sub-county and parish levels. As the result, proper public service which meets community needs will be provided to all people.

3.4.2 Development Scenario per sectors for Type-B villages

Similarly short and long term development scenario per sectors shall be set to achieve the short term and long term development goals which is "to improve access to basic infrastructure and increase production of cash crops" and "to assure the sustainable use of basic infrastructure and improve people's income by selling cash crops through developing market network with trading center (town-type village)" respectively.

Table 3.4 Development Scenario for Type-B Village

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
Production and Income generation	Since the community of Type-B village has been earning living by commuting from IDP camps to farmland during the insurgency, the land has been exploited to a certain extent. Therefore, they can produce more than average amounts of products for self	Training on cultivation techniques of cash crops such as vegetables will be provided to farmers. As the result, production of cash crops will be promoted.	A system of group marketing and collecting centers will be established. As the result, farmers will sell group products with higher price to the central market and

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
	consumption. They also grow vegetables, on rather a small scale. People cannot survive by selling only agricultural products. They are considered to be impoverished.		their daily income will improve.
		<Targets> Annual production of vegetables: 1.8 ton per a household	<Targets> Daily income: UGX2,000
Water	Approximately, only 30% of return village (TRK) has water supply facilities in place. Therefore, most of returnees use river water for drinking and people are suffering significantly from water borne diseases.	Water supply facilities will be installed. As the result, a greater number of people will have access to safe drinking water and the sanitary conditions will be improved.	More water supply facilities will be installed. As the result every people will have access to safe drinking water.
		<Targets> Percentage of TRKs with at least one water supply facilities: 100%	<Targets> 300 people use one water supply facility Distance to water supply facilities is within 1 km radius
Education	Since most schools are located in camps or transit sites, many children are still remained in the former IDP camp or transit site for schooling. As the result, pupils concentrate in public primary schools and PCR and PTR are too large to provide good education environment.	Community schools will be promoted to be a public primary school. As the result, pupils will return to their village and be able to study under appropriate education environment.	More primary schools will be established. As the result, every child will have access to appropriate primary education.
		<Targets> Ratio of pupils who go to P/S from their parents home: 100%	<Targets> PCR, PTR: 54, PLR: 40 Access distance to primary school: 2.5km
Health	Generally there is a health center (HC) II in each parish, however, there are some nonfunctional HC because of shortage of personnel and even those functional HCs suffered from lack of drugs and materials. In addition, in rural areas far away from these HC, although VHTs are to provide basic health and sanitary services, however, the number of VHTs is not sufficient and therefore, they are not able to offer appropriate medical services.	A necessary number of VHTs will be selected for each area and they will be trained and given proper assistance. As the result, people will be able to get primary healthcare.	More HCII with a sufficient number of medical staff will established and become functional. As the result, people will be able to get proper medical services whenever necessary.
		<Targets> The number of households per VHT: 20 to 30	<Targets> Access distance to the healthcare center: 5.0 km

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
Livelihood	In return village, available food materials are limited, and people, especially younger children, are suffering from under nourishment. Materials and facilities to ensure a sanitary living environment are lacking and the sanitary environment even near house where people live in is not favorable.	Awareness activities for nutrition will be implemented. As the result, the nutrition condition of people will be improved.	Required facilities and equipments for will be installed. As the result, people will be able to live a comfortable living condition
		<Targets> ―	<Targets> Coverage of Pit latrine: 100% Bathing shelter: 100% Rubbish pit: 100% Plate rack: 100%

3.4.3 Development Scenario per sectors for Type-C villages

The short term and long term development scenario per sectors shall be set to achieve the short term and long term development goals which is "to improve access to basic infrastructure and expand vibrant agricultural activities by the utilization of fertile farm lands" and "to assure the sustainable use of basic infrastructure and improve people's income by selling crops with higher price at central market", respectively.

Table 3.5 Development Scenario for Type-C Village

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
Production and Income generation	In Type-C village, agricultural productivity is low and rural people cannot produce sufficient amount of produce for self consumption, because the agricultural lands had been abandoned for a long time during the insurgency. The community uses other income source such as the sell of firewood and charcoal.	Cultivated land area per household will expand and crop productivities will be improved. As the result, people will have enough amount of produce for self consumption.	A system of group marketing and processing will be established. As the result, farmers will sell products with add value to the central market and their daily income will improve.
		<Targets> Annual production of vegetables: 1.8 ton per a household	<Targets> Daily income: UGX2,000
Water	Only less than 30% of return village (TRK) has improved water points. Therefore, most of returnees use river water for drinking and people are suffering from water born diseases.	Water supply facilities will be installed. As the result, a greater number of people will have access to safe drinking water and the sanitary conditions will be improved.	More water supply facilities will be installed. As the result every people will have access to safe drinking water near their neighborhood.

Sector	Current status	Short-term Development Scenario 2015	Long-term Development Scenario 2030
		<Targets> Percentage of TRKs having any water supply facilities: 100%	<Targets> 300 people will have access to improved water supply facility within 1km radius.
Education	Many children are still remaining in the former IDP camp or transit site for schooling. These schools have high ratio of PCR and PTR. As the result, poor school environment persists and their families are forced to commute to and from between IDP camps and home. Community school are being implemented by the returnee population at their village centers	Community schools will be promoted to a public primary school. As the result, pupils will be able to return home and study under appropriate education environment.	More primary schools will be established. As the result, every child will have access to appropriate primary education.
		<Targets> Ratio of pupils who go to P/S from their parents home: 100%	<Targets> PCR, PTR: 54, PLR: 40 Access distance to primary school: 2.5km
Health	Generally there is one health center (HC) II at each parish, however, some are not-functional. Even those functional HC are suffering from shortage of drugs and materials. In addition, at each village, although VHTs are to provide basic health and sanitary services the number of VHTs is not sufficient and therefore, they are not able to offer appropriate medical services.	A necessary number of VHTs will be selected for each area and they will be trained. As the result, the community will be able to get primary healthcare service.	More HCII with a sufficient number of medical staff will be established. As the result, the communities will be able to get proper medical services whenever necessary.
		<Targets> The number of households per VHT: 20 to 30	<Targets> Access distance to the healthcare center: 5.0 km
Livelihood	In return village, available food materials are limited, and people, especially younger children, are suffering from under nourishment. Materials and facilities to ensure a sanitary living environment are lacking and the sanitary environment even near house where people live in is not favorable.	Awareness activities for nutrition will be implemented. As the result, the nutrition condition of people will be improved.	Required facilities and equipments for comfortable life will be installed. As the result, people will be able to live a comfortable living condition
		<Targets> —	<Targets> Coverage of Pit latrine: 100% Bathing shelter: 100% Rubbish pit: 100% Plate rack: 100%

3.4.4 Target Indicator

The following is the list of target indicators for short-term and long-term goals in line with the development scenario of each categorization.

Table3.6 Target Indicators and Backgrounds

Sector	Type	Short term development scenario (2015)	Long term development scenario (2030)
Production & Income generation	A	100% of the business community will have access to public market facilities	Annual revenue from business center will be increased by 4x + 2y.
		Backgrounds: By 2030 the population of the area is expected to increase twofold. Presently only 20% of the people have access to public market facilities. On auction day all the roads in the trading center will be overcrowded due to lack of enough market facility. Therefore, the provision of additional infrastructure will bring access to public market facility to 100%.	Backgrounds: By 2030 the population of the area and the household income of the people is expected to increase by twofold which means the revenue from public market is expected to quadruple (population growth multiplied by increase in income). Whereas the revenue from other activities become double (population growth). Assuming the amount of revenue from public market as x and that from other activities as y; the revenue from business center will become 4x + 2y.
	B	All farmers get a skill for producing 1.8 ton vegetables per a year	Daily income: 2,000 UGX (= 1.0 US$)
		Backgrounds: An additional increase in income by US$ 0.5/person by 2030 is a target of this project. Achieving this target will require each household (with average of five people) to increase income by US$ 2.5. Since vegetables are sold at US$ 0.5/kg, each household have to sell 5 kg of vegetable per a day. Therefore, each household have to produce 5 kg x 365 days = 1,825 kg/year of vegetables.	Backgrounds: Poverty level indicated by World Bank is 1 US$ per person in a day. The target is that people will be able to get stable income at least 1 US$ per a day.
	C	Annual grain production per household: 750 kg	Daily income: 2,000 UGX (= 1.0 US$)
		Backgrounds: A person can consume approximately 150kg of grain annually. On average each household consists of five people. Therefore, the target is that farmers produce more grains than their families consume.	Backgrounds: Poverty level indicated by World Bank is 1 US$ per person per day. The target is that people will be able to get stable income at least 1 US$ per a day.
Water	A	Access to public tap water facility is 77%	There is one water stand within 200 m radius
		Backgrounds: According to the golden indicator of the country, one public tap water shall serve 150 people for urban. And NDP set the goal to increase the water coverage up to 77% in 2015.	Backgrounds: Ministry of Water and Environment set golden indicator which is defined for distance to water facilities within 200 m in the urban area.
	B C	Ratio of TRKs with water supply facilities: 100%	One water facility within 1 km radius. One borehole for 300 users.
		Backgrounds: The average population in a TRKs is about 300. The Ugandan standard specifies that it is ideal to provide one water point per 300 persons in rural area. It is also advisable that a water facility is maintained and managed jointly by the same community. A TRK is considered to be the minimum unit for this joint management. Therefore, one	Backgrounds: Ministry of Water and Environment set golden indicator which is defined for supplying water for 300 users per a borehole and distance to the water point's within1km in the rural area.

Sector	Type	Short term development scenario (2015)	Long term development scenario (2030)
		water supply facility is required per TRK on the average.	
Education	A	Ratio that pupils graduating from P7 advancing to the secondary school: 50%	Secondary School PCR= 1: 40 PTR= 1:40 Primary School PCR= 1:54 PTR= 1:54
		Backgrounds: Ratio that pupils graduating from primary schools in Type-A Village advancing to the secondary school are higher with around 50% than the ratio in the other villages. Then, in this project, the ratio of 50% is set for the target value in the all villages.	Backgrounds: Ministry Education set a standard of education environment as PCR & PTR with 40 for secondary school and PCR & PTR with 50 and PLC with 40 for primary school.
	B C	All community school upgraded to Primary school Return rate of pupils: 100%	PCR= 1: 50 PTR= 1: 50 PLR= 1: 40 Distance to primary school = 2.5 km
		Backgrounds: When community schools are upgraded to public primary schools and their educational facilities are improved, the pupils who are going to the public primary schools at present are expected to return to their home villages and go to the primary schools in their villages. This is expected to bring PCR and PTR closer to the Ugandan standard.	Backgrounds: Ministry Education set a standard of education environment as PCR & PTR with 50 and PLC with 40 for primary school. UNHCR set the distance with 2.5 km for the coverage of primary school.
Health	A	Regular report from HCI to HCII: Once in a month Regular report from HCII to HCIII: Once in three months	Maternal death rate: 131/100,000 Child mortality rate: 88/1,000
		Backgrounds: In Uganda, Ministry of Health set down that HCI should report their activities to HCII once in a month, and HCII should submit the reports to HCIII once in three months.	Backgrounds: NDP targeted to decrease maternal death rate and Child mortality rate with 131/100,000 and 88/1,000 respectively.
	B C	Number of households per VHT: 25	Distance to the healthcare center: 5.0 km
		Backgrounds: The Ugandan standard specifies that it is ideal that one VHT takes charge of 20 to 30 households, and this PP verified that this standard is adequate	Backgrounds: UNHCR set the distance with 5 km for the coverage of health centre.
Livelihood	A B C		Coverage of pit latrine: 100% Coverage of bathing shelter: 100% Coverage of rubbish pit: 100% Coverage of plate rack: 100%
			Backgrounds: According to the national standard, it is considered desirable for a household to have one latrine, a bathing shelter, a rubbish pit and a plate rack.

3.5 Project

3.5.1 Projects List

The following are the proposed projects to achieve the short-term and long-term goals according to the categories and sectors.

Table 3.7 List of Proposed Projects for Short-term and Long-term Goals

	Sector	Project	
		Short term development	Long term development
A	Production & income generation	・Improvement of Technical School ・Improvement of Central Market ・Improvement of Farm Roads	・Establishment of Marketing Information Network ・Enlivenment of Secondary and Tertiary Industries ・Expansion of Central Market
	Water Supply	・Improvement of Town Water Supply System	・Improvement of City Water Supply System
	Education	・Improvement of Secondary School Facilities ・Improvement of Primary School Facilities	・Improvement of Secondary Schools Advancement Ratio ・Establishment of Primary Schools
	Health	・Establishment of Referral System	・Improvement of Facilities of Upper HCIII
	Livelihood	・Household Hygiene Improvement	・Promotion of Town Cleaning Activities
	Administration	・Enhancement of District Officials-led Activities ・Enhancement of Sub-county Officials-led Activities	・Construction of Parish Hall ・Utilization of Community Resource Map
B	Production & income generation	・Promotion of Commercial Agricultural Products	・Promotion of Group Marketing ・Installation of collecting centre for group products
	Water Supply	・Installation of Boreholes and Enhancement of Maintenance and Operational System	・Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	・Promotion of community school to public school	・Construction and Improvement of Primary Schools
	Health	・Capacity Building of VHTs	・Construction and Improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement
C	Production & income generation	・Agriculture Productivity Improvement	・Promotion of Post Harvest and Processing ・Installation of storage for group products
	Water Supply	・Improvement of Town Water Supply System	・Improvement of City Water Supply System
	Education	・Promotion of community school to public school	・Establishment of Primary Schools
	Health	・Capacity Building of VHTs	・Establishment and improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement

3.5.2 Outline of Projects

The following are the outline of the respective projects.

Table 3.8 Outline of the Projects

	Sector	Project	
		Short term development	**Long term development**
A	Production & income generation	**Improvement of Technical Colleges:** construction of technical schools and enhancement of school courses	**Activation of Secondly and Terthially Business:** formulation and enhancement of commercial associations, assistance for commercial activities, and assistance for cooperate activities
		Improvement of Central market: installation of central market, setup of arcades, vendor registration, maintenance and operation system	**Expansion of Central Market:** Expansion of central market, and promotion of registration of commercial association
		Improvement of Farm Roads: construction of farm roads from rural area to central market, establishment of Operation and Maintenance	**Establishment of Marketing Information Network:** collection of information on market price, improvement of transportation system from rural area to central market
	Water	**Improvement of Town Water Supply System:** installation f of town water supply system, establishment of Operation and Maintenance System	**Installment of Town Water Facilities:** installation of water supply facilities, establishment of Operation and Maintenance system
	Education	**Improvement of Secondary School Facilities:** maintenance of school environment, construction of dormitories, assistance for pupils in rural area with regards to the enrollment of primary schools	**Improvement of Secondary School Advancement Ratio:** setup the scholarship system, assistance for improved learning capacity, capacity building of teachers
		Promotion of Community Schools to Public Schools: installation and rehabilitation of primary school facilities, , construction of school roads, installation of chairs and desks	**Establishment of Primary School:** construction of primary schools, formulation of PTA, establishment of maintenance and operation system
	Health	**Establishment of Referral System:** establishment of coordination system between HCII and VHT	**Improvement of Facilities of Upper HC III:** capacity building of nurses, installation of qualified medical facilities, technical training
	Livelihood	**Household Hygiene Improvement:** installation of hygiene facilities and equipments	**Promotion of Town Cleaning Activities:** formulation of cleaning groups, establishment of waste disposal system
	Administration	**Enhancement of District Officials-led Activities:** construction and sustainable use of staff quarters, construction and efficient use of district facilities	**Construction of Parish Hall:** set up and maintenance of the space for meeting among community members at parish level
		Enhancement of Sub-county-led Activities: construction and sustainable use of facilities for sub-county officials	**Utilization of Community Resource Map:** skill improvement in utilizing community information from cognitive map
B	Production & income generation	**Agricultural Productivity Improvement**: expansion of production of high-quality agricultural	**Promotion of Post Harvest and Processing:** formulation and strengthening farmers' associations, enhancement of

	Sector	Project	
		Short term development	**Long term development**
		products, and establishment of basement for the commercial agricultural products	information exchange on the production of agricultural products
			Installation of Storage for Group Products: installation of storage for group activities, establishment and strengthening group marketing
	Water	**Installation of Boreholes and Enhancement of Maintenance and Operation System:** installation of boreholes in the return village, establishment of maintenance system for sustainable use of water supply facilities	
	Education	**Promotion of Community Schools to Public Schools:** installation of primary school facilities, rehabilitation of primary schools, construction of school roads, installation of chairs and desks	**Construction and Improvement of Primary Schools:** construction of primary schools, formulation of Parental Teachers Association (PTA), establishment of maintenance and operation system
	Health	**Capacity Building of VHT: r**e-training of VHT, selection of new VHTs when necessary, enhancement of community activities by VHT	**Establishment and Improvement of HCII:** rehabilitation of HCII, installation of equipments, training of nurse, establishment of the consumable supplies replenishment system
	Livelihood	**Nutrition Improvement:** exchange of cooking recipe, improvement of livelihood customs, education activities	**Household Sanitation Improvement:** installation of hygienic facilities including latrine, bathing shelters, rubbish pits, and plate lack, installation of equipment and machinery, and education activities
C	Production & income generation	**Agricultural Productivity Improvement**: extension of agricultural lands by ox-plowing; group management of oxen for ox-plowing; distribution of high-quality seed and agricultural tools	**Promotion of Post Harvest and Processing:** formulation and strengthening farmers' associations, enhancement of information exchange on the production of agricultural products
			Installation of Storage for Group Products: formulation and strengthening farmers' associations, enhancement of information exchange on the productivity, installation of storage for group activities, establishment and strengthening group marketing
	Water	**Installation of Boreholes and Enhancement of Maintenance and Operation System:** installation of boreholes in the return village, establishment of maintenance system for sustainable use of water supply facilities	
	Education	**Promotion of Community Schools to Public Schools:** installation of primary school facilities, rehabilitation of primary schools, construction of school roads, installation of chairs and desks	**Construction and Improvement of Primary Schools:** construction of primary schools, formulation of Parental Teachers Association (PTA), establishment of maintenance and operation system
	Health	**Capacity Building of VHT: r**e-training of VHT, selection of new VHTs when necessary, enhancement of community activities by VHT	**Establishment and Improvement of HCII:** rehabilitation of HCII, installation of equipments, training of nurse, establishment of the consumable replenishment system
	Livelihood	**Nutrition Improvement:** exchange of cooking recipe, improvement of livelihood customs, education activities	**Household Sanitation Improvement:** installation of hygienic facilities including latrine, bathing shelters, rubbish pits, and plate lack, installation of equipment and machinery, and education activities

Chapter 4 Community Development Plan in Lulyango Village

4.1 Overview of Lulyango Village

Lulyango village is one of the two village found in Paibwor Parish, Alero Sub-county, Nwoya District. There are 13 Tee Rwot Kweri (TRK) in the village. The figure below shows the locations of the TRKs. There were two transit sites in the village, one located at Lulyango TRK called Lulyango Transit Site and the other, Kinene Transit Site, in Bar Oywelo TRK and partly in the neighboring Palwown Village.

Most of the IDPs of Lulyango Village have returned from former Alero Camp and Anaka Camp. These camps are located approximately 20 km north and 10 km south of Lulyango Transit Site, respectively. Among the 13 TRK, Twii TRK, located in the far west of the village characterized as commercial farm area. Only few commercial farmers live in this TRK despite its vastness. Since this Study focuses on community development, thus, it decided to exclude Twii TRK from the plan.

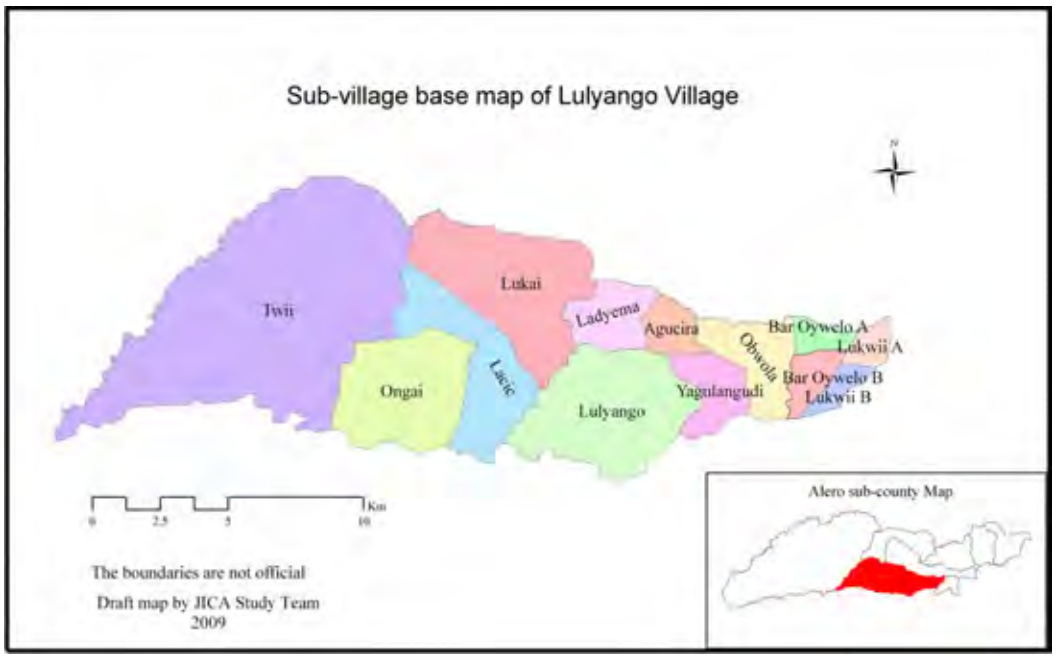


Figure 4.1 Location and Sub-village Base Map of Lulyango Village

The land use pattern of the village is characterized as grassland; woodland; and bush occupying 70 %, 12 % and 10 % of the total area of the village respectively. The grassland is covered with dense savanna grassland of approximately 2 m-tall. The woodland and bush are found in the east and the extreme west of the village. The subsistence farmland is found only in a limited area in the southeast of the village near the transit sites (2005 data). However, the area of subsistent farmland has been expanding with the return of people. The village has rich water resources provided by many rivers, including the Acwa, Ceke, Cai, Tima, Agucira and Langwel Rivers, which run inside the village towards River Nile.

4.1.1 Population and Number of Households

Lulyango village has a total number of 828 households, consisting of 3,893 people, under a total area of 183 km^2. The population density of the village is 21.3people/km^2. The largest and smallest populations and households found in Lulyango TRK and Lukwii-B TRK, respectively. However, the largest and smallest population densities found in Bar Oywelo-A and Lukai TRK, respectively.

4.1.2 Production and Income Generation

The major income source for most people of Lulyango Village is agriculture activity. The average daily income of the people of Lulyango village is 1,021 UGX per day.

The major products of the area are rice, maize, soybeans, sorghum, and millet. The people also produce cassavas and sweet potatoes for self-consumption. The average annual production of grains and potatoes combined is 653 kg/household.

In addition, sesame (simsim) and peanuts also grow widely in the village. Part of this harvest is for self-consumption and the rest are for sale. The average annual production of sesame and peanuts combined is 249 kg/household. The production of sesame and peanuts is particularly high in Obwola TRK.

These agricultural products usually either sold in the central market in Anaka sub-county or sold in a local market near the Transit Sites. In this local market (Kinene), there is one flourmill installed by a private entrepreneur.

4.1.3 Water, Education, and Health

In Lulyango village, there are four improved water points of which only three are operational. The distribution of these water points are such that: Lulyango transit site (Lulyango TRK) has 2 deep wells, Lukwii-A TRK has one shallow well and at Kinene transit site (Bar Oywelo-A TRK) one broken well is present. Therefore, of all the 13 TRKs in the village, only two TRKs (which is 15%) currently have access to safe water while people in the other TRK use unsafe water for their daily consumption.

Regarding educational facility, inside the village there is only one public school called Lulyango Primary School located at Lulyango transit site. There is also Kinene primary School just outside the eastern periphery of the village, serving children coming from eastern TRKs. Meanwhile, in the west side of the village (across Acwa River) there is no public primary school. The average access to the primary school is about 8.6km, which is very long distance for small children to cover. Although the community of these TRK built temporary classrooms at the community school, it lacks proper staff quarters, latrines and water supply systems, making the school unattractive to community teachers and children in the area. As the result, most of children remain at the transit site and choose to go to Lulyango Primary School or Kinene Primary School at far distance from their return home.

On average both the PCR and PTR of Lulyango Primary School is very high at 105. At the same time, it is 139 and 277 at Kinene Primary School, respectively. At both primary schools, the PCR and PTR significantly exceed the national standard, which is "54".

On health sector, the village has one facility for health center (HC II) which was not functional for long time since its installation in 2009. It was only recently that the new district (Nwoya District) assigns a staffs to the facility. However, the center lacks even the basic equipments and drug to serve the community in case of emergency. Therefore, when a person gets sick, he or she has to travel all the way to Anaka Hospital, which is about 16 km from the village. Under the country health system, although there are VHT available for the community at village level to provide basic health and hygiene service, they are few in number. There are only eight (8) VHT in the village, which makes each VHT to be responsible for 108 household.

According to the national standard, each VHT is responsible for 20 to 30 households. Particularly, the west part of the village across Acwa River only one VHT is serving all 178 households, which results in the situation that he or she is not able to conduct any particular activity. In fact, almost no appropriate medical services are being offered by these VHT.

4.1.4 Livelihood

According to the national standard, it is considered desirable for a household to have one lavatory, one bath shelter, one rubbish pit and one plate rack. In Lulyango, only 18% of total households have a latrine, 24% a bathing shelter, 14% a rubbish pit and 11% have a plate rack, which are significantly lower than the national standard. The table below shows the distribution of these facilities among each TRK.

4.2 Community Categorization and Development Vision

According to the categorization method discussed in the previous chapter, Lulyango Village is categorized as Type-C village. Consequently, the development vision and goal for Type-C village applies. The short-term and long-term goal of the development plan will be:

- Short-term goal: To improve access to basic infrastructure and expand vibrant agricultural activities using the available fertile farm lands.
- Long-term goal: To assure the sustainable use of basic infrastructure and improve people's income by selling crops with higher price at central market.

4.2.1 Development Scenario

The development scenario is established for five sectors: Production & Income Generation, Water, Education, Health and Livelihood sector as follow.

Table 4.1 Development Scenario in Lulyango Village

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income generation	The average volume of products per household per annum is only 653kg (grains and potatoes combined). This is due to shortage of input material and the fact that too many hours spent on reclamation work. This makes difficult for the community to achieve self-sufficiency. Their daily average income is UGX 1,021 (US$0.5) which is very low to cover their daily expense and pay monthly water fee and school fee. Their income comes from the sales of the main cash crops, rice and peanut. Most farmers sells there produce at lower price in the village due to lack of good market access and post harvest technology.	Ox plowing introduced / Expanded. The use of good variety seeds promoted. As the result, the annual agricultural production per household will increase to 750kg, which is the amount needed for self-consumption. They will achieve self-sufficiency.	Post harvest & processing of agricultural products will be promoted by installation of milling machines at the village. Group marketing will be established. As the result, the daily income of the farmers will increase.
	<Current statistics> Crop production per household: 653 kg Area under cultivation per household: 1.09 acres Daily income: UGX1,021	<Targets> Crop production per household: 750kg	<Targets> Daily income per H/H: UGX2,000
Water	In Lulyango village, there are four improved water points of which only three are operational. The distribution of these water points are such that: Lulyango transit site (Lulyango TRK) has 2 deep wells, Lukwii-A TRK has one shallow well and at Kinene transit site (Bar Oywelo-A TRK) one broken well is present. Therefore, of all the 13 TRKs in the village, only two TRKs (which is 15%) currently have access to safe water while people in the other TRK use unsafe water for their daily consumption.	One improved water source will be installed per each TRK. As the result, a greater number of people will have access to improved water system, water borne disease will be reduce. Expenditure for curing such disease will be saved.	One improved water source will be installed for every 300 people at radius of 1km. As the result every people will have access to improved water source. The functionality of the system increase with strong WUC
	<Current statistics> Percentage of TRKs having access to	<Targets> Percentage of TRKs	<Targets> one water point

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	improved water supply facilities: 15%	with improved water source: 100%	will serve 300 people Access to water point will become 1km
Education	Children from west part of the village (across Acwa River) either travels more than 8.6km to access primary school or stays in former camps and transit sites. The community school built by the community lacks the necessary facilities for smooth learning practice. Pupils concentrate in the existing primary schools around, resulting in congestion of student in a classroom. The average PCR and PTR of the school around is by far exceeds (more than 120) the national average which is 54.	Community schools promoted to public school and equipped with necessary school environment. As the result, children remaining at camp and transit sites will return to their parents' home and be able to study under appropriate education environment.	One primary school will be placed within 2.5 km radius area. As the result, every child will have access to appropriate primary education.
	<Current statistics> Public school: 1 school within the village PCR: 105 PTR: 105 Access to primary school: 8.6 km	<Targets> Ratio of pupils who go to P/S from their village: 100%	<Targets> PCR, PTR: 54 PLR: 40 Access to primary school: 2.5km
Health	There is one HCII in the village. The center lacks even the basic equipments and drug to serve the community in case of emergency. Therefore, when a person gets sick, he or she has to travel all the way to Anaka Hospital, which is about 16 km from the village. Under the country health system, although there are VHT available for the community at village level to provide basic health and hygiene service, they are few in number. There are only 8 VHT in the village, which makes each VHT to be responsible for 108 household. According to the national standard, each VHT is responsible for 20 to 30 households. Particularly, the west part of the village across Acwa River only one VHT is serving all 178 households, which results in the situation that he or she is not able to conduct any particular activity.	A necessary number of VHTs will be selected and be trained. As the result, each VHT will be responsible for 20 to 30 households and people will be able to get primary healthcare.	One HCII will be established within 5.0 km radius. It will be equipped with sufficient number of medical staff and necessary medical supplies. In addition, VHT will have access to drugs regularly. As the result, people will be able to get proper medical services whenever necessary.

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	<Current statistics> Access distance to the healthcare center: 16km The number of households per VHT: 104	<Targets> On VHT will serve 20 to 30 households	<Targets> Access to healthcare center: 5.0 km
Livelihood	Malnutrition is prevalent at the return sites due to lack of enough food and information about good child nutrition. According to the national standard, it is desirable for a household to have one lavatory, one bath shelter, one rubbish pit and one plate rack. In Lulyango, only 18% of total households have a latrine, 24% a bathing shelter, 14% a rubbish pit and 11% have a plate rack, which are significantly lower than the national standard.	Sensitization and awareness creation on child nutrition will be conducted. As the result, the nutrition condition of child will improved.	The important facilities for good sanitation will be installed. As the result, each household will equip with a pit latrine, a bathing shelter, a rubbish pit and a plate rack.
	<Current statistics> Coverage of pit latrine: 18% Coverage of bathing shelter: 24% Coverage of rubbish pit: 14% Coverage of pate rack: 11%	<Targets> —	<Targets> Coverage of Pit latrine: 100% Bathing shelter: 100% Rubbish pit: 100% Plate rack: 100%

4.2.2 Proposed Projects

According to the scenario shown above, projects by sectors for achievement of short term and long-term goals are proposed as follow.

Table 4.2 Development Projects in Lulyango Village

	Sector	Project	
		Short term development (2015)	Long term development (2030)
C	Production & Income generation	・ Improvement of Agriculture Productivity	・ Promotion of Post Harvest Processing ・ Installation of storage for group marketing
	Water Supply	・ Installation of Boreholes and Enhancement of O&M System	
	Education	・ Promotion of community school to public school	・ Establishment of Primary Schools
	Health	・ Capacity Building of VHTs	・ Establishment and improvement of HCII
	Livelihood	・ Nutritional Improvement	・ Household Sanitation Improvement

4.3 Short term development Project

4.3.1 Production and Income Generation Sector

4.3.1.1 Agriculture Productivity Improvement Project

(1) Objective

The project aims at expansion of cultivated land and increasing agricultural production to achieve self-sufficiency level through introduction and expansion of ox-plough, good-quality seeds and training of farming technologies.

The oxen will be used for land preparation during rainy seasons. During off-season, the oxen can also be used for transporting goods. The training of ox ploughing shall be arranged with experienced farmers from within the community. According to this study, most of the communities prefer good-variety mother seeds than hybrids. Therefore, proper consultation and care must be taken during the selection of seeds.

(2) Site

Lulyango Village

(3) Project Details

1) Introduction of ox-plough: Three sets of ox-plough facilities will be provided to farmers' group in three TRKs: Ongai, Agucira and Obwola TRK.
2) Introduction of high-quality seeds: High-quality seeds (of NERICA rice, maize, sesame, soybeans, peanuts, etc.) will be provided to groups of (approximately 40) farmers. Training on cultivation technologies (for a total of six days) will be provided by NARD (Farmers forum, CBF) before seed provision.
3) The first beneficiaries of high-quality seeds shall return the same amount of seeds to the group from the harvest. These seeds shall be redistributed to the next beneficiaries, and so on.
4) Since the seeds are to be used for generations, they should not be F1 type but of heirloom crop varieties. A system in which a large number of farm families can easily obtain the quality seeds will be established by making it mandatory for group members who have received the seeds to refund the same amount to be redistributed to other members.

(4) Target Indicator

Annual grain production per household: 750 kg

Basis: According to FAO, on average a person can consume about150 kg of grain per annum. The average household comprise of five people.
The target is that farmers produce more grain than the self-consumption level.

(5) Quantitative Requirement for the Project

(a) Identify the number of households.
(b) Deduce the current annual grain production per household (from the Community Profile).
In this report, grains represent rice, maize, beans, sorghum, millet, cassava and sweet potatoes and the grain production means the sum the production of these crops.
(c) Calculate the amount of additional grain production per household required for achieving the target amount by subtracting the current annual grain production (b) from the target annual grain production (750 kg/household).
(d) Calculate the required amount of additional grain production in a village by multiplying the additional annual grain production per household required (c) by the number of households (a).
(e) Under the assumption of the grain yield of 600 kg/acre (FAOSTAT), calculate the area of additional farmland required in a village by dividing the required amount of additional grain production in a village (d) by 600.
(f) Under the assumption that a set of ox-plough can plough an average of 40 acres of farmland per annum (PP), calculate the number of sets of ox-plough required by dividing the area of additional farmland required in a village (e) by 40.

Table 4.3 Quantitative Requirement for Agriculture Productivity Improvement Project in Lulyango Village

	TRK	Number of households (HH)	Annual production per HH (kg/HH)	Required amount of production per HH (kg/HH)	Required amount of production per village (kg/village)	Necessary land area to be expanded per village (acre/village)	Required number of sets of ox-plough per village
		(a)	(b)	(c) = 750 - (b)	(d)＝(a) x (c)	(e)＝(d) / 600	(f)＝(e) / 40
	Total	782	7,840	1,482	87,199	145	3

(6) Cost

The estimated cost of the project is shown below.

Table 4.4 Estimated Cost for Agricultural Productivity Improvement Project in Lulyango Village

Item for cost	Unit	Quantity	Total
Set of ox-plough （4 oxen, equipments for digging, transportation, seeds）	1,500 US$	3 sets	4,500 US$

(Introduction of a set of ox-plough had been already implemented in Ongai TRK by pilot project)

(7) Implementation System

1) District (District Agricultural Officer: DAO): Organizing workshops for explaining the purpose of the project to the community; instruction and support for NAADS Coordinators and sub-county chief; and monitoring the projects
2) Sub-county: Assist farmers' group during registration under NAADS program and assist the monitoring of activities of farmers' group
3) Farmers' group: Formulation of bylaw for operation and maintenance of oxen ploughing, use of farm tools and revolving the seed distribution

(8) Operation and Maintenance System

NAADS facilitators should introduce oxen-plough and transfer skills to farmers groups. The group shall establish a bylaw on the use and management of the oxen. In addition, rental system shall be established on oxen plough so that non-member farmers could access the facilities and cultivated land is expanded.

4.3.2 Water Sector

4.3.2.1 Installation of Boreholes and Establishment of O & M System Project

(1) Objective

This project aimed at installation of new improved water sources and rehabilitation of the existing non-functional water facilities to secure access to improved water at each TRK. The improved water system in the project shall be hand-pumped wells. This will be accompanied with establishment or revitalization of WUC.

Since the water supply facilities is to be managed mainly by Water Users Committee, it is necessary to conduct training on routine inspection, components that need to be replaced periodically, and expenses required for them and explain the necessity of collecting water charges. WUC shall also trained on book keeping and auditing of the system under established bylaw governing the beneficiaries.

(2) Site

Lulyango Village

(3) Project Details

1) Water supply facilities: Boreholes and hand pumps

2) Establish and train WUC: Training on routine maintenance; the need for collecting water charge; importance of opening of a bank accounts and the need for auditing will be conducted.

(4) Target Indicator

Ratio of TRKs with water supply facilities: 100%

Basis: The average population of TRKs is about 300.

The national standard specifies that it is ideal to have one water point per 300 persons in rural water supply system. It is advisable that a water facility is maintained and managed by the same community. A TRK is considered the minimum unit for this joint management. Therefore, one water supply facility is required per TRK.

(5) Quantitative Requirement for the Project

(a) Identify the number of TRKs in villages.
(b) Identify how many of the TRKs have improved water supply facilities.
(c) Assuming that one new water facility is constructed for each TRK with no water supply facilities, the total number of facility needed can be determined.

Table 4.5 Quantitative Requirement for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Lulyango Village

	TRK	Number of TRK	Location of Water supply facilities	Plan of installing BH
		(a)	(b)	(c)
	Total	12	2	10

Accordingly, a total of 9 new water facilities shall be installed and one BH shall be rehabilitated in Lulyango Village.

(6) Cost

Estimated cost for the projects is shown as below.

Table 4.6 Estimated Cost for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Lulyango Village

Description	Quantity	Unit cost (million US$)	Total cost (million US$)
Construction of BH	9	8,000 US$	72,000 US$
Rehabilitation of BH	1	5,000 US$	5,000 US$
Training of mechanics	1	5,000 US$	5,000 US$
Provision of tool kits	1	1,750 US$	1,750 US$

Description	Quantity	Unit cost (million US$)	Total cost (million US$)
O&M cost	9	600 US$	5,400 US$
		Sub Total	89,150 US$
Other cost (engineering cost, contingency and administration cost)			930 US$
		Grand Total	**90,080** US$

(Installation of two boreholes accounting for 24,280US$ have been already implemented by pilot project)

(7) Implementation System

1) District (District Water Officer: DWO): Organizing workshops for explaining the project to the community, assistance in setting up Water User Committee (WUC) and implementation of training for mechanics.
2) Sub-county (Sub-county Chief and Parish Chief): Assistance in setting up WUC, organizing workshops after installation of boreholes, support for WUC activities, maintenance of tool kits and monitoring of the project
3) WUC: Selection of members, formulation of bylaw and collection of water fee from the beneficiaries

(8) Operation and Maintenance System

The WUC will be solely responsible for the operation and maintenance of the system. Community contribution and water fee shall be collected and saved in a bank. The committee shall organize the community in cleaning the facilities and conduction audit meeting. When the system gets broken, the committee will report to pump mechanic who will fix the system. The expense shall be covered from the collected account. The WUC shall lead the community by example on preparing sanitation facilities around their own house. WUC should regularly report their activities and condition of boreholes to DWO through the proper line of contact.

4.3.3 Education Sector

4.3.3.1 Promotion of Community School to Public School Project

(1) Objective

Many children remain in former camp and transit sites for schooling. In order to help them return to their home villages and get access to school from their own houses, the promotion of the existing community school is needed. Therefore, this project aimed at providing assistance to upgrade community schools to public primary schools by improving the school facilities so that good learning environment is created. By doing so, the PCR and PTR of the congested public school at the camp and transit site will be reduced.

(2) Site

Lukai, Ongai and lacic TRK

(3) Project Details

1) School Coding: Coding the community schools as public schools
2) School facilities: Provision of classrooms, pit latrine, water, staff houses, and school access roads
3) Enhancement of PTA: Revitalization or establishment of PTA

(4) Target Indicator

Ratio of pupils who go to P/S from their parent house: 100%

Basis: Presently, most of the children across Acwa River are staying in the camps and transit site for schooling. When the community schools are upgraded to public primary schools and their educational facilities are improved, the children will return to their family and be able to commute to school from their hose. This is expected to bring PCR and PTR of school at transit sites closer to the Ugandan standards, which are 54.

(5) Quantitative Requirement for the Project

(a) Identify the positions and names of community schools.
(b) Identify the classrooms, housing for teachers, pit latrine, and wells at community schools.
(c) Identify the improvements to be made for renovation of community schools.

Table 4.7 Quantitative Requirement for Promotion of Community School to Public School Project in Lulyango Village

Primary school/ Community school	Current status of the primary school	Current status of the community school	Plan of constructing community school
(a)	(b)	(c)	(d)
Lulyango Primary School	Number of pupils: 421 Number of classroom: 4 Number of teachers: 4 PCR: 105 PTR: 105	－	－
Lukai Community School	－	Classroom: Temporary Staff quarters: Non Latrine: Non Borehole: Non Road: poor	Classroom: 2 Staff quarters: 2 Latrine: 8 Borehole: 1 Culvert: 2

(6) Cost

Estimated cost of the projects is shown below.

Table 4.8 Estimated Cost for Promotion of Community School to Public School Project in Lulyango Village

Item for cost	Unit	Quantity	Total
Construction of classroom	20,000 US$	2 classrooms	40,000 US$
Construction of staff quarter	6,000 US$	2 staff quarters	12,000 US$
Installation of latrine	1,000 US$	8 latrines	8,000 US$
Installation of borehole	8,000 US$	1 borehole	8,000 US$
Construction of culvert	8,000 US$	2 culverts	16,000 US$
Total			74,000 US$

(Construction of community school accounting for 74,000 US$ has been already implemented by pilot project)

(7) Implementation System

1) District (District Education Officer: DEO): Organizing workshops during the explanation of the project to the community, dispatching of teachers, processing of coding the school as public school, distribution of education materials and regular inspection
2) Sub-county: Supporting for organization of PTA; preparation of application for coding of school, submission of the application and supporting for teachers
3) PTA: School management and support to livelihood of teachers

(8) Operation and Maintenance System

PTA should prepare the necessary document for applications of the coding of school to public school and submit to sub-county; establish livelihood support systems for teachers, formulate bylaws for operation and maintenance of educational equipments, and update the registration of pupil. PTA should regularly report their activities to DEO using proper line of command.

4.3.4 Healthcare Sector

4.3.4.1 Capacity Building of VHTs Project

(1) Objective

Under the country's health system, one Village Health Tam (VHT) is supposed give service to 20 to 30 households and assumed to play a role equivalent to HCI. At the return

sites, primary healthcare services are supposed to be provided mainly by VHTs to the community. However, the number of VHTs is insufficient and basic healthcare cannot be delivered to the community. In this project, sufficient number of VHTs will be trained. As the result, each VHT will be able to provide primary healthcare for whenever necessary and each VHT will provide service to 20 to 30 households

(2) Site

Lulyango Village

(3) Project Details

1) Training details: Roles of VHTs, sensitization on hygiene improvement (recommendation of Hand washing and boiling of drinking water), what to do before and after childbirth, family planning, recommendation of community activities etc
2) VHTs' activities on sensitization of the community on improvement of hygiene and sanitation condition of household and the surrounding

(4) Target Indicator

Number of households per VHT: 25
Basis: The Ugandan standard specifies that it is ideal that one VHT member takes charge of 20 to 30 households, and this PP verified that this standard is adequate.

(5) Quantitative Requirement for the Project

(a) Identify the number of households.
(b) Divide the number of households by 25, an intermediate value between 20 and 30 households, to calculate the number of required VHT members (Although some of the members have already received training for VHT, most of them received training just before the return to their villages. Therefore, it is assumed that they need to be updated or refreshed.)
(c) Assuming that about 30 persons can be trained in one training session, calculate the number of required VHT training sessions. In areas for which one training session or less is required from calculation, training shall be provided collectively to more than one village at once.

Table 4.9 Quantitative Requirement for VHT Capacity Building Project in Lulyango Village

Number of households	Needed number of VHT
(a)	(b) ＝ (a) / 25 households
828	33

(6) Cost

Estimated cost of the projects is shown below.

Table 4.10 Estimated Cost for VHT Capacity Building Project in Lulyango Village

Item of cost	Unit	Quantity	Total
VHT training (6 days/time, 30 participants/time, 2 lecturers, 30US$ x 2 people x 6 days)	360US$	1 time	360 US$
Tools and equipments for VHT activities (bicycle, rain boots, notebook, stationary)	150 US$	33 VHT	4,950 US$
Total			5,310 US$

(Training for six VHT accounting for 900 US$ has been already implemented by pilot project)

(7) Implementation System

1) District (District Health Officer: DHO): Organize workshops for explaining the purpose of the project, dispatch training instructors and made periodical visits.
2) HCIII and HCII: Coordination of the training, supporting for organization of workshop after the training, assistance for VHT activities, operation and management of medical kits and tools and monitoring the activities of HVT.
3) VHT: Participate in the training, conduct sensitization on basic health and sanitation to the community and made regular report of the activities to HCIII or HCII.

(8) Operation and Maintenance System

VHT should continue to implement awareness creation on basic health and sanitation to the community, made home visit for primary healthcare and report regularly its activities to DHO though HCIII or HCII.

4.3.5 Livelihood Sector

4.3.5.1 Hygiene and Nutrition Improvement Project

(1) Objective

The returned communities are unable to get enough food to eat; lack the nutritional values of each foodstuff; and know only simple ways of cook them. However, some people who run restaurants in town are believed to know locally produced nutritional foodstuffs and different method of cooking them. These human resources shall be exploited the most to improve the nutritional conditions of people in the villages.

(2) Site

Lulyango Village

(3) Project details

1) Cooking competition: Exchange recipes of local foods among the community
2) Advice for improving nutrition: Owners of restaurant give advice to people in village how to cook good (nutritional) food from local materials.

(4) Target indicator

—

(5) Quantitative requirement for the project

Cooking competition: once in a year

(6) Cost

Estimated cost for the project is shown as below.

Table 4.11 Estimated Cost for Hygiene and Nutrition Improvement Project in Lulyango Village

Item for cost	Unit	Quantity	Total
Cooking competition (sound equipment, source pan for prizes, food materials with high nutritional value etc.)	5,000 US$	1 time	5,000 US$

(7) Implementation System

1) District (Community Development Officer: CDO): Organizing workshops to explain the aim of the project to the community, provision of materials for cooking
2) Sub County: Implementation of the competition, invitation of owners of restaurants and support the activities of people for improving nutrition

(8) Operation and Maintenance System

Sub county chief and parish chiefs should promote awareness activities for improving nutrition condition of people and regularly report their activities to CDO.

4.3.6 Summarization of the Projects Cost

Estimated cost of all projects is shown as below.

Table 4.12 Projects Cost in Lulyango Village

Sector	Project	Cost
Production & Income Generation	Agriculture Productivity Improvement	4,500 US$ (1,500 US$)
Water	Installation of Boreholes and Enhancement of Maintenance and Operation System	90,080 US$ (24,280 US$)
Education	Promotion of community school to public school	74,000 US$ (74,000 US$)
Health	Capacity Building of VHTs	5,310 US$ (900 US$)
Livelihood	Nutrition Improvement	5,000 US$ (0 US$)
Total		190,890 US$ (112,680 US$)

( ) has been already implemented by pilot project

Chapter 5 Community Development Plan in Pabbo Sub-county

5.1 Community Categorization

There are six parishes and 15 villages in Pabbo Sub-county. Based on the community categorization discussed in Chapter 3, one village is as Type-A, six villages are categorized as Type-B and 8 villages are categorized as Type-C. The Location map of each village is shown in the figure below.

Type-A village: Village with Sub-county office (Kal Center)

Type-B village: Villages next to Type-A village

Type-C village: Villages far from Kal center

Table 5.1 Result of Community Categorization in Pabbo Sub-county

Categorization	Village	Parish	
Type-A village	Kal Center	Pabbo Kal	1
Type-B village	Oguru	Pabbo Kal	6
	Abera	Parubanga	
	Pakuma	Palwong	
	KatiKati B	Palwong	
	Paomo	Gaya	
	Pukwany	Gaya	
Type-C village	Ceri	Pogo	8
	Okuture	Pogo	
	Otorokume	Pogo	
	Pericu	Parubanga	
	KatiKati A	Palwong	
	Olinga	Labala	
	Andara	Labala	
	Apaa	Labala	
Total			15

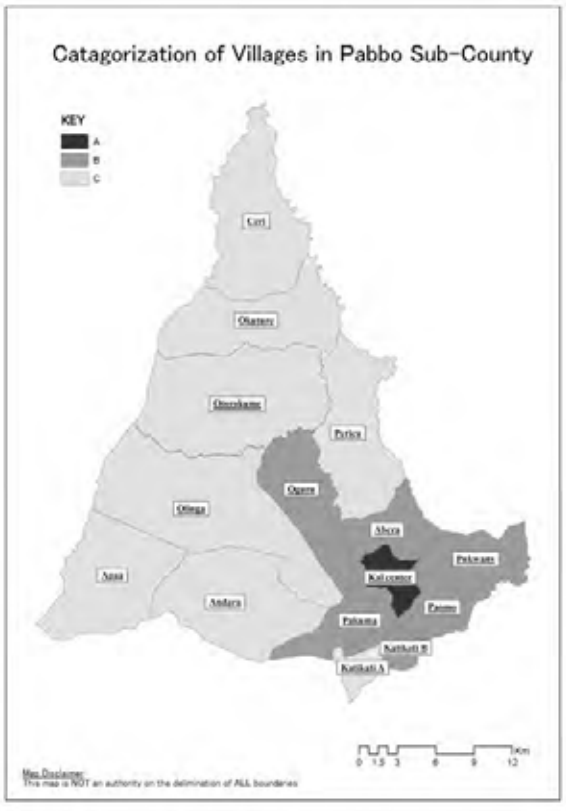


Figure 5.1 Map of Community categorization in Pabbo Sub-county

Apaa village is located at the south west of the Sub-county, neighboring to Adjumani District, but the border with the District is not clear, and at present there exists a land dispute between Amuru District and Ajumani District. Additionally, it was very hard to obtain data regarding land use, population and number of households during this survey, therefore it is excluded from the targeted village of this project.

5.2 Overview of Pabbo Sub-county

5.2.1 Structure of Local Government

Under the administrative structure of Pabbo Sub-county there are 6 departments i.e. Production and Marketing, Finance, Community Development, Health, Education and Administration. There are 16 staffs working in these department employed by the Sub-county.

5.2.2 Population

Pabbo Sub-county has a total of 41,811 people and 8,362 households. The average person per one TRK is about 300.

5.2.3 Natural Condition

The total land area of the Sub-county is about 744km2. According to the 2005 land use data, most of the Sub county is covered with woodland, grassland & bushes and Subsistence farmland accounting for 62, 27 and 11% of the total land, respectively. In addition, there is community forest reserve inside Labala parish with total size of 123 km^2.

The landscape of the Sub-county is basically hilly and small mountains with undulating plain. On the far west part of the Sub-county, especially Labala parish, the land is relatively mountainous with scattered natural forest.

There are two major rivers in the Sub-county. Ayugi River which runs for about 192 km dividing the Sub-county into west and east and the other major river is Ceri River which is at the border of Pabbo and Adjumani district. In addition, part of Unyama River also crosses the eastern part of the Sub-county before entering into Attiak Sub County.

5.2.4 Characteristic of Target Area

5.2.4.1 Production and Income Generation

(1) Agriculture

Agriculture is the major economic activity of the Sub county. More than 96% the income of the population comes from agricultural activities. The remaining 4% of income comes from off-farm activities such as running small shops, selling of handicraft such as local mat, pot, broom.

Agricultural production is carried out mainly from April to November during rainy season. Farmers can cultivate crops twice a year if their growth period is shorter such as millet, sorghum, maize, and NERICA. The major agricultural products of the Sub county are rice, maize, soybeans, sorghum, and millet.

Based on the result of community profile, the average yields of grains per household is 404 kg per annum. Comparing the annual volume of production from of each village type,

Type-B villages produce the highest product per year per household with 407 kg, whereas, the volume of product from Type-C and Type-A villages are significantly low, accounting for 361 and 290 kg per household, respectively. The Sub county also grows cassavas and sweet potatoes for self-consumption, because the productions of grains are not enough for feeding the entire household. The average annual production of potatoes and cassava combined is 278 kg per household. Similarly the average volume of product coming from Type-B village is higher with 347kg per HH per year, whereas, the average product from Type C is only 198kg per HH per year. The combined average productions of grains potatoes and cassava are 555 in Type A village, 758 in Type B village and 634 kg in Type-C village. It appears that people in Type-B village can achieve the self-sufficiency level required FAO, which is 750kg/HH/year for the entire average family, while, Type C and Type-A village lags behind in self-sufficiency

In addition to the production of grains and potatoes, many farmers also cultivate simsim and groundnut for household consumption and for marketing. The annual combined production of simsim and ground nuts is 122 kg per household. The bulk of this product comes from Type-B village accounting for 220kg per HH, while Type-C villages produce 148 kg per household of simsim and groundnut per annum.

Vegetables such as greens, tomato, eggplant, okra, cabbage are also produced in small scale. Some 86% and 64% of farmers produce greens and okra, respectively. 33% of grow tomato and 26% of grow eggplant, and only 8% cultivate cabbage. 88% of households in Type-B village produce vegetables while 79% comes from Type-C villages. However, very few farmers have sufficient knowledge and skills of cultivating good quality vegetables.

(2) NAADS (National Agricultural Advisory Services)

NAADS is a new program of the government of Uganda which put in place to increase the efficiency and effectiveness of agricultural extension service. It is a semi-autonomous body formed under NAADS Act of June 2001 with a mandate to develop a demand driven, farmer-led agricultural service delivery system targeting the poor Subsistence farmers. It supports farmer groups in improving various inputs for agriculture, such as distribution of seeds, seedlings, livestock, apiculture materials and conduct training on processing of agricultural products.

At each parish there is one Community Based Facilitator (CBF). It plays an important role to intermediate between Sub-county office and farmers.

According to NAADS coordinator, the current challenges of NAADS activities in Pabbo Sub-county include; 1) shortage of staff, 2) lack of a field office in the Sub-county, 3) lack of means of transport, 4) poor access to farm land, 5) budget constraint (only few farmers benefit from the program), 6) lack of postharvest technology and 7) drought (which caused heavy damage last year).

(3) Market

In the Sub county, beside many local markets found at each village, there is one public market registered by the district as grade-A market. This market is located in Type-A

village (Kal Center). Most agricultural products are sold at this market. There are about six milling machines around the market. Farmers from Type-B village bring their products to the center for processing and selling with higher price in the market. Fresh vegetables are more often sold at low prices in the local market at the village. Access to central market is very poor and the cost of transporting vegetables to market is high due to a small quantity of harvest.

In remote village far from the public market (Type-C villages), farmers sell their product at low prices to brokers who come to the villages. There is no means of transporting the goods and road are generally worse. The area also lacks post-harvest processing facilities like in the central market. According the market survey in Pabbo, for example, unthreshed rice is sold at 450-500 UGX/kg but threshed rice can be sold at 900-1,200 UGX/kg at the public market in Pabbo.

Around the central market, small-scale industries such as repairers, carpenters, blacksmiths and tailors are being developed, and there are 40 workmen in Kal Centre. In Type-B village, there are also many workmen, and most of them go to work at the centre from their home.

As off-farm income generating activities some of the community around the trading center engaged in small-scale business such as repairers, carpenters, blacksmiths and tailors. There are around 40 workmen in Kal Centre. Similarly there are some workmen in Type-B village; most of them walk from home to work at the trading center.

5.2.4.2 Water

Out of the total 65 boreholes, 22 protected spring and 14 shallow wells only 34 boreholes, 20 protected spring and 12 shallow wells are functional. Most of these facilities were developed during the insurgency when IDPs were concentrated. Accordingly, Kal Centre (Type-A village) has the largest number of water supply facilities accounting for 27 points, while Ceri (Type-C village) has no a single water supply facilities in the village.

On average only 34% of TRK have water supply facilities in the Sub-county. As expected, Type-C village the lowest ratio with 16% followed by Type-B village with 20%, whereas, in Type-A village, 92% of TRKs have improved water facilities. Therefore, most of the people living in Type C and Type B village use river-water for drinking and they are suffering significantly from water borne diseases.

5.2.4.3 Education

There are 12 public primary schools, one secondary school and 4 community school distributed in the village of the Sub-county. The public schools are located inside ten villages. The largest primary school is found in Type-A village with more than 2,000 pupils crowded in 10classrooms. Almost of all primary schools have short-comings such as lack of teachers, classroom, educational facilities, etc.

There are four community schools in the Sub county. The community schools are built by the returnee in Paomo, Otorokume and Ceri villages. But most of the schools are in poor conditions, and many children still remain in the former IDP camp and transit site for schooling.

The education sector indicators of the Sub-county are very low. On average the Sub-county has PCR=134, PLR=105, and PTR=66 which is extremely lower than the national MQS.

The secondary school, which is located in Kal Center, has 10 classrooms, three blocks of latrines and a borehole. Further the school has 13 teachers and 675 students. It has 4 grades: S1-S4 with approximately 170 students in each grade. The PCR and PTR is 68 and 52, respectively, which also exceeds the national standard (MQS), i.e., 40 for both indicators.

According to information from Amuru (DDP), only 7% of pupils can complete P7, hence it appears that around 630 pupils will be graduated from the primary school and 27% of them will be promote to secondary school.

5.2.4.4 Health

Out of the total seven HCII found in the Sub-county, only five are functional. The other two HCII lacks medical staffs and equipments. Even at functional HCs, the centers are not properly maintained and they are regularly suffering from shortage of drugs and medical equipments.

The Sub-county has one HC III, which is located in Kal centre near the Sub-county office. This facility is one of the important health centers supporting the community around. The facility is visited by approximately 110 patients per day with 11 staffs working at the HC. The staffs are consisting of one clinical officer, one midwife, two nurses, 5 nursing aid, two supporting staff. There is also one private HC III run by a catholic mission in the center

At village level, HCI (VHT) are responsible for primary health care and sanitary services, however the number of VHTs is not sufficient. On average each VHT is responsible for 111 households (1 to 111), by far larger than the required 1VHT to 20-30HH. Comparing the situation among village type, Type-C has 1 to 83, following by Type-B village with 1 to 98. The highest VHT to HH ratio is observed in Type-A village because of high population density in trading center. However, the community in Type-A village can easily access other health facilities such as HC III, and thus are less dependent on VHT than that in Type-B or Type-C villages.

5.2.4.5 Livelihood

The sanitation condition at return site is very bad. The community lacks material and equipment to make their house and the living environment clean. Under the national standard, a household have to have a pit latrine, a bath shelter, a rubbish pit and a plate rack. According to this survey, in Pabbo Sub-county, only of 39% of total households has pit latrine, 39% bath shelter, 26% rubbish pit and 12% has a plate rack, which are significantly lower than the national standard. The ownership of these sanitary facilities by household reduces as one goes from Type-A village toward Type-C villages. In Type-A village 71% of HH have pit latrine, 76% bathing shelter, 23% rubbish pit and 40% plate rack, whereas, it Type-C village the number is 33, 31, 11 and 23% respectively.

5.3 Development Goal

As discussed in Chapter 3, the Development Vision of Pabbo sub-county is set as follow.

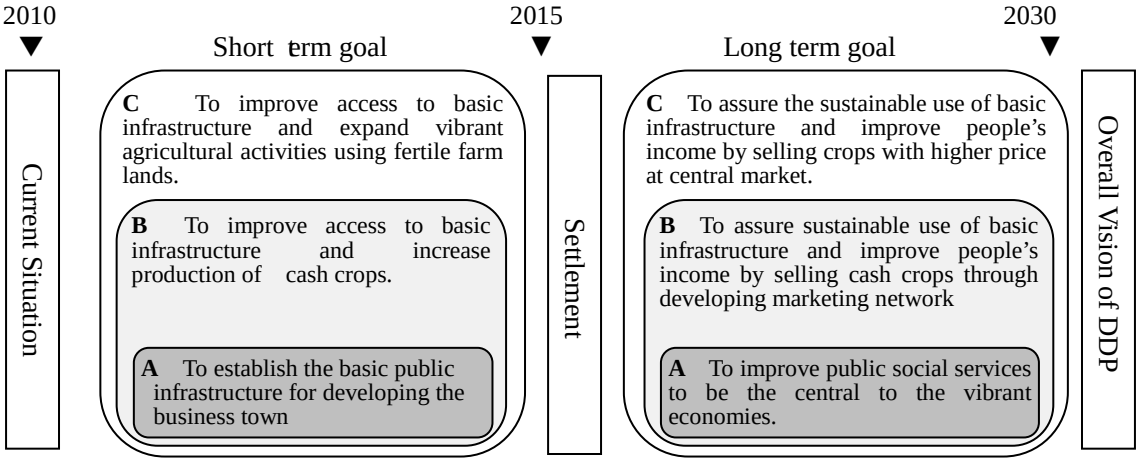


Figure 5.2 Development Vision and Short & Long Term Goal

5.4 Development Scenario

5.4.1 Development Scenario of Type-A Villages

In the short term, basic public services and social infrastructure will be established to encourage the development of various small businesses in the trading center. In the long term, business activities will be diversified through the improvement of public infrastructure and make the trading centre as central town of the sub-county.

In achieving these goals the development scenario shall be established by sectors: Production & Income Generation, Water, Education, Health and Livelihood sector. The detail of development scenario per sector is stipulated in the following table.

Table 5.2 Development Scenario of Type-A Village in Pabbo Sub-county

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income Generation	The population density of this village is high and accesses to various services are relatively good. This village will attract more agricultural products and people. The public market in the trading centre has annual tax revenues of about UGX 5,000,000. It consists of about 1,000,000UGX from market fee and 4,000,000UGX from tax collected from the businesses activities operating in the trading centre. These businesses activities include mainly restaurants and shops. Bicycle repairing, tailoring and	The public market will be improved. Access road to production area (Type-B and C village) will be improved. The technical school will be upgraded to be able to provide proper skills to the community. As	More agricultural products will be transported and gather to the central market from Type-C and B villages. As the result, the market will grow. The trading center will flourish with other business activities; the skilled manpower will provide various services to the people.

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	blacksmith are also active in the area. Once a month (the first Monday of the month) there is auction day where a huge marketing activity is held. It attracts many marketer and merchandize from the district and the surrounding area, as far as Gulu town. It is on this day that the sub-county gets its maximum revenue. However, this public market lacks facilities such as warehouse, enough plots, drainage system and so on. The area has a number of other issues related to its development, such as access to production area, skilled person dealing with carpentry, blacksmiths, and repairmen. The district has a technical school in Atiak to train such skilled person, but it was destroyed during the insurgency.	the result, the foundation for improving people livelihood will be established.	As the result, people will be able to access to various services in the town.
	<Current statistics> Revenues of the public market: UGX5,000,000 (Breakdown: Market fee: UGX1,000,000 and revenues from other service business: UGX4,000,000)	<Targets> 100% of the business community will have access to public market facilities	<Targets> Revenues from public market: GX12,000,000 (Breakdown: Market fee: UGX4,000,000 and revenues from other businesses: UGX8,000,000)
Water	A total of 27 water points are available in this village distributed within 11 of its 12 TRK. However, since the area has high population density compared to other village, the existing water facilities are not enough to satisfy the water need of the area. Access to improved water source in this village is 51% which is much lower than the national average, 64%.	Town water supply systems such as solar powered water facility with public tap-stand will be installed. As the result, many people and diverse service sector will have access to safe water.	Town water supply system will be improved and expanded to serve more people and business activities.. As the result, water will be supplied efficiently to most of the service industry that demands a large volume of water.
	<Current statistics> Access to safe water: 51%	<Targets> One water point serves 150people Access to safe water: 77%	<Targets> Distance to improved water source: 200 m
Education	There are two public primary schools and a secondary school in the village. The school condition is generally poor compared to the national standard. The PCR and PTR of the secondary school, for example, is 68 and 52, which is	Dormitory will be established in the secondary school. As the result, a system will be established to	A system to support pupils from remote area advance to secondary school will be established; community school at

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	significantly lower than the national average, 40. In Amuru District about 7% of the pupils graduate from p7 and of which only 27% join to secondary school. The facility in the secondary school makes it unable to receive student from remote area. Meanwhile, many pupils are still remains in the former IDP camp for schooling. As the result, the school gets overcrowded and PCR, PTR and PLR become too large with 211, 66 and 110 respectively.	receive pupil from remote area to join the secondary school	return site will be up-graded to public school. As the result, one primary school within a 2.5 km radius will be available. Primary level student will be able to return to their village, therefore, the stress in PS of Kal Center will be relieved; educational level in the region will be improved.
	<Current statistics> Secondary school Primary school -PCR: 68 -PCR: 211 -PTR: 52 -PTR: 66 -Ratio of pupils advancing to secondary school: 27%	<Targets> Secondary school -Ratio of pupils advancing to secondary school: 50%	<Targets> Secondary Primary -PCR: 40 PCR: 54 -PTR: 40 PCR: 54
Health	A HCIII is located in the village serving 110 patients per day. A total of 11 staffs including one clinical officer, one midwife, 2 nurses, 5 nursing aids and 2 supporting staffs are present at the facility. The health system is not well organized or the system is not properly functioning. Thus communities are not receiving proper medical services. The maternal mortality ratio of the district is about 1.2 times higher than the county average, at 610 deaths per 100,000 live births. The child mortality rate is also twice that of the national average, at 172/1,000	A necessary number of medical staffs at HC II and III will be trained and assigned. As the result, the community will get basic medical services.	Proper medical system will be established and services defined by the government for hospital, health center IV and III will be provided properly. As the result, people will get proper service from the medical centers, the health of the people will improve.
	<Current statistics> Maternal mortality rate: 610/100,000 Child mortality rate: 172/1,000 (Amuru District)	<Targets> —	<Targets> Maternal mortality rate: 131/100,000, Child mortality rate: 88/1,000
Livelihood	The overcrowded and congested nature of live at the trading center creates unhealthy sanitation condition of the area. The area/people lacks in proper sanitary facilities, such as latrine, rubbish pit, etc. According to the national standard, it is considered desirable for a household to have pit latrine, bathing shelter, a rubbish pit and a plate rack, but in this villages, only 71% of total households have a pit latrine, 76% bathing shelter, 41%	Most basic sanitary and hygiene facilities will be installed at each household. As the result, the livelihood condition of the people will be improved.	Required sanitary facilities will be installed and rubbish disposing system will be established at the trading center. As the result, the center will be clean and sanitation condition of households will be improved.

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	rubbish pit and 23% have plate rack.		
	<Current statistics> Coverage of pit latrine: 71% Coverage of bathing shelter: 76% Coverage of rubbish pit: 41% Coverage of plate rack: 23%	<Targets> Coverage of Pit latrine: 100% Bathing shelter: 100%	<Targets> Coverage of Pit latrine, Bathing shelter, Rubbish pit, Plate rack: 100%
Admini -stration	Proper public services have not been provided due to a number of issues such as: 1) lack of staff house for government personnel; 2) shortage of meeting rooms; and 3) shortage of office facilities/supplies. In addition, since there is no proper inventory on demographic statistics and social infrastructures, the authorities are not in a position to meet people's needs appropriately.	Facilities for providing basic public service will be established. As the result, work environment for administrative officers will be improved.	A forum for opinion exchange will be in place for diverse interested parties at the district, sub-county and parish levels. As the result, proper public services which meet community needs will be provided to all people.

5.4.2 Development Scenario of Type-B Villages

In Type-B village, initially, the basic public services and social infrastructure will be improved as well as a system of promoting the production of cash crop will be established. Secondary, an operation and maintenance system will be strengthen on the public services and social infrastructure established at first stage. The economic activities will be expanded by developing marketing network with the trading centre (Type-A village).

The Development Scenario established according to the five sectors are stipulated as follow:

Table 5.3 Development Scenario of Type-B Village in Pabbo Sub-county

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income generation	The people in this category have been commuting from the IDP camps to their farmland during the conflict. Therefore, they have the highest annual crop production per family, which is 823kg, which is enough for self consumption. They also are growing vegetable, mainly tomato, eggplant, okra and cabbages, on rather a small scale. Their income comes from the sale of agricultural products but they often sell vegetables at lower prices within the village because of little amount of production. In addition, only a few	Training on cultivation techniques of cash crops such as vegetables will be provided to farmers. As the result, production of cash crops will be promoted.	A system of group marketing and collecting centers will be established. As the result, farmers will be able to sell group products with higher price to the central market and their daily income will improve.

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	farmers have skills to grow different kinds of vegetables. As the result, their average daily income amounts to only UGX1,041 (US$0.5), which is below the poverty line, and they have difficulty to pay the daily cost of living.		
	<Current statistics> Daily income: UGX1,041	<Targets> Annual production of vegetables: 1.8 ton per household	<Targets> Daily income: UGX2,000
Water	Although a total of 33 improved water points are in place in Type-B village, most of these WP (24) are located in the former IDP camps and transit sites. The average number of water supply facilities per village is 6.8 and only 20% of TRKs have water supply facilities in the return sites. Therefore, the return sites are suffering from improved water source. The communities are drinking river water which result in many cases of water borne diseases.	Improved water point will be installed at each TRK. As the result, a greater number of people will have access to safe drinking water and the sanitary conditions will be improved.	Improved water point will be installed at every 1km radius for 300 people. As the result all the community will have access to safe drinking water.
	<Current statistics> Percentage of TRKs having any water supply facilities: 20%	<Targets> Percentage of TRKs with improved water point: 100%	<Targets> One water point serves: 300 people Access to improved water point: 1 km
Education	All the 5 primary school in Type-B village are located inside transit site which is relatively far from return sites. The average distance to the school is 8.6 km, which is difficult for lower grade students (P1 to P3) to cover. At these public primary schools, PCR is 119, PTR is 67, and PLR is 74. These ratios are significantly higher than the national average. Meanwhile, there are 2 community schools in these villages. However, since the education environment is not well developed, the pupils remain at the transit sites for schooling. This condition creates overcrowding in the school, which leads to poor level of education.	Community schools will be promoted to public primary school. As the result, children remaining at transit sites will be able to return to their home. The appropriate education environment will be improved which leads to better level of education	A primary school will be available within 2.5 km radius. As the result, every child will have access to appropriate primary education.
	<Current statistics> Public school: 5 public primary school in 6 villages PCR: 119, PTR: 67, PLR: 74	<Targets> Ratio of pupils attending P/S from their parents home:	<Targets> PCR, PTR: 54 PLR: 40 Access distance to

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	Access distance to primary school: 8.6 km	100%	primary school: 2.5km
Health	There are only 3 HCII facilities in this category. These HC usually suffer from shortage of medical staffs, drugs and materials. The Average distance to the HC is 6.2 km. Many people are unable to get appropriate medical service from these facilities. The VHT who was supposed to provide basic health service at remote area are few in number. The ratio is 1 VHT to 98 household which is far higher than the national average which is 1 to 20-30HH. Therefore, VHTs are not able to offer appropriate medical services to the community.	Necessary number of VHTs will be selected and trained for each area. As the result, each VHT will cover 20 to 30 households and people will be able to get primary healthcare.	A HCII will be available within 5.0 km radius and it shall have sufficient number of medical staff. The necessary medical materials and drugs will be supplied regularly through VHTs. As the result, the community will be able to get proper medical services.
	<Current statistics> Average distance to healthcare center: 6.2 km The number of households per VHT: 98	<Targets> The number of households per VHT: 20 to 30	<Targets> Distance to the health center: 5.0 km
Livelihood	At return sites, child malnutrition is prevalent. In addition, basic sanitary facilities are not available even around their house. According to the national standard, a household should possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack. However, in Type-B villages only 38% of household have a pit latrine, 37% bathing shelter, 25% rubbish pit and 10% have plate rack which are extremely lower than the national standard.	Sensitization on child nutrition through workshop and cooking competition will be implemented. As the result, the nutrition condition of people will be improved. The community will start to prepare nutritional food from locally available food stuffs.	The necessary facilities for good sanitation condition will be installed. As the result, the living environment of the village will be improved, as each household will possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack.
	<Current statistics> Coverage of pit latrine: 38% Coverage of bathing shelter: 37% Coverage of rubbish pit: 25% Coverage of pate rack: 10%	<Targets> —	<Targets> Coverage of Pit latrine, Bathing shelter, Rubbish pit, Plate rack: 100%

5.4.3 Development Scenario of Type-C villages

In this category, first, the basic public services and social infrastructure will be improved and a system of promoting agricultural activities will be established. This will result in the promotion return and resettlement in the return site. Secondly, a system of operation and maintenance for the basic public services and social infrastructure established during the short

term period will be established, and diversified agricultural products will be produced and sold at high price in the central market of the sub-county. As the result, the daily income of the community will increase.

The development scenario under five sectors is presented in the following table.

Table 5.4 Development Scenario of Type-C village in Pabbo Sub-county

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income generation	The area grows rice, millet, sorghum, maize, cassava and sweet potato with the total volume accounting for 643 kg per household, annually. The source of income comes from sales of excess agricultural products. Out of the total 8 villages categorized into Type-C, only 3 villages have rice and flour mills. The rice product often sold untreshed with lower prices. As the result, they are forced to engage in the sale of firewood and charcoal and building material (wood and grass) to cover the cost of their living. The average daily income is only UGX 994 (US$0.5) which is by far lower than the poverty line.	Ox-plough will be introduced and the use of improved mother seeds is promoted. As the result, agricultural production per household will increase and their grain self-support will be achieved to 750kg per HH	Post harvest processing of crops will be promoted, group marketing established. As the result, farmers can engage group sell with added value product and their daily income will improve.
	<Current statistics> Crop production per household: 643 kg Daily income: UGX 994	<Targets> Crop production per household: 750kg	<Targets> Daily income per H/H: UGX2,000
Water	In this category a total of 24 improved water points exist which are mainly located in the transit sites, public institution (school and HC). On average, only 16% of TRKs have water supply facilities. Therefore, most of the returnees are dependent on river water and unprotected spring which result in many cases of water borne diseases.	Water supply facility will be installed at each TRK. As the result, a greater number of people will have access to improved water resource.	Improved water point will be available within 1km distance for 300 people. As the result every people will have access to safe drinking water
	<Current statistics> Percentage of TRKs with water supply facilities: 16%	<Targets> Percentage of TRKs with water supply facilities: 100%	<Targets> One water point serves 300 people; Access to water point: 1km
Education	There are a total of 5 public primary schools inside Type-C village of Pabbo sub-county. The average distance to the school is 8.6 km which is difficult to be accessed by lower grade students. These primary schools have 121 PCR, 65 PTR and 108 PLR. Presently there are 2 community schools in the villages which are lacking the basic school infrastructures. Therefore, most of the	Community schools will be promoted to public primary school. As the result, children will be able to return to their home from where they can commute to the	A primary school will be available within a 2.5 km radius area. As the result, every child will have access to appropriate primary education.

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	pupils often remain at transit sites for schooling. As the result, the schools are overcrowded and proper teaching-learning environment is not achieved.	school.	
	<Current statistics> PCR: 121 PTR: 65 PLR: 108 Access to primary school: 8.6 km	<Targets> Ratio of pupils who go to P/S from their parents home: 100%	<Targets> PCR, PTR: 54, PLR: 40 Access distance to primary school: 2.5km
Health	There are a total of three HC is available for all 7 villages which are categorized as Type-C. Two of these HC are not functional due to lack of health staffs. Even at the functional HC, the centre is suffering from shortage of medical drugs and equipments. The average distance to the HC is 16.5 km. Many people are unable to access appropriate medical treatment. In addition, the ratio of VHT to household is 1 to 83 which is extremely small. These VHT are not able to provide appropriate medical service to the community.	Additional number of VHTs will be selected and trained for each village. As the result, the ratio of VHT to household will reduce to the national average, which is 1:20 to 30 household. .	A HCII will be established within 5.0 km radius and equipped with sufficient number of medical staff. Medical materials and drugs will be supplied regularly through VHTs. As the result, the community will be able to get proper medical services.
	<Current statistics> Distance to healthcare center: 16.5km The number of households per VHT: 83	<Targets> The number of households per VHT: 20 to 30	<Targets> Distance to the health center: 5.0 km
Livelihood	Child malnutrition and lack of food is prevalent in the return village. In addition, basic sanitary facilities are not available even around their house. According to the national standard, a household should possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack. However, in Type-C villages only 33% of household have a pit latrine, 31% bathing shelter, 23% rubbish pit and 11% have plate rack which are extremely lower than the national standard	Sensitization on child nutrition through workshop and cooking competition will be implemented. As the result, the nutrition condition of people will be improved. The community will start to prepare nutritional food from locally available food stuffs.	The necessary facilities for good sanitation condition will be installed. As the result, the living environment of the village will be improved, as each household will possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack.
	<Current statistics> Coverage of pit latrine: 33% Coverage of bathing shelter: 31% Coverage of rubbish pit: 23% Coverage of pate rack: 11%	<Targets> —	<Targets> Coverage of Pit latrine, Bathing shelter, Rubbish pit, Plate rack: 100%

5.4.4 Projects

According to the development scenario discussed above, the following different projects are proposed for the achievement of short term and long term development goals.

Table 5.5 Proposed Project in Pabbo Sub-county

	Sector	Project	
		Short term development (2015)	Long term development (2030)
A	Production & income generation	Improvement of Technical School Improvement of Central Market Improvement of Farm Roads	Establishment of Marketing Information Network Enlivenment of Secondary and Tertiary Industries Expansion of Central Market
	Water	Improvement of Town Water Supply System	Improvement of City Water Supply System
	Education	Improvement of Secondary School Facilities Improvement of Primary School Facilities	Improvement of Secondary Schools Advancement Ratio Establishment of Primary Schools
	Health	Establishment of Referral System	Improvement of Facilities of Upper HCIII
	Livelihood	Household Hygiene Improvement	Promotion of Town Cleaning Activities
	Admini -stration	Enhancement of District Officials-led Activities Enhancement of Sub-county Officials-led Activities	Construction of Parish Hall Utilization of Community Resource Map
B	Production & income generation	Promotion of Commercial Agricultural Products	Promotion of Group Marketing Installation of collecting centre for group products
	Water	Installation of Boreholes and Enhancement of Maintenance and Operational System	Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	Promotion of community school to public school	Construction and Improvement of Primary Schools
	Health	Capacity Building of VHTs	Construction and Improvement of HCII
	Livelihood	Nutrition Improvement	Household Sanitation Improvement
C	Production & income generation	Agriculture Productivity Improvement	Promotion of Post Harvest and Processing Installation of storage for group products
	Water	Installation of Boreholes and Enhancement of Maintenance and Operation System	Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	Promotion of community school to public school	・ Establishment of Primary Schools
	Health	Capacity Building of VHTs	・ Establishment and improvement of HCII
	Livelihood	Nutrition Improvement	・ Household Sanitation Improvement

5.5 Short Term Development Projects

5.5.1 Production and Income Generation Sector

5.5.1.1 Agriculture Productivity Improvement(Type-C Village)

(1) Objectives

The project aims at expansion of farmland, and increase in volume of agricultural production per household per annum to 750 kg. The agricultural improvement shall be supported by the introduction and expansion of ox-plowing, quality seeds and training of farm practice.

Oxen will be used for plowing of farmland during rainy season and transporting agricultural products in other season. During the training of farmers on ox-plowing, experienced farmers from within the village shall be exploited and used as trainee.

(2) Site

Villages of Ceri, Otorokume, Pericu, Olinga, Andara, Okoture (Apaa is excluded)

(3) Project Details

1) Introduction of high-quality seeds: High-quality seeds (of NERICA rice, maize, sesame, soybeans, peanuts, etc.) will be provided to groups of (approximately 40) farmers. A 6 day training on cultivation technologies will be provided by NAADS (Farmers forum, CBF) before the seed provision.
2) Introduction of ox-plough: A set of ox-plough will be provided to about half of the farmers group mentioned above.
3) A system of revolving the seed provided shall be designed. A member who has received seeds is to provide the same amount from his/his harvest so that it will be redistributed to other group member.
4) The seed shall be of heirloom varieties. A system in which a large number of farmers can easily obtain high-quality seeds will be established by making it mandatory for a group member who has received the seeds to return the same volume seed from the harvested.

(4) Target Indicator

Annual grain production per household: 750 kg
Basics: A person can consume on average 150 kg of grain per year.
On average, each household consists of five persons.
The target is to produce more grains than required for one household.

(5) Quantitative Requirement for the Project

(a) Identify the number of households.
(b) Deduce the current annual grain production per household (from the Community Profile).
In this report, grains represent rice, maize, beans, sorghum, millet, cassava and sweet potatoes and the grain production means the sum the production of these crops.
(c) Calculate the amount of additional grain production per household required for achieving the target amount by subtracting the current annual grain production (b) from the target annual grain production (750 kg/household).
(d) Calculate the required amount of additional grain production in a village by multiplying the additional annual grain production per household required (c) by the number of households (a).
(e) Under the assumption of the grain yield of 600 kg/acre (FAOSTAT), calculate the area of additional farmland required in a village by dividing the required amount of additional grain production in a village (d) by 600.
(f) Under the assumption that a set of ox-plough can plough an average of 40 acres of farmland per annum (PP), calculate the number of sets of ox-plough required by dividing the area of additional farmland required in a village (e) by 40.

Table 5.6 Quantitative Requirement for Agriculture Productivity Improvement Project in Pabbo sub-county

TRK	Number of household (HH)	Annual production per HH (kg/HH)	Required amount of production for per HH (kg/HH)	Required amount of production per village (kg/village)	Total size of land area to be expanded per village	Required number of sets of ox-plough
	(a)	(b)	(c) = 750 - (b)	(d)＝(a) x (c)	(e)＝(d) / 600	(f)＝(e) / 40
Total	6,229	4,439	929	784,173	1,307	33
Average	890	634	186	156,835	261	7

(6) Cost

Estimated cost for the projects is shown below.

Table 5.7 Estimated Cost for Agriculture Productivity Improvement Project in Pabbo sub-county

Item for cost	Unit	Quantity	Total
Set of ox-plough （4 oxen, equipments for digging, transportation, seeds）	1,500 US$	33 sets	49,500 US$

(Introduction of two sets of ox-plough accounting for 3,000US$ had been already implemented in Ceri Village by pilot project)

(7) Implementation System

1) District (District Agricultural Officer: DAO): Organizing workshops for explaining the purpose of the project to the community; instruction and support for NAADS Coordinators and sub-county chief; and monitoring the projects

2) Sub-county: Assist farmers' group during registration under NAADS program and assist the monitoring of activities of farmers' group
3) Farmers' group: Formulation of bylaw for operation and maintenance of oxen ploughing, use of farm tools and revolving the seed distribution

(8) Operation and Maintenance System

NAADS facilitators should introduce oxen-plough and transfer skills to farmers groups. The group shall establish a bylaw on the use and management of the oxen. In addition, rental system shall be established on oxen plough so that non-member farmers could access the facilities and cultivated land is expanded.

5.5.1.2 Promotion of Commercial Agricultural Products (Type-B village)

(1) Objective

The objective of the project is the promotion of the cultivation of cash crops in the area targeting the market potential in Type-A Village. Presently, only a few farmers have skills to grow cash crops such as vegetables.

In this project, training on the production of cash will be provided to model farmers and they will extend the skills to other farmers.

(2) Site

Villages of Oguru, Abera, Pakuma, Katikati B, Paomo and Pukwany

(3) Project Details

1) Assistance to the registration of farmers' group under NAADS: The project will assist in the registration of farmers' group in cooperation with staff of NAADS and the sub-county. Workshops shall be implemented in order to explain NAADS's activities, details of the assistance and the registration procedures.
2) Establishment of training farm plot: Part of the farmland owned by model farmers (five in each parish) will be used as training fields.
3) Training on cash crop production: Technical training focused on vegetable farming will be provided to model farmers on the training farm plot once a week for 3-4 months
4) Dissemination of the technologies: Trained farmers will transfer the learned technologies to other members of their groups. Farmers in the neighborhood of a trained farmer can also learn the technologies by seeing.

(4) Project Target

Annual production of vegetables per household: 1.8 ton

Basics: An increase in income by US$ 0.5/person by 2030 is a target of this project. Achieving this target will require each household (with average of five people) to increase income by US$ 2.5. Since vegetables, such as okras, tomatoes, eggplants and cabbages, are sold at US$ 0.5/kg, each household will have to sell

5 kg of vegetable per day. Therefore, each household will have to produce 5 kg x 365 days = 1,825 kg/year of vegetables.

(5) Quantitative Requirement for the Project

(a) Identify the number of villages.
(b) Assume that two model farmers are selected in a village; there are 5 model farmers in a parish having two or three villages.
(c) Calculate the number of model farmers who will be trained by multiplying the number of villages.
(d) During the 3 months period of vegetable cultivation, NAADS coordinator will visit the fields to train model farmers and provide the skill to cultivate vegetables once in a week; hence each model farmers will be trained 12 times in a year.
(e) Calculating the total times of training which should be implemented in a year by multiplying the number of farmers who will be trained by 12.

Table 5.8 Quantitative Requirement for Promotion of Commercial Agricultural Products Project in Pabbo sub-county

Number of villages	Number of Model Farmer in a village	Number of farmers who will be trained	Times of training per a farmer	Total times of training per a year
(a)	(b)	(c) = (a) x (b)	(d)	(e)=(c) x (d)
6	2	12	12	144

(6) Cost

Estimated cost of the projects is shown below.

Table 5.9 Estimated Cost for Promotion of Commercial Agricultural Products Project in Pabbo sub-county

Item of cost	Unit	Quantity	Total
Training (allowance for extension worker, transportation, seeds of vegetables etc.)	50 US$	144	7,200US$

(7) Implementation System

1) District (District Agricultural Officer: DAO): Organize workshops for explaining the project to the community, instruction and support for NAADS Coordinators and sub-county chief, and monitoring the projects.
2) Sub-county: Assistance during training and monitoring NAADS activities.
3) NAADS: assistance in the dissemination of the cultivation skills among farmers and monitoring farmers' activities.

(8) Operation and Maintenance System

NAADS Coordinators and Community facilitators will support the dissemination of cultivation skills of cash crop products. NAADS coordinator should visit the fields for the technical training of model farmers and provide the skill to cultivate vegetables once a week.

5.5.1.3 Improvement of Technical Schools (Type-A Village)

(1) Objective

Development of the public market is expected to create more demands for small-scale business such as repair shops, carpentry and tailoring/dressmaking. In order to assist training of skilled laborers who will lead development of the community, the existing technical school in the District, Attiak Technical School will be rehabilitated.

(2) Site

Since there is no Technical School with sufficient facilities and sufficient teaching staff in Pabbo Sub-county, the Technical School in the neighboring sub-county of Attiak will be renovated.

(3) Project Details

1) Preparation of a long-term plan for the Technical School
2) Preparation of an annual plan for the Technical School
3) Establishment of workshops in the Technical School
4) Provision of materials and equipment for the technical training
5) Investigation into development, continuation and management of the project by district staff and the staff of the Technical School

(4) Target Indicator

Motorcycle mechanic: One per 600 households
Carpenter: One per 120 households
Tailor/dressmaker: One per 80 households
Basic construction worker: One per 1,000 households

Motorcycle mechanics

1) It is assumed that 5% of households will own motorcycle in the future (at present, approximately 2% of the households in Pabbo Sub-county own motorcycles) and that each motorcycle requires repair once a year.
2) It is assumed that a motorcycle mechanic can repair 10 motorcycles per month, or 120 per year.
3) Therefore, one motorcycle mechanic is required for every 600 (120 motorcycles/5%) households.

Carpenters

1) It is assumed that each household places an order of a piece of furniture, such as shelves, table and chair, every year.
2) It is assumed that a carpenter can produce ten pieces of furniture in a month or 120 in a year.
3) Therefore, one carpenter is required for every 120 households.

Tailors/dressmakers

1) It is assumed that each household place orders of three clothes, including school uniforms, per year (The Community Profile reveals that, on average, each household has about three children).
2) It is assumed that a tailor/dressmaker can produce 20 clothes per month or 240 in a year.
3) Therefore, one tailor/dressmaker is required for every 80 (240/3) households.

Construction workers

1) It is assumed that on average one construction work including that of private houses is implemented per 100 households per year.
2) It is assumed that ten basic construction workers can complete one construction work in half year.
3) Therefore, one basic construction worker is required for every 1,000 (100 x 10) households.

(5) Quantitative Requirement for the Project

(a) The total number of households not only in the village but also in the entire sub-county will be established.
(b) Required numbers of motorcycle mechanics, carpenters, tailor/dressmakers and basic construction workers will be calculated by dividing the total number of households by 600, 120, 80 and 1,000, respectively.
(c) In the calculation of required quantities of equipment and sizes of classrooms, the required numbers of carpenters and tailor will be divided by two and five, respectively, because the training in carpentry and tailoring/dressmaking is to be conducted for two and five years, respectively, because of the large numbers of required carpenters and tailors/dressmakers. (When preparing a development plan for other areas, implementation of vocational training on a certain trade for more than one year will be considered as described above, if a required number of skilled workers in the trade concerned are large, and required numbers of equipment will be calculated accordingly.)

[In the case of Pabbo Sub-county]
The number of households in the entire sub-county: 8,364
8,364 / 600 + 8,364 / 120 + 8,364 / 80 + 8,364 / 1,000
= 14 (motorcycle mechanics) + 70 (carpenters) + 105 (tailors/dressmakers) + 8 (basic construction workers)
Number of skilled workers to be trained per year
⇒14 (motorcycle mechanics) + 35 (carpenters) + 21 (tailors/dressmakers) + 8 (basic construction workers)

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.10 Estimated Cost for Improvement of Technical School Project in Pabbo sub-county

Item of Cost	Unit	Quantity	Total
Construction of workshops（assuming for 20 students for motorcycle mechanics, 35 students for carpenters, 20 students for tailors, 10 students for basic construction workers）	20,000 US$	4 classrooms	80,000 US$
Construction of staff quarters	6,000 US$	4 teachers	16,000 US$
Installation of latrines	8,000 US$	1 location	8,000 US$
Equipments and tools for motorcycle mechanics	500 US$	14 students	7,000 US$
Equipments and tools for carpenters	500 US$	35 students	17,500 US$
Equipments and tools for tailors	1,000 US$	21 students	21,000 US$
Equipments and tools for basic construction workers	1,500 US$	8 students	12,000 US$
Total			169,500 US$

(Construction of a workshops and introduction of equipments and tools accounting for 77,500US$ have been already implemented by the pilot project)

(7) Implementation System

1) District (District Education Officer: DEO): Organize workshops for explaining the project, publicity campaign, dispatching of teachers and periodical visits.
2) Sub-county: Supporting for association of PTAs, organizing workshops after association of PTA and monitoring for PTA activities.
3) PTA: Selection of members of PTA, making plans of operation and maintenance for facilities, equipments and tools and revision of lectures, curriculums and programs.

(8) Operation and Maintenance System

The school management body together with PTA should implement operation and maintenance of facilities, equipments and tools, support for teachers and establishment of special course for EVIs. The school management body and PTA should regularly report their activities to DEO.

5.5.1.4 Improvement of Central Market (Type-A Village)

(1) Objective

Kal Centre will develop as the center of the sub-county; hence, the amount of sale at a public market will increase. This project is aimed at improving the public market to have sufficient scale to meet the demand. It will develop the infrastructure that allows the region to develop as a town.

(2) Site

Kal Centre

(3) Project Details

1) Improvement of the central market: Roof (steel plate), floor concrete, drainage (concrete)
2) Improvement of selling stands and storages:

At the central market in Kal Center, the selling space is only partly covered with the roof. The unroofed area is directly affected by rainfall and sunshine. Therefore, the roof and floor slabs shall be installed to enable the smooth supply of service in all season, and simple drainage facilities shall be constructed to make the rain flow into the drains. The construction of the roof, floor slabs, and drainage shall prevent interruption of sale during the rain and facilitate maintenance of hygienic conditions. Furthermore, selling shelves and storage spaces under the shelves shall be provided. It should be noted that this project shall be implemented together with the transportation promotion project described later in order to ensure effective use of the market.

(4) Target Indicator

100% of the business community will have access to public market facilities.

Basics: By 2030 the population of the area is expected to increase twofold. Presently only 20% of the people have access to public market facilities. On auction day all the roads in the trading center will be overcrowded due to lack of enough market facility. Therefore, the provision of additional infrastructure will bring access to public market facility to 100%.

(5) Quantitative Requirement for the Project

(a) Identify the total number of households in the project area.
(b) Identify the number of existing selling stands with storages including in the public market. The size of selling stands equipped with storage is about 2 m by 3 m slab made of reinforced concrete under which a storage space for goods is provided.
(c) Assuming that 5% of the total numbers of households sell at the public market or that one selling stand is shared by 20 households; the required number of selling stands is calculated
(d) Calculate the difference between the numbers of required and existing selling stands (items (b) and (c) above) to obtain the number of selling stands to be added.

Table 5.11 Quantitative Requirement for Improvement of Central Market project in Pabbo sub-county

Number of total households in sub-county	Number of existing selling stands with storages	Needed number of selling stands with storages	Additional number of selling stands with storage
(a)	(b)	(c)＝(a) x 5%	(d)＝(c) - (b)
8,364 households	70 stands	420 stands	350 stands

(6) Cost

Estimated cost for the projects is shown below.

Table 5.12 Estimated Cost for Improvement of Central Market project in Pabbo sub-county

Items of cost	Unit	Quantity	Total
Construction of the market	10,000 US$	1 location	10,000 US$
Installation of selling stands with storages	500 US$	350 stands	175,000 US$
Total			185,000 US$

(7) Implementation System

1) District (District Engineer): Organizing workshops for explaining the project purpose, supervising the construction and periodical visits.
2) Sub-county: Making plan for operation and maintenance of the central market and monitoring.

(8) Operation and Maintenance System

The operation and maintenance of public market is the responsibility of the Sub-county. It should establish a system of operation and maintenance of the market, and management of revenue and expenditure from the market. It should regularly report its activities to the District.

5.5.1.5 Improvement of Farm Road (Type-A Village)

(1) Objective

Focusing in the improvement of the public market as an economic center of the sub-county, this project aimed at establishing a road network (farm roads) to allow all the villages to access to the central market. The transportation routes to the central market will improve and thus invigorate the central market.

In the project, the roads to be constructed / rehabilitated shall be used both as a distribution route for farm produces and a community road with the following expected effects:

1) Passage of emergency vehicles: Transportation of emergency patients will be available and they will receive appropriate medical care at the health center III.
2) Public transportation such as buses: The current means of transportation in the sub-county is mainly limited to motorbikes (boda boda) due to poor conditions of roads. Small bus services will be available when the road conditions are improved.
3) Furthermore, easier access to the villages by the brokers will help the selling prices to increase and secure the volume of sell. It increases the bargaining power of the producers.

(2) Site

Pabbo Sub-county

(3) Project Details

1) Construction of roads (laterite pavement)
2) Additional structures (drainage culvert, side drain, river crossings, etc.)

(4) Target Indicator

All villages will have access to transport agricultural product to the central market
Basics: Agricultural products which are produced in Type-B and C Villages should be efficiently and smoothly transported to the central market.

(5) Quantitative Requirement for the Project

(a) Identify the existing roads and target routes in relation to locations of the public market and the village.
(b) Obtain the extensions of roads, etc. Identify the relation of the target routes to other projects (see Table 6.29).
As shown in this table, there are 13 target routes with total length of 175 km. The project shall cover the six routes (68.5 km) shown in the table below, excluding the routes that have already been constructed and those planned to be constructed in DDP.

Table 5.13 Quantitative Requirement for Improvement of Farm Road Project in Pabbo sub-county

Road Code	Road Name	Length (km)	Width (m)
R-002	Obur Durkan - LalwanKwar	5.7	
R-004	Pabbo-Otong-Pawel	3.9	6~7
R-006	Pakono-Pamin Lalwak	7.9	6~7
R-007	Pakono-Olinga-Otorokume	20.8	6~7
R-008	Pabbo-Oguru-Otorokume	17.7	6~7
R-009	Olannyongo-Ceri	12.5	6~7
Total		68.5	

(6) Cost

Estimated cost for the projects is shown below.

Table 5.14 Estimated Cost for Improvement of Farm Road Project in Pabbo sub-county

Road Code	Road Name	Length (km)	Type of River Crossing	Width (m)	Project cost[1] (million UGX)			
					Road construction	River crossing	Other[2]	Total
R-002	Obur Durkan - LalwanKwar	5.7	1 bridge	6~7	1,169	817	496	2,482
R-004	Pabbo-Otong-Pawel	3.9	1 bridge	6~7	800	817	404	2,021

Road Code	Road Name	Length (km)	Type of River Crossing	Width (m)	Project cost[1] (million UGX)			
					Road construction	River crossing	Other[2]	Total
R-006	Pakono-Pamin Lalwak	7.9	1 Culvert	6~7	1,620	60	420	2,099
R-007	Pakono-Olinga-Otorokume	20.8	4 Culvert	6~7	4,264	240	1,126	5,630
R-008	Pabbo-Oguru-Otorokume	17.7	1 Bridge; 4 Culvert	6~7	3,629	1,057	1,171	5,857
R-009	Olannyongo-Ceri	12.5	Non	6~7	2,563	0	641	3,203
Total		**68.5**	**3 Bridge; 9 Culverts**		**14,043**	**2,991**	**4,258**	**21,292**

Note: 1 = some of unit costs are adopted from DFR of Road Network Team; 2 = other costs include contingency, engineering cost and local administration cost.

(7) Implementation System

1) District (District Engineer): Organizing workshops for explaining the project, supervise the construction work and made periodical visits.
2) Sub-county: Making plan for operation and maintenance of the road and monitoring.

(8) Operation and Maintenance System

Sub-county should establish a system of operation and maintenance of the road, and mobilize people in villages to open feeder roads by community work. Sub-county should regularly report their activities to District Engineer.

5.5.2 Water Sector

5.5.2.1 Installation of Boreholes and Enhancement of Maintenance and Operation System (Type-C and B Village)

(1) Objective

This project aimed at rehabilitating the existing boreholes that are not working or constructing new water points at each TRK to secure access to safe water. The wells in the project area shall be hand-pumped wells. Since the water supply facilities in the project area shall be managed mainly by the beneficiaries, it is necessary to explain the details of maintenance system mainly regarding periodical inspection, components that need to be replaced periodically, and expenses required to be covered by the community. WUC shall be established at each water points for the betterment of O&M of the facilities.

(2) Site

Ceri, Okuture, Otorokume, Pericu, KatiKati A, Olinga, Andara (Type-C Villages)
Oguru, Abera, Pakuma, Katikati B, Paomo, Pukwany (Type-B Villages)

(3) Project Details

1) Water supply facilities: Boreholes and hand pumps
2) Training for water users committee: training on routine maintenance, water charge collection, auditing and opening of bank accounts

(4) Target Indicator

Percentage of TRKs with water supply facilities: 100%
Basics: The average population of TRKs is about 300.

The Ugandan standard specifies that it is ideal to provide one water point per 300 persons. It is advisable that a water facility is maintained and managed jointly by the same community. A TRK is considered to be the ideal unit for this joint management.

(5) Quantitative Requirement for the Project

(a) Identify the number of TRKs in villages.
(b) Identify how many of the TRKs have water supply facilities such as wells.
(c) Assuming that a new well is constructed for TRKs without one, calculate the number of new wells to be constructed from (a)-(b).

Table 5.15 Quantitative Requirement for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Pabbo Sub-county

No. of TRK	No. TRK with water point	Current situation		Rehab/Decom/New
		Water points	Condition	
(a)	(b)	(c)		(c) = (a) – (b
144	67	73	18 Functional 55 Broken	97 New WP, 12 Rehab, 35 Decom

Note: Rehab=Rehabilitation and Decom=Decommission shall be made on the existing boreholes

(6) Cost

Estimated cost for the projects is shown below.

Table 5.16 Estimated Cost for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Pabbo sub-county

Description	Quantity	Unit cost (million US$)	Total cost (million US$)
Construction of BH	97	8,000	776,000
Rehabilitation of BH	12	5,000	60,000
Training of mechanics	1	5,000	5,000
Provision of tool kits	3	1,750	5,250
O&M cost	109	600	65,400
Decommission of BH	35	Planned to be done by the District	
		Sub Total	911,650
Other cost (engineering cost, contingency and administration cost)			930
		Grand Total	**912,580**

(Installation of two boreholes have been already implemented by pilot project)

(7) Implementation System

1) District (District Water Officer: DWO): Organize workshops for explaining the purpose of the project to the community, assistance in setting up Water User Committee (WUC) and implementation of training for the committee.
2) Sub-county (Sub-county Chief and Parish Chief): Assistance in setting up WUC, organizing workshops after installation of boreholes, support for WUC activities, maintenance of tool kits and monitoring of the project
3) WUC: Selection of members, formulation of bylaw and collection of water fee from the community

5.5.2.2 Improvement of Town Water Supply System(Type-A Village)

(1) Objective

The population in the trading center is high and the settlement pattern is dense that a borehole alone is not economically advisable to provide as source of water to the area. Therefore, a pipe water system shall secure efficient and effective management system the water supply system. This project, hence, is aimed at the provision of solar pumped pipe water supply system which is provided with deep well, solar powered submersible pump, water tank, and pipe network connected to public water stand. However, some area of the village requires boreholes depending on their settlement pattern.

(2) Site

Kal Centre

(3) Project Details

1) Water supply facilities: Boreholes and solar-powered pipe water system
2) Training of water users committee: training on routine maintenance, water charge collection, and opening of bank accounts

(4) Target Indicator

One water supply facility will serve 150 people and water coverage shall be 77%
Basics: According to the golden indicator set by the Ministry of Water and Environment one public tap stand shall serve 150 people and the NDP set the goal for coverage of rural water supply to be 77% in the year of 2015.

(5) Quantitative Requirement for the Project

(a) Get the total population of the village and multiply by 77% to get the target beneficiaries in 2015.
(b) Identify the number of existing water supply facilities

(c) Determine the total number of people accessing the existing water facility; subtract (c) from (a) to get the target beneficiaries
(d) Estimate required number of water points. Note that 150 people can use one tap stand and 300 people per one borehole.

Table 5.17 Quantitative Requirement for Improvement of Town Water System Project in Pabbo sub-county

Type of facility	Current Situation			Plan	
	Contents	Condition	Beneficiaries	Proposed plan	Beneficiaries
Pipe water system 1	Deep well equipped with solar powered submersible pump and 30,000lt tanks	Functional [It belongs to mission / health center]	Serving about 600 people and a health center	Proper installation of public tap stands	Additional 5 tap stands serving 750 people
Pipe water system 2	Deep well equipped with solar powered submersible pump and 40,000lt tanks	Functional (rehabilitated as urgent pilot project)	Serving the sub-county staff-house and offices	Increase the capacity of submersible pump and installing public tap stands	8 water tap stands serving 1200 people
Pipe water system 3	Deep well equipped with diesel engine	Broken diesel engine	0	Provision of Solar powered pump and 40,000lt tank equipped public tap stands	15 public taps serving 2250 people
Borehole	16 Borehole equipped with hand pump	4 Functional 11 Broken	1200	Increase functionality Strengthen WUC	Servicing of BH and training of WUC
Total			1800		5500

Note: Small town pipe water supply system serves about 150people per stand, (Source MoWRD)

(6) Cost

Estimated cost for the projects is shown below.

Table 5.18 Estimated Cost for Improvement of Town Water System Project in Pabbo Sub-county

Project description	Quantity	Unit cost (million US$)	Total cost (million US$)
Refurbishment of Water Tank	4	9,000	36,000
Refurbishment of Borehole	1	6,000	6,000
Pump house, Fence and other	1	10,000	10,000
Solar panel and submersible pump	2	52,000	52,000
Rework on existing pipe line	1	17,00	17,00
Installation of supply line	1	123,500	123,500
Provision of water kiosk equipped with water meter	27	1,250	33,750
Soft component (WUC)	31	600	18,600
		Sub total	279,850
Other cost (including engineering cost, contingency and administration cost)			87,500
		Grand total cost	**367,350**

(7) Implementation System

1) District (District Water engineer Officer: DWO): Organizing workshops for explaining the project to the community, assistance in setting up Water User Committee (WUC) and implementation of training for mechanics and WUC.
2) Sub-county (Sub-county Chief and Parish Chief): Assist in setting up WUC, organizing workshops, support for WUC activities, maintenance of tool kits and monitoring of the project
3) WUC: Selection of members, formulation of the bylaw and collection of contribution fee from the community

(8) Operation and Maintenance System

Sub-county and WUC will be responsible for the operation and maintenance of the water system. The payment shall be according to the amount of water consumed by the customer. Especially for pipe water system, Public Water Kiosk shall be set at certain points inside Kal center. Each water kiosk shall be equipped with one water meter and 4 taps. The kiosk shall be managed by a kiosk attendant.

5.5.3 Education Sector

5.5.3.1 Promotion of Community School to Public School Project(Type-C and B Village)

(1) Objective

There are many children who still remain in the transit sites for schooling. To help them return to their home villages and have access to school from their own houses, this project is aimed at providing assistance to promote community schools to public primary schools and improve the educational environment of the school. It is also intended to decrease the number of pupils at existing public primary schools in transit sites and alleviate the problem of overcrowding and improve the PCR and PTR ratio of the school

(2) Site

Paomo, Otorokume and Ceri

(3) Project Details

1) School registration: Registering community schools to districts as public primary schools
2) School facilities: Classrooms, pit latrine, borehole, staff house, and access to school
3) Enhancement of PTAs

(4) Target Indicator

Percentage of pupils with access to P/S from their parent's home: 100%

Basics: When community schools are upgraded to public primary schools and their educational facilities are improved, the pupil who goes to the public primary schools at transit sites is expected to return to their home villages and go to the primary schools in their villages. This is expected to bring PCR and PTR closer to the Ugandan standard of 54.

(5) Quantitative Requirement for the Project

(a) Identify the positions and names of community schools.
(b) Identify the classrooms, staff house, latrine, and borehole at community schools.
(c) Identify the improvements to be made for renovation of community schools.

Table 5.19 Quantitative Requirement for Promotion of Community School to Public School Project in Pabbo Sub-county

Village	Name of the community school	Current status of the community school	Plan of constructing community school
	(a)	(b)	(c)
Paomo	Paomo CS	Classroom: Temporary Staff quarters: Non Latrine: Non Borehole: Non	Classroom: 2 Staff quarters: 2 Latrine: 8 Borehole: 1
Paomo	Lawanga Kwar CS	Classroom: Temporary Staff quarters: Non Latrine: Non Borehole: Non	Classroom: 2 Staff quarters: 2 Latrine: 8 Borehole: 1
Otorokume	Otokume CS	Classroom: 2 Staff quarters: Non Latrine: 2 Borehole: 1 (broken)	Classroom: 2 Staff quarters: 2 Latrine: 6 Borehole: 1 (Rehabilitation)
Ceri	Ceri CS	Classroom: Temporary Staff quarters: Non Latrine: Non Borehole: Non	Classroom: 2 Staff quarters: 2 Latrine: 8 Borehole: 1
Total			Classroom: 6 Staff quarters: 8 Latrine: 30 Borehole: 3 (New) & 1 (Rehabilitation)

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.20 Estimated Cost for Promotion of Community School to Public School Project in Pabbo Sub-county

Item for cost	Unit	Quantity	Total
Construction of classroom	20,000 US$	6classrooms	120,000 US$
Construction of staff quarter	6,000 US$	8 teachers	48,000 US$

Item for cost	Unit	Quantity	Total
Installation of latrine	1,000 US$	30 latrine	30,000 US$
Installation of borehole	8,000 US$	3 boreholes	23,000 US$
Rehabilitation of borehole	1,000 US$	1 borehole	1,000 US$
Construction of river crossing	8,000 US$	3 site	24,000 US$
Total			246,000 US$

(Construction of community school in Ceri village accounting for 86,000 US$ has been already implemented by pilot project)

(7) Implementation System

1) District (District Education Officer: DEO): Organize workshops for explaining the project to the community, dispatching teachers, distribution of education materials and inspection.
2) Sub-county: Supporting for organization of PTAs, preparation and submission of applications for school coding, and support for teachers.
3) PTA: Mobilize the community for road opening, support for school management and livelihood of the teachers

(8) Operation and Maintenance System

The Sub-county together with PTA shall prepare the application form for school coding in upgrading the school to public school. PTA also establishes livelihood support systems for teachers; formulate bylaws for operation and maintenance of educational equipments, and update of pupil registration. PTA should regularly report their activities to DEO.

5.5.3.2 Improvement of Secondary School Facilities (Type-A Village)

(1) Objective

Although there is a secondary school in Kal Centre, the numbers of pupils who can advance to secondary schools are limited. Especially, pupils living in remote areas are unable to join the secondary school after P7 due to lack of school accommodation. In this project, school dormitory facilities will be established and a system of receiving student from remote area shall be designed at sub-county level.

(2) Site

Kal Centre

(3) Project Details

1) Construction of dormitory for secondary school
2) Promotion of pupils to advance to secondary school

(4) Target Indicator

Percentage of pupils advancing to the secondary school: 50%
Basics: The percentage of pupils advancing to secondary school is higher in Kal Center, with 50%, than the other village. The target value is set at 50% for all the villages.

(5) Quantitative Requirement for the Project

(a) Identify the number of pupils at primary schools in Type C and B Villages.
(b) Estimate the number of pupils graduating from P7 by multiplying with 7% of total enrollment of the district
(c) Estimate the number of pupils that should advance to secondary schools by multiplying (b) by 50%.

Table 5.21 Quantitative Requirement for improvement of secondary school facilities project in Pabbo sub-county

Name of the School	Number of pupils	Number of P7 pupils	Number of advancing to secondary school
	(a)	(b)=(a)x 0.07	(c)=(b)x0.5
Total	5586	391	195

(6) Cost

Estimated cost for the projects is shown below.

Table 5.22 Estimated Cost for promotion of community school to public school project in Pabbo sub-county

Item of cost	Unit	Quantity	Total
Construction of dormitory (One dormitory can accommodate 100 students)	150,000 US$	2 buildings	300,000 US$

(7) Implementation System

1) District (District Education Officer: DEO): Organize workshops for explaining the project to the community, dispatch of teachers, distribution of education materials and periodical visits
2) Sub-county: Supporting for organization of PTAs and making plan for operation and maintenance of school facilities and equipments.
3) PTA: School management support

(8) Operation and Maintenance System

Sub-county and PTA should formulate bylaws for operation and maintenance of the facilities and equipments. Encourage and promote pupils to advance to secondary school and update of pupil registration. Sub-county should regularly report their activities to DEO.

5.5.4 Health Sector

5.5.4.1 Capacity Building of VHTs (Type-C and B Village)

(1) Objective

Under the Uganda's health system standard one Village Health Team (VHT) should be responsible for 20-30 households and assumed to play a role equivalent to HCI. At return sites and rural villages, healthcare services are supposed to be provided mainly by VHTs to the community. However, the number of VHT is insufficient to the village hence basic healthcare cannot be delivered to the community. In this project, sufficient number of VHTs will be trained. As the result, each VHT will be responsible to visit 20-30 household.

(2) Site

Ceri, Okuture, Otorokume, Pericu, KatiKati A, Olinga, Andara (Type-C Villages)
Oguru, Abera, Pakuma, Katikati B, Paomo, Pukwany (Type-B Villages)

(3) Project Details

1) Training details: Roles of VHTs, awareness raising for hygiene improvement (recommendation of hand-washing and boiling of drinking water), what to do before and after childbirth, family planning, recommendation of community activities, etc.
2) VHTs' activities on sensitization of the community on the improvement of hygienic conditions

(4) Target Indicator

Number of households covered by VHT: 25
Basics: The Ugandan standard specifies that it is ideal that one VHT member takes charge of 20 to 30 households, and this PP verified that this standard is adequate.

(5) Quantitative Requirement for the Project

(a) Identify the number of households.
(b) Divide the number of households by 25, an intermediate value between 20 and 30 households to calculate the number of required VHT members (Although some of the members have already received training for VHT, most of them received training just before the return to their villages. Therefore, it is assumed that they need to be refreshed.)
(c) Assuming that about 30 persons can be trained in one training session; calculate the number of required VHT training sessions. In areas for which one training session or less is required as a result of calculation, training shall be provided collectively to more than one village at once.

Table 5.23 Quantitative Requirement for VHT Capacity building project in Pabbo Sub-county

Number of households	Needed number of VHTs	Needed number of VHTs for training
(a)	(b)＝(a)／25HH	(c)＝(b)／30
6,211	248	8.3

(6) Cost

Estimated cost for the projects is shown below.

Table 5.24 Estimated Cost for VHT Capacity Building Project in Pabbo Sub-county

Item of cost	Unit	Quantity	Total
VHT training (6 days/time, 30 participants/time, 2 lecturers, 30US$ x 2 people x 6 days)	360US$	9 time	3,240 US$
Tools and equipments for VHT activities (bicycle, rain boots, notebook, stationary)	150 US$	248 VHT	37,200 US$
Total			40,440 US$

(Training for six VHT accounting for 3,060 US$ has been already implemented by pilot project)

(7) Implementation System

1) District (District Health Officer: DHO): Organizing workshops for explaining the project, dispatching of training instructors for training and periodical visits.
2) HCIII and HCII: Coordination of the training, organization of workshop after the training, assistance for VHT activities, operation and management of medical kits and monitoring.
3) VHT: Participating in the training, conduct sensitization activities on basic health and sanitation to the community; and regular report the VHT activities to HCIII or HCII

(8) Operation and Maintenance System

VHT should continue to implement awareness creation activities on basic health and sanitation to the community, visit home of the community for primary healthcare and report regularly their activities to DHO though HCIII or HCII.

5.5.4.2 Establishment of Referral System (Type-A Village)

(1) Objective

The medical referral system connecting the lower and upper HC facilities is not properly established, thus people cannot have proper medical consultation when they really need. Therefore, this project is aiming at establishing systems of regular reporting about basic primary health condition of local people from HCI to HCII or HCIII and providing a proper medical support and consultation to the people from the upper HC facilities.

(2) Site

Kal Centre

(3) Project Details

1) Training for HCIII and HCII staffs: Training on how to record the visitors at HCII and report on the usage of medical equipments and tools once in three months. After the training, district officers and HCIII staffs regularly monitor their activities.
2) Training for HCII and HCI staffs: Training on a reporting system from HCI (VHT) to HCII. The contents of the reports are about identification of the population, implementation of WS and their daily activities. After the training, HCII regularly monitor the activities of VHT and report the result of monitoring to HCIII

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(4) Target Indicator

Regular report from HCI to HCII: Once in a month
Regular report from HCII to HCIII: Once in three months
Basics: In Uganda, Ministry of Health set that HCI should report their activities to HCII once in a month, and HCII should submit the reports to HCIII once in three months. (According to their report, the district should provide the required equipments and medicines to HCII or HCIII from Kampala once in six months, however, those things are hardly delivered to the HCs, which lead to constant shortage of medicines at all HCs in the sub-county).

(5) Quantitative Requirement for the Project

(a) Identify the number of staffs working at HCIII
(b) Identify the number of staffs working at HCII by parishes
(c) Identify the number of VHT according to Capacity Building of VHTs project in 6.5.4.1 above
(d) Calculate the total number of people who are required to attend the training by adding (a), (b) and (c).

Table 5.25 Quantitative Requirement for Establishment of Referral System Project in Pabbo Sub-county

Number of staffs working at HCIII	Number of staffs working at HCII	Need number of VHTs	Total number of people for training
(a)	(b)	(c)	(d)＝(a)＋(b)＋(c)
11	8	248	278

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.26 Estimated Cost for Establishment of Referral System Project in Pabbo sub-county

Item of cost	Unit	Quantity	Total
Lecture for training for HCIII and HCII staffs (District Officer: 30US$ x 5 days)	150 US$	19 times	2,850 US$
Lecture for training for HCII staffs and VHT	40 US$	6 times	240 US$

Item of cost	Unit	Quantity	Total
(HCIII staffs: 20US$x 2 days)		(Once in a parish)	
Stationary and tools for training	20 US$	278	5,560 US$
Total			8,650 US$

(7) Implementation System

1) District (District Health Officer: DHO): Organizing workshops for explaining the project, dispatching of instructors for training and periodical visits.
2) HCIII and HCII: Coordination of the training, assistance for staffs who attend the training, organizing workshops after the training, operation and management of medical kits and monitoring.

(8) Operation and Maintenance System

HCIII and HCII should compile information from VHT up-ward, and regularly report to DHO. DHO should monitor activities of HCIII and HCII staffs and give instructs and advises to them.

5.5.5 Livelihood Sector

5.5.5.1 Hygiene and Nutrition Improvement Project

(1) Objective

The returnee communities are lacking the proper knowledge on different way of cooking of their food from the existing material in the village. On the other hand, some individuals who run restaurants in town know highly nutritional foodstuffs that can be grown locally or are thoroughly familiar with various cooking methods from local foodstuffs. These human resources shall be made the most important tool to improve the nutritional conditions of people in the villages.

(2) Site

Ceri, Okuture, Otorokume, Pericu, KatiKati A, Olinga, Andara (Type-C Villages)
Oguru, Abera, Pakuma, Katikati B, Paomo, Pukwany (Type-B Villages)

(3) Project Details

1) Cooking contest: Holding cooking contest (once a year) including giving advice on nutritional improvement by people running restaurants in town
2) Required materials: Preparation of site for cooking contest and pots and pans as prizes (which can be utilized by the people for cooking in their villages)

(4) Target Indicator

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(5) Quantitative Requirement for the Project

Cooking competition: once in a year

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.27 Estimated Cost for Hygiene and Nutrition Improvement Project in Pabbo sub-county

Item for cost	Unit	Quantity	Total
Cooking competition (multimedia equipment, source pan for prizes, food materials with high nutritional value etc.)	5,000 US$	13 time	65,000 US$

(7) Implementation System

1) District (Community Development Officer: CDO): Organizing workshops for explaining the project to the community, provision of materials for cooking
2) Sub-county: Implementation of the competition, invitation of the owners of restaurants and supporting for activities of people for improving nutrition.

(8) Operation and Maintenance System

Sub county chief and parish chiefs should promote awareness activities for improving nutrition condition of people and regularly report their activities to CDO.

5.5.6 Administration Sector

5.5.6.1 Enhancement of Sub-county Officials-led Activities (Type-A Village)

(1) Objective

The office in Pabbo sub-county has many challenges such as shortage of staff house, shortage of meeting rooms and shortage of office supplies. As the result, the sub-county office cannot provide proper public services commensurate to the people's need. Thus, this project is aiming at improving the working environment of administrative officers and developing a system to provide people with basic administrative services, by using these newly developed facilities.

(2) Site

Kal Centre

(3) Project Detail

1) Construction of staff quarters for the sub-county officers
2) Construction of public service hall

3) Installation of water supply system
4) WS for operation and maintenance of constructed facilities
5) Investigation into development, continuation and management of the project by the sub-county staffs

(4) Target Indicator

—

(5) Quantitative Requirement for the Project

Identify the number of staffs at sub-county level such as sub-county chiefs, parish chiefs, LCIII chairman, LCII chairman etc.

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.28 Estimated Cost for Enhancement of Sub-county Officials-led Activities Project in Pabbo sub-county

Item for cost	Unit	Quantity	Total
Construction of staff quarters for the sub-county officers	79,500 US$	4	318,000 US$
Construction of public service hole	162,000 US$	1	162,000 US$
Installation of pumping system using with solar panel	138,000 US$	1	138,000 US$
Total			618,000 US$

(7) Implementation System

1) District (District Engineer): Organizing workshops for explaining the project, supervise the construction of the facilities and periodical visits.
2) Sub-county: Making plan for operation and maintenance of the facilities and monitoring.

(8) Operation and Maintenance System

Sub-county should establish a system of operation and maintenance of the facilities, and make a plan to provide better public services to community. It should regularly report their activities to the District.

5.5.7 Summarization of the cost of projects

Estimated cost of all projects is shown as below.

Table 5.29 List of Cost for Projects in Pabbo sub-county

Sector	Projects	Cost
Production & income generation	Agriculture Productivity Improvement	49,500 US
	Promotion of Commercial Agricultural Products	7,200 US$
	Improvement of Technical School	169,500 US$
	Improvement of Central Market	185,000 US$
	Improvement of Farm Roads	9,700,000 US$
Water	Installation of Boreholes and Enhancement of Maintenance and Operation System	912,580 US$
	Improvement of Town Water Supply System	367,350 US$
Education	Promotion of community school to public school	246,000 US$
	Improvement of secondary school facilities	300,000 US$
Health	Capacity Building of VHTs	40,440 US$
	Establishment of Referral System	8,650 US$
Livelihood	Household Hygiene Improvement	3,500 US$
Administration	Enhancement of Sub-county Officials-led Activities	618,000 US$
Total		12,669,220 US$

Chapter 6 Priority Project

Among the proposed projects formulated in the development plan discussed in previous two chapters, Chapter 4 and 5, the Study Team selected priority projects that will be executed preferentially.

6.1 Selection of the Priority Projects

6.1.1 Selection Criteria

Selection of the priority projects was carried out using the selection criteria discussed below. They were set so as to make comprehensive evaluation of the proposed projects from six points of view, such as community's needs, urgency and sustainability of the projects, and so forth. The six selection criteria are set as follows.

1) Necessity 2) Urgency 3) Relevance 4) Impact
5) Integration of EVIs to community 6) Sustainability

Details of selection criteria and evaluation points are presented in the table below. The evaluation was carried out with each criterion assigned to three grades points: 2, 1, and 0

Table 6.1 Selection Criteria for Priority Project

Criteria	Indicators	Reasons	Evaluation standard: Three-grade scoring (2, 1, 0 point)
Necessity	(1) Demands made by the beneficiaries (2) Priority for facilities' implementation set by the administrative officials	• A project with high demand of the beneficiaries and high priority for facilities' implementation set by the administrative personnel is considered to have high necessity. The demands of the beneficiaries are identified from the outcomes of the workshops.	2: The project has high necessity 1: The project has intermediate necessity 0: The project has a lower necessity
Urgency	(1) Inhibiting factors for the return and settlement (2) Facilities whose functions and services were damaged by the conflict (3) Time required for realization of the impact of the project	• Factors inhibiting the return and settlement are the problems which should be tackled urgently. A factor which has been given high urgency is given high priority. The inhibiting factors are identified from the outcomes of the workshops • A project which requires a long time for its impact to be realized is considered to have less urgency.	2: The project has high urgency and involves facilities or services whose functions were damaged by the conflict 1: The project has intermediate urgency 0: The project has lower urgency and requires at least five years for its impact to be realized

Criteria	Indicators	Reasons	Evaluation standard: Three-grade scoring (2, 1, 0 point)
Relevance	(1) Consistency with the superior projects. (2) Consistency with the Project Purposes	• Consistency with the District Development Plan • Consistency with the Development Plans for the Project area	2: The project is consistent with the District Development Plan and the Development Plans for the Project area 1: The project is consistent only with the Development Plans for the Project area 0: Others
Impact	(1) Number of the beneficiaries	• A project with a larger beneficiary population is considered to have greater impact.	2: The project has an entire village as its beneficiary 1: The project has a TRK as its beneficiary 0: The project has individual families as its beneficiary
Integration of EVIs to community	(1) Proportion of EVIs among the beneficiaries	Priority is given to a project benefiting EVIs.	2: The project brings direct benefits to EVIs 1: The project brings indirect benefits to EVIs 0: The project offers little benefit to EVIs
Sustainability	(1) Budgetary allocation from the government of Uganda to the cost of operation and maintenance (2) Operation and maintenance by owners of the projects (community organizations)	• A project financed by the government is considered as a project which can be operated and maintained sustainably. • A project is considered to be highly sustainable if a community organization is capable of operating facilities independently after the development of the facilities.	2: The project is financially supported by the central government 1: The project is expected to be operated and maintained by a community 0: Others

6.1.2 Result of the Selection of Priority Projects

(1) The Result of the Priority Ranking

Projects formulated for each community development plan were given score using the selection criteria discussed above and it was prioritized accordingly. The results are shown in the following table.

Each project is given scored per criterion, evaluated by aggregated scores of the six criteria and selected based on the order of ranking. Some 5 projects were selected for each village type. The administration sector with aggregate score of 4 point is also included in the priority project taking into consideration the importance of the project as overall implementing organ.

(2) Selected Priority Project

The following is the breakdown of the selected priority projects according to sector and village types. The selected priority projects are concentrated in the following sectors: production and income generation, water supply and education sectors. Notably, water supply, education and health sectors have high priority in all village type. Therefore, the improvement of service delivery of these sectors is an urgent necessity.

Table 6.2 Priority Projects by Types

Sector	Type-A	Type-B	Type-C
Administration	Enhancement of District Officials-led Activities	-	-
	Enhancement of Sub-county Officials-led Activities	-	-
	Enhancement of Parish Officials-led Activities		
	Utilization of Community Resource Map	-	-
Production and Income Generation	Improvement of Technical Colleges	-	Agriculture Productivity Improvement
	Improvement of Farm Roads	-	
Water Supply	Improvement of Town Water Supply System	Installation of Boreholes and Enhancement of Maintenance and Operational System	Installation of Boreholes and Enhancement of Maintenance and Operation System
Education	-	Promotion of Community School to Public School	Promotion of Community School to Public School
Health	Establishment of Referral System Household Hygiene Improvement	Capacity Building of VHTs Improvement of Health Center II	Capacity Building of VHTs Improvement of Health Center II

Two projects (Water sector and education sector projects) which were considered appropriate to implement in the Grant Aid Scheme were selected among the priority projects. Additionally, some projects among the priority projects were implemented as pilot projects in order to confirm the relevance of the development model, to abstract problems in project implementation and to carry out technical transfer to the C/P.

In the following section (section 6.2 below) the projects considered appropriate to be included in the Grant Aid Scheme will be presented. The description of the pilot project will be discussed in the following chapter (Chapter 7).

6.2 Outline of the Proposed Projects

Among the priority projects selected above water sector and education sector are proposed to be implemented in the Grant Aid Scheme.

6.2.1 Installation of Boreholes and Establishment of O&M System

(1) Objective of the Project

In line with the national development plan of Uganda (NDP 2011-2015) the objective of this project can be stated as increase access to improved water source to 77 and 100% in rural and urban area by 2015, respectively. The project includes the following activities:

- Rehabilitation and new construction of water supply system in rural and urban area,
- Strengthening the community based operation and maintenance (O&M) system of water supply facilities and the training of pump mechanics,
- Providing the district water offices and the communities with the technical assistance in elaborating plan and O&M for sustainable development.

(2) Outline of the Project

In principle, water supply facilities to be provided in trading center, where the population density is high and in rural area where the settlement is sparse must be different. In the trading center where the sub-county office and public market is located, the water supply system shall be considered as urban water supply system, otherwise rural water supply system. Therefore, the content of the project can be stipulated as follow.

- Urban water supply system: The water supply system is consisting of a deep well, solar-powered submersible pump, water tank and distribution pipe system equipped with public tap stand. One public tap stand shall serve 150people and the distance to the public tabs shall be set within 0.2 km.
- Rural water supply system: It includes boreholes or shallow wells, equipped with hand pump facility or protected springs, depending on the water potential condition of the area.

The soft components of the project will consist of the establishment of WUC, capacity building of WUC, trainings of pump mechanics and provision of hand pump tool kits.

(3) Component

There are a total of 63 water points in the sub county of which 78% are functional. About

14 water sources are not functional due to technical failure or other reason. The water coverage of the sub county is far below the national average at 47%. Therefore, to bring the water coverage to 77% by 2015, about 72 water points will be installed anew and 4 water systems shall be rehabilitated.

Table 6.3 Current Use of Water Supply System

Sub county	Functional Water points				Non Functional Water points				People Served	Total Population	Water Coverage
	Community Owned			Other	Community Owned			Other			
	BH	SW	PS		BH	SW	PS				
Pabbo	39	9	27	11	8	0	1	5	19800	41811	47%
Sub-total				63				14			

Note: BH = Borehole; SW = Shallow Well; PS = Protected Spring: Other means those owned by school and health center

If no additional water point is provided until 2015, the water coverage of the sub county will be reduced to 45% in 2015.

Table 6.4 Plan of Water Supply Facilities

Sub-county	People 2009	People 2015	Functional Water points	Coverage (%)	Proposed Project	
					Rehabilitation	New Construction
Pabbo	32,102	44,914	54	45	4	72

(4) Project Details

The details of the project are annexed in the proposal of the projects targeting the former Amuru district (See Appendix-3).

6.2.2 Promotion of Community School to Public School

Improved educational environment in community schools promotes the return of pupils who remain in the IDP camps and transit sites for schooling. This will contribute to the decrease in the numbers of pupil in the existing primary school pupils in the camps.

The project, 'Promotion of Community School to Public School' proposed herein, initially supports the promotion of community schools to public school; followed by the construction of the facilities a certain progress of the return and resettlement of pupils is confirmed.

(1) Objective of the Project

In line with the Education Environment Improvement Plan of Amuru District, the basic objective of the project is stated as follow:

- To construct appropriate educational facilities in returnees' villages and improve education environment.
- To achieve more than 90 per cent of school attendance rate in the returnees' villages.
- To promote the return of pupils staying in IDP camps for schooling purpose

The implementation policy is as follows;

- To lower the PCR, PTR of the existing overcrowded school by providing better learning environment at the community school in the return sites.
- To provide better working condition to the teachers (provide staff house, latrine, office) so that normal teaching time shall be maintained and teacher-pupil contact time increases.
- To provide the necessary educational facilities to the school such as school water, pupil latrines, desks and so on in addition to classrooms and staff houses

(2) Outline of the Project

There are 12 primary schools in Pabbo sub-county with 144 teachers and 89 classrooms. Approximately 9,000 children have enrolled in these primary schools. The facilities are so bad that out of 89 classrooms, 23 classrooms are made of temporary material such simple grass-roofed facility. Some of the schools have the worst facilities for normal learning practice; for example, Olaa Amilobo and Maro Awobi P/S with 410 and 730 pupils, respectively, conduct learning activity in grass thatched classroom. In order to decrease the PCR of the school towards 54, a total of 102 class rooms should be constructed anew.

Table 6.5 Profile of Primary Schools and Required Numbers of Class Rooms

Sub-county	No. of P/S	No. of Pupil		No. of Teacher		Classroom		Additional Classroom
		Male	Female	Male	Female	Perm.	Temp.	
Pabbo	12	4763	4112	104	40	66	23	102 classroom

Note: P/S= Primary School; Perm= Permanent; Temp= Temporary

Table 6.6 Public Primary Schools with Minimum School Facilities

Sub-county	Name of P/S	No. of Pupil		No. of Teacher		Temporary Classroom	Planned Intervention
		Male	Female	Male	Female		
Total		610	523	10	4	10	6 classroom

Note: P/S= Primary School

(3) Project Details

The details of the component of the project are prepared in the proposal for former Amuru district. (see Appendix-3).

Chapter 7 Pilot Project

7.1 Pilot Project

The Study Team implemented the proposed Pilot Projects, among the list of prioritized projects, in the target area (i.e. Pabbo Sub-county and Lulyango Village). These Pilot Projects are classified under the sectors represented below. The summary of the projects shall be presented as follows

Table 7.1 List of Proposed Pilot Projects

Type	Village	Project
Production & Income Generation Sector		
A	Kal Center	PP1 Improvement of Technical Colleges
A	Kal Center/ Pukwany	PP2 Improvement of Farm Roads
C	Ceri/ Lulyango	PP3 Agriculture Productivity Improvement
Water Supply Sector		
A	Kal Center	PP4 Improvement of Town Water Supply System
B	Pukwany	PP5. Installation of Boreholes and Enhancement of Maintenance and Operational System
C	Ceri/ Lulyango	
Education Sector		
C	Ceri/ Lulyango	PP6. Up grading of Community School to Public School
Health Sector		
C	Ceri/ Lulyango	PP7. Capacity Building of VHTs

7.1.1 Production & Income Generation Sector

7.1.1.1 Improvement of Technical Colleges Project

(1) Target area

Kal Center village

(2) Background/ Purposes

Small-scale businesses (e.g. repairmen, needlecraft and blacksmith) are flourishing in type-A village where the area is densely populated. Conesquently, it is expected that the importance and chance of these business in this area will be increased.

Attiak Technical School is located inside Amuru district. The school has a very important role in training and producing skilled-person in the District. Presently, the school has 4 training courses such as: Motor vehicle maintenance, BCP, Carpentry and Tailoring. Pesently, there are 97 students study in these courses, 6 of them came from the target area, `Pabbo sub-county.

In this PP, workshop for technical training will be constructed and workshop equipment will be provided. The project will enable the schools to offer practical training within the curriculum. At the

same time, this project contributes to strengthening the capability of the students to cultivate human resource development.

The school also conducted technical training for EVIs, therefore, the improvement of the technical school will also improved training contents for EVIs.

(3) Contents

- Construction of workshop for practical training (A=200m^2)
- Provision of the necessary equipment for practical training
- Discussion between district educational officer and school staff about progress and sustainability and management of this project

(4) Verified Items by Implementation of the Project

1) Change of course contents

Attiak technical school is giving course in 4 courses such as: Motor vehicle maintenance, BCP, Carpentry and Tailoring. The courses are given for three years and the school adopts trimester system similar to the country school system i.e., first term = January-April; 2nd term = June-August; and the 3rd term = September-December.

School days (Monday to Friday): all courses have general education (Math, English, Agriculture, Home-economic etc) and the technical course for 4 days and technical training for one day

Table 7.2 Comparison of Course contents Before and After the Project

Before the project	After the project
Lack of technical equipments and facilities hinders from sufficient practical training. Only 4 sewing machine and two blades are available in the school. Out of 97 students, only 4 women are taking tailoring course. This results in, for example, one blade serving more than 12 students; the number of women in the school remains very small. No practical course is given on rainy day due to lack of workshop. Tailoring course is given in the staff office. One room is serving both as a workshop and a classroom. Sometimes part of the dormitory is used as a classroom. The student took their lunch under the tree	In this PP, a workshop is installed and different equipments were provided to each course. However, school management committee and PTA hold a meeting and agreed to divide the workshop into three sections so that three practical classes except for block laying (open air class) can be given smoothly.

2) Change on the number of students

After the implementation of this project, more than 120 freshmen are registered in the first term of 2011 through the radio broadcast made by the school.

3) Change of the curriculum

In line with availability of technical equipments, and facility construction, the school could open a new

course on Craft in consultation with the school management committee and PTA. Furthermore, it offers short-term courses for those who have difficulty in reading and writing P7-graduates, EVIs such as elders, former child soldiers, physically disabled people). The school currently is advertizing through radio broadcasting as of February 2011 by stating the facilities provided with this project.

(5) Operation and Maintenance System

Members of PTA should implement operation and maintenance of facilities, equipments and tools, support for teachers and establishment of special course for EVIs. PTA should regularly report their activities to DEO.

7.1.1.2 Improvement of Farm Roads Project (Rehabilitation of Access Road to Town Market)

(1) Target area

Pukwany village

(2) Background/ purposes

The Target area, Pukwany village (Type B village), accounts for relatively large agricultural production per household. In addition, the area is located close to the central market of Pabbo sub-county, at a distance of 2 to 6 km. This means that the area is located in strategically good condition to sell agricultural products. However, the access is so bad that it is difficult for the community to transport products to the central market properly. The idea of income generation through group marketing is not common within farmers group.

In this pilot project, rehabilitation of road to central market and installation of culvert will be conducted for the improvement of access to the market.

This pilot project aims at verifying the increase in volume of marketed agricultural product through the improvement of market access road

(3) Contents

- Mutual understanding on road rehabilitation between among stakeholders
- Consensus building of the scope of O & M among sub-county officials and beneficiaries
- Rehabilitation of 6 km long section of the road
- Installation of culverts along rivers where people have difficulties in crossing.
- Initiation of group marketing by the sub-county.
- Monitoring activities by sub-county

(4) Verified Items by Implementation of the Project

1) Traffic density

The survey made on traffic for 3 days before and after the implementation of the project shows that the traffic density have increased more than double, especially motor bike and vehicle.

Table 7.3 Transition of Traffic Before and After Road Maintenance and Improvement

Transportation	Before	After
Foot	31 (48%)	53 (38%)
Bicycle	33 (51%)	48 (34%)
Motor bike/vehicle	1 (1%)	39 (28%)
Total	65 (100%)	140 (100%)

According to the result of interview made with passersby, most of them agreed that the travel time have reduced by half and it become easier to transport agricultural products. It also helps elementary school students access the school easly. The number of visit made to the central market per day per person has increase from the surrounding community in Type-B village. On the other hand, some concerns have risen regarding risk of accident due to increased traffic and high speed of motor bike and vehicle.

Through this PP, it was verified that road maintenance could improve the transportation of people and goods to Type-A village (central market), but it was necessary to install traffic sign and sensitize the people on the traffic rule.

2) Road maintenance and improvement by community work

Opening of feeder road and connecting them to major road was implemented by community. LC-1 chairman of Pukwany and the Rwot Kweri organize the community to open and maintained about 1.2 km road within 2 days. The activity also involves Extremely Vulnerable Individuals and former child soldiers. The community helped the extremely vulnerable individual in such a way that the burden of these people could be reduced.

(5) Operation and Maintenance System

Sub-county should establish a system of operation and maintenance of the road, and promote people in villages to open feeder roads by community work. Sub-county should regularly report their activities to the District.

7.1.1.3 Agriculture Productivity Improvement Project (Provision of Agricultural Inputs)

(1) Target area

Ceri/Lulyango village (Lacic, Lukai and Ongai TRK)

(2) Background/Purposes

In the target area, agricultural productivity per household is limited, not only because the material and techniques necessary for agricultural development is insufficient, but also because the farm lands have been abandoned during the prolonged conflict. People cannot make their living only by selling agricultural products, hence engaged in the sell of firewood and charcoal for complementing their income, which is below the poverty line.

This PP will assess the potentiality of the increased agricultural production through introducing Ox plowing and distributing seeds/agricultural equipments, and extract the challenges of agricultural development assistances by local governments.

(3) Contents

1) Distribution of Agricultural Equipments and Seeds

- Formation of farmers group and registering them with NAADS
- Distribution of agricultural equipments and seeds to all farmers` group.
- Formulation of bylaws by farmers groups on the system of use of the agricultural equipments and distributed seeds
- Provision and distribution of seeds and equipments

2) Introduction of Ox plowing

- Selection of active famers groups from among all group in the Target area
- Consensus formation on the introduction of ox plow among stakeholders (agricultural extension staffs in district, functionaries at sub-county level, and farmers` group)
- Formulation of implementation plan and establishment of regulations (bylaw) with respect to rights and responsibility of each group member; the method of management of the ox plow; and system of renting for other groups. This shall be done by group member themselves with the support from the sub-county
- Executions of training on ox plow management by the district.
- Implementation of demonstration of ox plow on farmers field
- Monitoring by Sub-counties

(4) Verified items by implementation of the project

1) Ox plow

- Annual arable land area: 36 ~40acre (Ox plowing period extends from April to September. Cultivated land area per month is estimated to be six acre.)
- Farmers group rents ox-plow with 50,000UgS/acre for non-group members and 25,000UgS/acre for group members.

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2) Distribution of high quality seeds

The Study Team distributed seeds of rice, grand nut, soya, simsim, millet and maize to 11farmers groups in Ceri and 8 farmers group in Lulyango. The following the breakdown of the amount distributed and state of cultivation.

Table 7.4 Cultivation of High Quality Seeds in Ceri

	Variety of seeds	Distribution amount to group	For Group Fields	Cultivation area in the group field	Yields	Remarks
Ceri	Rice	75 kg	-	-	-	Too late to saw seeds
	G-nut	90 kg	30 kg	3200 m^2	50-75 kg	Seriously damaged by white ant
	Beans	45 kg	-	-	-	Not germinated due to poor quality of seeds
	Simsim	15 kg	5 kg	2400 m^2	150 kg	Harvested at the same level as the usual year
	Millet	45 kg	-	-	-	Too late to saw seeds
Lulyango	Rice	75 kg	25 kg	4000 m^2	80-120 kg	Harvested at the level of usual year
	G-nut	90 kg	45 kg	6000 m^2	50 kg	Seriously damaged by white ant
	Beans	45 kg	-	-	-	Not germinated due to poor quality of seeds
	Simsim	15 kg	5 kg	4000 m^2	200~225 kg	Full harvest
	Maize	60 kg	20 kg	4000 m^2	20-30 kg	Seriously damaged by white ant

In the post-harvest season, the group members who receive seeds shall circulate harvested seeds to other member with the same amount to that received before.

Operational system for group fund was established as follow;

- Group members attempt to increase group fund by selling agricultural products cultivated from the group field. The group fund is to be raised for voluntarily created action plan.
- Traditional micro credit (Bolicup)
- Purchase of oxen for ox plowing
- Purchase of goats. Farmers are encouraged to raise goats, applying similar system as that of seeds distribution
- Installment of community storage for agricultural products
- Improvement of apiculture with modern beehive

Village people with HIV positive , former child soldier and physically disadvantaged people will participate in farmers' group (e.g. Wakonyo Gang Kipur) of Lulyango. Furthermore, for people with physically disabled and elders, it was confirmed that the community in the village voluntary establish support system in assisting reclamation of farm land. They also plan to share part of the benefit from agricultural product cultivated in the group field.

(5) Operation and Maintenance System

NAADS coordinator should arrange training on oxen-plough and transfer skills to farmers groups. And those farmers groups should establish a rental system of oxen plough by which other group can access the facility and further extend farm lands.

7.1.2 Water Sector

7.1.2.1 Improvement of Town Water Supply System Project

(1) Target area

Kale Center village

(2) Background/ Purposes

In the Target area, water coverage is only 55% which is lower than the national average (64%) and the demand for construction of water facilities is high. To supply safe water efficiently and improve the functionality of the facilities, it is indispensable to revitalize the management system of water facilities.

This PP establishes operation and maintenance system for water facilities installed by urgent pilot projects. It targets the community that will be benefiting from the extra discharging water from the system after the sub-county uses it.

This PP aims to verify the establishment and strengthening of WUC and its sustainability effects.

(3) Contents

- Participatory construction work, such as rehabilitation of tap stand
- Establishment of WUC (Water User Committee) and security system for water facilities
- Discussion between Local government and WUC about operation and maintenance of water facilities, collecting water charge, setting rules for O/M
- Training on water management, O&M, water charging system to the community
- Test the operation of water facilities by WUC and users to decide efficient water supply system (hours of water supply, amount of water supply)
- Management of the project by District Water engineers and local government (sub-county

level)

- Monitoring by District (sub county)

(4) Verified items by implementation of the project

1) Bylaw of town water supply facilities

Different levels of water fee are set in the use of water facility during the preparation of bylaw. The Study Team, in consultation with WUCs, decided to collect 200UgS/month (approximately 8yen/month) per household from regular residents; and 50UgS/20 (approximately 2yen/20 ℓ) from those who run restaurant.

2) Operation and maintenance system of town water supply system

Care takers are responsible for recording list of users and amount of water used, collecting water use fee and managing water supply facilities. The remuneration of the care takers are paid out of collected water fee. However, it was proved that care takers could not stand by at the water point all the time to oversee the facilities. Right after the commencement of the project, water taps of the faucet were stolen, which caused suspension of water supply. Currently, the water supply facilities are available only when care takers can oversight the facilities. In the meantime, people in the surrounding area are forced to use borehole from the surrounding.

(5) Operation and Maintenance System

Sub-county and WUC will collect the contribution fee and water fee from the community, open bank account for repairing expense, make contact to mechanics when boreholes have some troubles and implement awareness activities for improving sanitation condition. Sub-county should regularly report their activities and condition of boreholes to District Water Officials.

7.1.2.2 Installation of Boreholes and Enhancement of Maintenance and Operational System

(1) Target area

Pukwany village/Ceri Village/Lulyango Village

(2) Background/ Purposes

The water supply coverage of the target areas are far below the national average (51% in Pukwany village, 0% in Ceri village, and 20% in Lulyango village). Approximately, only half of Type-B village and 30% of C-type village have improved water point per TRK. Therefore, most of the returnees use river water for drinking and are suffering regularly from water borne diseases.

This PP aims at installing boreholes and establishing WUC initiated by local government. At the same time, two candidates from each village shall be selected for the training as pump mechanics.

This PP aims to verifies the sustainability of water project with established WUC; and extracts challenges in local government driven (Pukwany and Ceri) or community driven (Lulyango) O&M.

(3) Contents

1) Rehabilitation of boreholes

- Submission of application by the community to sub county office
- Conduct workshop on the management of water facility
- Rehabilitation of boreholes
- Water fee collected shall be saved in to water users'bank account every three month.
- Hold audit meeting every three months

2) Establishment of WUC

Along with the rehabilitation of boreholes, implement the following activities with the assistance of sub-county.

- Election of WUC members (chairman, secretary, treasurer etc.) from the beneficiaries
- Formiulation of WUC activities and bylaws
- Establishment of operation and maintenance plan with WUC and water users
- Monitoring on the usage of boreholes

(4) Verified items by implementation of the project

1) Procedure and requirement for Improved water system for the community

However, in this pilot project, the procedure was fully met, WUC were established, community contribution was appropriately collected and O&M system was designed. Although there are procedures set by government on provision of borehole to the community, they are not frequently and practically used by the stakeholders in water supply system. The procedure is consists of: 1) Application by the community for water supply, 2) Establishment of WUC, 2) Collection community contribution, 3) Creating Operation and Management (O&M) Plan, 4) selection of site and 5) installation of boreholes.

However, in this pilot project, the procedure was fully met, WUC were established, community contribution was appropriately collected and O&M system was designed.

2) Establishment of Operation & Maintenance System

Since the management of the collected water users' fee is the major inhibiting factors for successful

operation and maintenance of the community water supply system, this PP attempt to establish a system by which the community can ensure the auditing of the collected money and self-controlling mechanism. The system includes:

- Hold audit meeting every three months
- Create water users' fee card to check whether a water user is paying the fee on a monthly basis. Water will be available for those who have paid water fee and get signature by treasurer and caretaker.
- Water fee collected shall be saved in to water users' bank account every three month.
- Three signatories from the group members are required to withdraw the money. In this PP, the community agrees on the arrangement and bank account was opened appropriately for each water facility installed

(5) Operation and Maintenance System

WUC will collect the contribution fee and water fee from the community; save the money on water users account, make contact to pump mechanics when boreholes get broken and implementing awareness activities for improving sanitation condition. WUC should regularly report their activities and condition of boreholes to DWO.

7.1.3 Education Sector

7.1.3.1 Promotion of Community School to Public School Project

(1) Target area

Ceri village, Lulyango village (Lukai, Racic and Ongai TRK)

(2) Background/ Purposes

In the target area, a community school is established in the villages with approximately 4 to 5 km walking distance. However, the facility in the school is not favorable for the child to stay in. Therefire, pupils are forced to stay away from their families in the transit sites or IDP camps for schooling.

This PP attempts to upgrade the community schools by providing borehole, classroom, teachers' house and school sanitation facilities. In addition, it will assist the process of upgrading the community school to public schools and organize Parents Teachers Association (PTA) in collaboration with the sub-county. PTA will be responsible for operation and maintenance of school infrastructure until the school is coded to be public school with government budget. This PP will examine the effects of upgrading the community school on the enrolment ratio and the promotion of resettlement of school children to their village. It will examine the process and challenges of upgrading community school to public school in collaboration of sub-county and district education office.

(3) Contents

- Submission of application to sub-county with respect to upgrading of community schools.
- Construction of classrooms, teachers quarter, borehole and sanitation facilities
- Re-organization and strengthening of existing PTA with the sub-county initiative in collaboration with LCI leaders
- Establishment of the activities of PTA such as consensus formation on the registration of public primary schools, registration of the pupils, preparation of bylaw on the school fee and teachers monthly salary, and establishment of school management system

(4) Verified items by implementation of the project

1) Change in the number of pupils

With the maintenance of community school, 143 children in Ceri and 84 children in Lulyango have started learning in the community schoo.

Moreover, with transition of children in Ceri village from public school to community schools, the number of PCR and PTR of the public primary school which was at the transit site was improved as shown below.

Table 7.5 Improvement of PCR and PTR of Public Primary School which was at the Transit Site Located around Ceri Village

	Before	After
PCR	70	58
PTR	84	69

Through this PP, it was verified that overcrowding of the existing public primary school was relieved and education environment was improved by resettlement of children with maintenance of community school.

2) Maintenance of school road

Access road to the school was solely opened by the community, consequently operation and maintenance of the road will be community's responsibility. However, some structure such as river crossing which could not be made by the community was conducted by this pilot project. In this PP, it was verified that self-reliance of the community was promoted by respecting the independence of the community through group work once a week during community day. They manage to open about 12km of road by them in Lulyango village.

(5) Operation and Maintenance System

PTA should prepare and follow on the coding of the school, establish livelihood support systems for teachers, formulate bylaws for operation and maintenance of educational equipments, and update of pupil registration. PTA should regularly report their activities to DEO.

7.1.4 Health Sector

7.1.4.1 Capacity Building of VHTs Project (VHT empowerment)

(1) Target area

Ceri village/ Lulyango village

(2) Background/ purposes

Health care service in Uganda consists of five levels of health center from village level health center I (HCI) to district level Health Center V (HCV). In the target village, only one HCII exists, where only nurses are working, and is located far in the south end of the village. Besides VHT (HCI) services, whose purpose is to distribute medicine and provide fundamental health services to village people, are not properly working in the target area. Thus improvement of health services can be regarded as urgent matter. This PP will verify the improvement in the prevention of diseases and health services in close collaboration with VHT and HCII (Ceri) and the extent of improvement of disease prevention and primary health care service delivery through educational activities of VHTs (Lulyango). At the same time, it will evaluate challenges for sustainability of the activities..

(3) Contents

- Selection of VHT trainees
- Implementation of training by technical team of district health department (15days)
- Discussion and agreement on operation and maintenance of medical kit between VHT and HCII staffs
- Provision of medical kit and bicycles
- VHT activities (sensitization of village people, primary care) with HCII
- Monitoring of VHT activities by study team and HCII

(4) Verified Items by Implementation of the project

1) Selection of Candidate VHTs

In Lulynago village, a candidate from each gender was selected. The Rwot Kweri took the lead in the workshop with community for the selection, accordingly and one men and women were selected in TRK. Selected women from Lukai TRK were sub literate. However, she understood the training well. If she was literate, it would be possible to give her proficiency exam after the training.

2) Period of training

Previously, the training period was for 15 days. In the newly edited VHT training manual of the country the length of the training was reduced to 5 or 6 days and some additional days if necessary. This PP also offered 6 days training, mainly about basic contents. The trainees could attend the entire period and keep concentration, which brought improvement of understanding. Additionally, many of them continued to work on VHT activity even after training. Therefore, relevancy of training period and contents were confirmed by this PP.

3) Educational activity after training

For VHT in Lukai, resource map has been made to show the settlement of local residents. It provides the location of 54 residents in Lukai. In addition, individual household survey has been made, which was linking to the resource map. It provides understanding of living environment and sanitary condition of household. One month after the training, monitoring was conducted. It provided information on 10 out of 54 households. More information can also be gathered.

(5) Operation and Maintenance System

VHT should continue to implement awareness activities for basic health and sanitation to people, to visit home of people for primary healthcare and to report regularly their activities to DHO though HCIII or HCII.

7.2 Verification of Relevancy of Development Model by Pilot Projects

In the first step of the development planning, resettlement, the short-term goal by the year 2015 shall be achieved through comprehensive implementation of projects proposed under each sector. In order to achieve the short-term goal, it is required to implement and continue all the projects selected in the first period. However, since only a part of PPs have been implemented, the Study Team has come to conclude that it was difficult to verify relevancy of development model exclusively from the result of the implementation of the project

On the other hand, in Ceri village and Lulynago village, projects have been implemented rather thoroughly from production/income generation, water supply, education and health sectors. Therefore, it would be possible to observe the achievement of the short-term goal for promotion of resettlement of IDPs through continuous monitoring

The monitoring shall be conducted according to the draft indicator of resettlement shown below.

Table 7.6 Draft Indicator of Resettlement

Sector	Draft indicator of resettlement	method of understanding of draft indicator
production/income generation	Number of household achieved self sufficiency	Survey on family income; interview made on 20 households from target community of Ceri and Lulyango village.
water supply, education	Improvement of access to social infrastructure	Survey on safe water accessibility and functionality; access time to school and distance to residents; interview made on 20 households of target community of Ceri and Lulyang village.
production/income generation, water supply, education, health	Number of household living with all family members	Interview made on 20 households of target community in Ceri village and Lulyango village.
	Number of people considering that they will have a permanent living in their village	Interview to Rwot Kweri about population movement after the project.
	Number of residents who are able to settle down for long term.	Interview made on 20 households of target community in Ceri village and Lulyang village.

Regarding the draft indicators of the resettlement, the indicators can be changed by the effect of an external variable not caused by the project. Therefore, the relation between the indicators and this PP implementation should be clear thorough consideration of the external variables. Furthermore, following the monitoring activities, the Study Team shall determine the final version of indicators for resettlement after discussing with counterparts, District officials and JICA staffs.

Chapter 8 Urgent Pilot Project

Pilot project were implemented to confirm the effect of return and resettlement of the development, verify the procurement situation of the country, transfer technology on planning and management of the projects, collect information before and after construction of facilities, and reflect the finding on the recommendation of the report. In this project, office facilities of Amuru district and Pabbo sub-county were implemented as urgent pilot project.

8.1 Amuru District

8.1.1 Present Situation and Analysis of the Facility

(1) Present Situation

The office of Amuru district was established in 2006, when it was separated from Gulu District. The head-quarter is located in the remote area of Amuru sub-county. The premise has a small police station, a courthouse and Amuru township office scattered around. Presently, the head-quarter of Amuru district is facing the following problems.

- There is plan for the construction of four buildings; one of which is under construction. According to the floor plans of the buildings, there is no enough room for a meeting especially for large number of participants.
- As indicated in Table 8.1 below there is no enough room, especially for extension staffs.
- The district prepares a 5 acre lot for the construction of 15 buildings, i.e., 30 units of staff quarters. Currently, four blocks of eight units are under construction by NUTI. However, there is no plan for the construction of the remaining units. Hence due to lack of accommodation most of the district workers commute from Gulu.
- The district office was built in a newly developed area far from the business center, where neither restaurants nor shops are found, except a temporary canteen.
- There is no water supply facility at the district office.

(2) Staff Composition and Office Facility of the Amuru District

Staff composition, number of staffs, available office facilities and main activities of each department of Amuru district are shown in the table below.

Table 8.1 Amuru District Office Staff Size, Facilities and Main Activities

Department	No.of staffs	Facility			Main activity
		Room	Desk	PC	
Administration, financing & planning	54	11	18	8	Planning, administrative, budgeting, procurement, supervision and human resource

Department	No.of staffs	Facility			Main activity
		Room	Desk	PC	
Engineering	13	4	8	3	Building, mechanics, construction and supervision
Education	9	2	3	3	Inspection and supervision of educational activities
Health	11	2	3	2	Health service delivery
Production& Marketing	13	1	2	0	Food security activities
Community Development	9	1	1	1	Community mobilization
Natural Resources	16	0	0	1	Management of natural resources
Secretary	12	0	0	12	General secretary work
Typist	12	0	12	12	Typing and printing
Others 1 (drivers)	12	0	0	0	Driving and maintenance of cars
Others 2 (Porters)	3	0	0	0	Cleaning compound
Total	164	0	0	0	

8.1.2 Outline of the Facility

(1) Multi Purpose Hall

Judging from the current conditions of the facilities and future development of the district, a multipurpose facility is needed for the following reasons:

- There is no conference room in the district office and they have difficulty holding meetings and workshops with a large number of participants.
- Purification, bone burials and camp fire (Wan Oo) are important traditional ceremonies, which performs mediation, i.e., a key to settle internal conflicts and bring peace inside. However, there is no indoor facility for such large-scale traditional and religious events in the district.
- There is no enough work space for district staffs, especially the community development office. Thus, minimum space to perform their duties shall be provided.
- Multimedia room to educate the residents in the improvement of their livelihood is absent.
- A facility for an event like a district-wide student speech competition shall be provided.
- A facility for agricultural fare for farm products and local crafts shall be provided.
- A facility to hold district-wide traditional events such as local dance show and folk music events shall be provided.
- The current canteen is temporary. Thus a permanent canteen or a simple restaurant needs to be established for the convenience of staffs and visitors

(2) Staff House

There is no accommodation in and around the district headquarter. Most of the staffs commute from Gulu, which consumes most of their working hours. This has lowered the productivity of administrative function. Out of the 15 blocks (for 30 units) planned for the

staffs quarters, 4 blocks are under construction by NUTI. However, there has not been any plan for the remaining 11 blocks. Therefore 4 blocks (8 units) are planned in this project as urgent project. The following district personnel's will occupy the facilities under construction.

1) Chief Administration officer
2) Deputy Chief Administration officer
3) District Planner
4) District Engineer
5) District water engineer
6) District coordination officer
7) District natural resources coordinator
8) District education officer
9) District community development officer
10) Principal personnel officer
11) Clerk to council
12) District internal Auditor
13) Chief finance officer
14) District health officer
15) Senior accountant
16) Senior engineer

8.1.3 Contents and Dimensions

(1) Multi Purpose Hall

Requests from the district office shall be examined before determining the size and facilities of the multipurpose hall. According to the annual plan of the multipurpose hall, meetings and gatherings are held either regularly or irregularly

TThe multipurpose hall shall be able to accommodate approximately 50 percent of the meetings, with capacity of 300 participants (600 m^2 = 2m^2 x 300). It shall also be able to accommodate 500 to 600 participants by having them sit on the floor, putting up tents outside or using the loft (spaces above the office) for bigger meetings and gatherings. The hall shall be equipped with movable partitions for small meetings (prepared stage, storage room, restrooms, canteen and kitchen) with the capacity of 300. In addition, the multi-purpose hall will be equipped with offices specified below. There shall not be partitions for the offices except for the storage room

The building shall have a total floor area of 800 m^2 (20.0m×40.0m): 600 m^2 for the multipurpose hall, 40 m^2 for the Office-1, 25 m^2 for the Office-2, 18 m^2 for storage rooms, 25 m^2 for canteen, 20 m^2 for kitchen, 40 m^2 for restrooms, and 28 m^2 for hallways.

8.1.4 Design of the Facility

(1) Multi Purpose Hall

The hall shall be equipped with disabled-accessible facilities. The side wall shall be 6.0 meters tall in order to have an access to sun light considering that the width of the hall is 20.0 meters and its gravity-type ventilation system. A light room on the roof shall be installed for lighting and ventilation. The loft (above the office) shall be used as a storage room (25 m^2) and an extra space (75m^2) for large-scale meetings and ceremonies. A

loft-corridor shall be built for opening and closing windows and curtains. The corridor shall also be used as an extra space for large conferences which provides standing capacity of about 150 people.

(2) Staff Quarter

The size of the staff quarter built by the NUTI is approximately 65 m^2, whereas, that of the project is around 60 m^2. This is because the officers occupying the former have higher position than that of the latter. Each unit shall be equipped with a toilet, bedroom, dining room and a kitchen.

(3) Water Facility

A deep well shall be installed to supply water for lavatory and kitchens in the multipurpose hall and staff quarters, as well as the existing district office. A rain harvesting facility shall also be installed in order to store rainwater in a 10,000L tank.

(4) Sanitation Facility

Flush toilets and septic tanks shall be installed in the multipurpose hall.

(5) Power Distribution Installation

Lighting fixture and security lighting system shall be installed in each room and in the main hall.

- Solar power is used for lighting.
- Solar power is installed for water supply system.
- Photovoltaic facility to obtain electricity for five computers and two printers.
- Photovoltaic facility installed on the ground to efficiently gathers the sun light.
- In addition, 5.0KW power generator is set as a backup.

(6) Other Facilities

The multipurpose hall shall also be equipped with the following items for large-scale meetings and multimedia activities among others.

・Audio equipments ・Lightproof curtains・Desks and chairs ・Movable partitions

(7) Exterior Work

Walls and fences shall be built surrounding the multipurpose hall. Fence shall also be built around the water tank and the photovoltaic facility.

8.1.5 Layout

(1) Multi- purpose Hall

Plan and elevation of the multi-purpose hall are shown below.

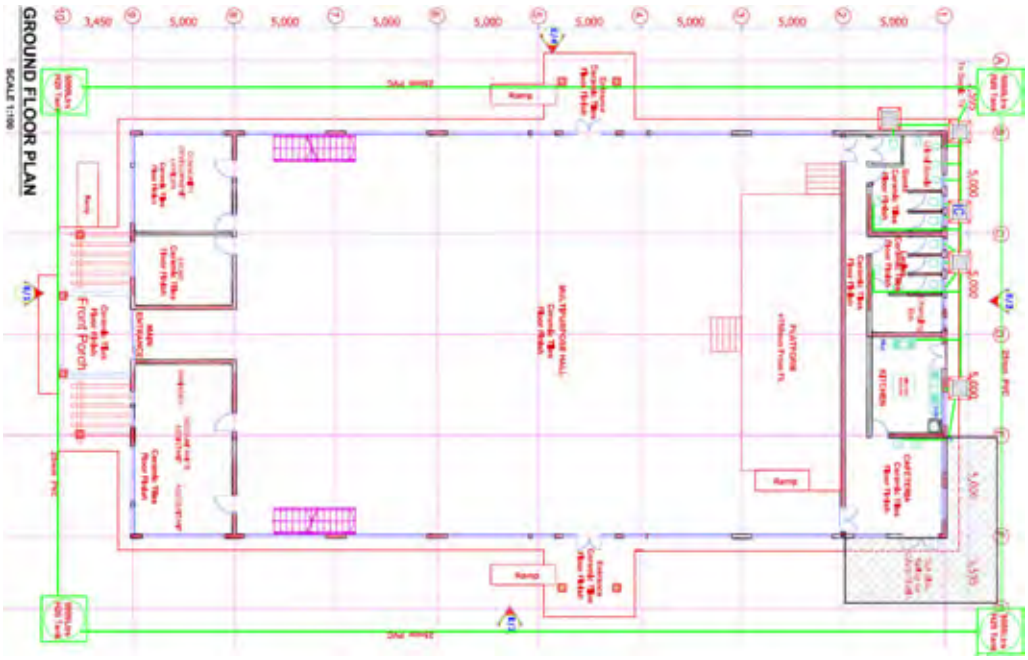


Figure 8.1 Ground floor Plan of the Multi-purpose Hall

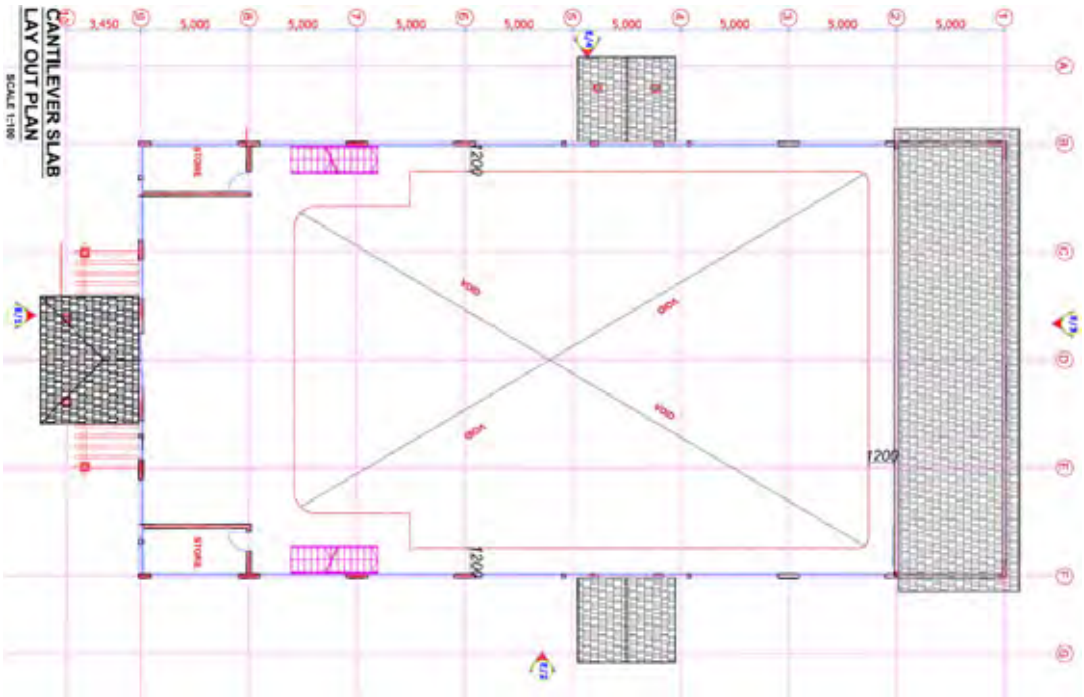


Figure 8.2 Mezzanine Floor Plan of the Multi-purpose Hall

Figure 8.3 Elevation of the Multi-purpose Hall

(2) Staff Quarters

Floor plan and elevation of Amuru district staff quarters are shown below.

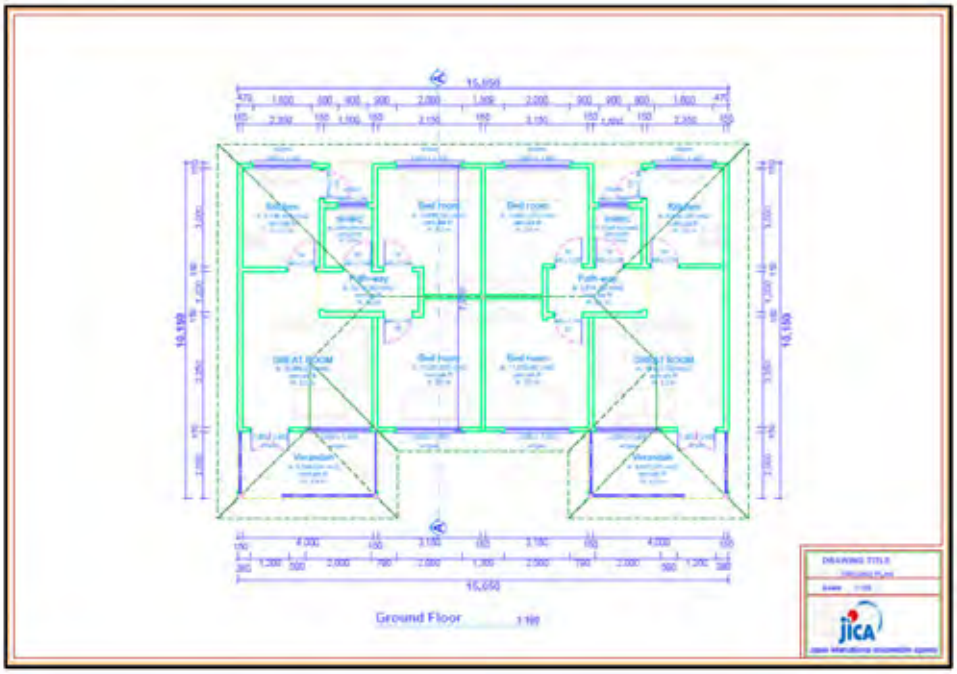


Figure 8.4 Plan of the Staff Quarters

Figure 8.5 Elevation of Staff Quarters

8.2 Pabbo sub-county

8.2.1 Present Situation and Analysis for the Facilities

(1) Present Situation

The existing office of Pabbo sub-county is not enough to the sub county officials to perform their daily activities. The staffs also lack accommodation around the office which affects the efficiency and quality of service given to the community. Currently the personnel are commuting from Gulu town.

(2) Staff Composition, office Facility of the Pabbo sub county

Generally there is lack of office to the major sector of the activities. In addition, there are such councils as 1) Youth council, 2) Women's council, and 3) People with disability council, although their members work without pay. There is no base for their activities.

8.2.2 Objectives of the Facilities

Judging from the current situation of office facilities and future development of the sub-county, new facility that will serve as a base to provide better public service needs to be constructed for the following reasons:

- The current sub-county office is not equipped with a large conference room and it is very difficult to hold meetings or workshops or local traditional or religious events indoors with a large group of attendees. Space for such occasions is needed.
- There is no enough work space. Community development and agricultural development officers are lacking a working space for their daily activities. This has prevented close contact with local residents. Expansion of the work space will help create close relationship between residents and the local government.
- There are no staff quarters. The staffs commute from Gulu, which restricts their working hours. Construction of staff quarters will enable them to work longer and have more contact with local people.

8.2.3 Contents and Dimensions

Meetings that were held in 2009 are categorized as follow accordance with the size and agenda.

		(No. of meetings)	(Size of participants)
1)	Full council meeting	3	150
2)	Gender-related meeting	2	130-261
3)	Meeting on budget and development	5	150
4)	Meeting on agricultural development	5	150-311
5)	Meeting attended by young farmers	3	223-270
6)	Music event	2	180-210
7)	Community development	4	116-219
8)	Others	7	

The meetings in the list above can be categorized according to the size of participants as in the table below. If a hall for meetings and gatherings with the capacity of 150 is built, all administrative meetings and about 50 percent of all meetings can be held easily. If meetings are to be held one in the morning and the other in the afternoon, it means it will accommodate 300 people per a day. Thus, the hall shall have the size of 300m^2 (150 x 2.0m^2). The hall shall also be equipped with movable partitions to accommodate meetings for small groups.

According to the requests from the sub-county, they do not have enough work space for section listed below which are important for community development. The lack of working space has prevented them from having close relationship with local residents. The underlined councils are not administrative posts and thus their members work without pay. Although they play an important role for community development, they have no office for their activities.

A conference room with the capacity of 150 equipped with restrooms and a stage as well as offices will be constructed. On the other hand, eight units (four blocks) of staff house will also be constructed for the following members:

1) Sub-county Chief 2) Extension staff 3) Senior Accountant
4) Accountant assistant 5) CDO 6) Veterinary officer
7) Fishery officer 8) Entomology officer

8.2.4 Design of the Facility

(1) Public Service Hall

The hall shall be equipped with disabled-accessible facilities. No partition shall be installed except those of the reception room and store room. The outside wall length shall be 10m x 55m. The side wall shall be 4.00 meters high for good ventilation and lighting. The hall shall be built on a lot adjoining the existing office within the administrative compound, in accordance with the city planning.

(2) Staff Quarter

Each unit of the staff quarters shall have 2-bedroom with floor space of $60m^2$, to accommodate families with children. Each unit shall be equipped with the toilet.

(3) Water Facility

Near the office, there is a well equipped with a hand pump and water supply facility with engine-driven pumps installed by the UNICEF and AMREF in 2004. However, it has not been used for long time due to the lack of funds for the fuel. Another pump facility was also set up by the district in 2006 to increase the capacity of water supply. However, its power generator was removed and thus it is not used currently.

Taking into consideration different possibility as discussed above, Plan 6 was selected. The project shall use the existing well and existing pipe line and repair tank (40,000L) with solar-powered pumps. In addition rain water harvester shall be installed around the hall.

(4) Sanitation Facility

Flush toilets and septic tanks shall be provided for both the Public Service Hall and staff quarters.

(5) Power Distribution Installation

Lighting fixture and security lighting shall be installed in each room and in the main hall. Solar power shall be used. Photovoltaic facility shall also be installed for five computers and two printers. The photovoltaic facility shall be installed on the ground so that it can trace the direction of the sun.

(6) Other Facilities

The Public Service Hall shall be equipped with the following facilities for large-scale meetings, workshops and multimedia service among other:

・Audio equipment ・Lightproof curtain ・Desks and chairs ・Movable walls

(7) Exterior Work

A wall and fence shall be provided around the facility including the existing office. Also a fence shall be provided around the photovoltaic facility.

8.2.5 Layout

(1) Public Service Hall

Floor plan and elevation of the Public Service Hall are shown below.

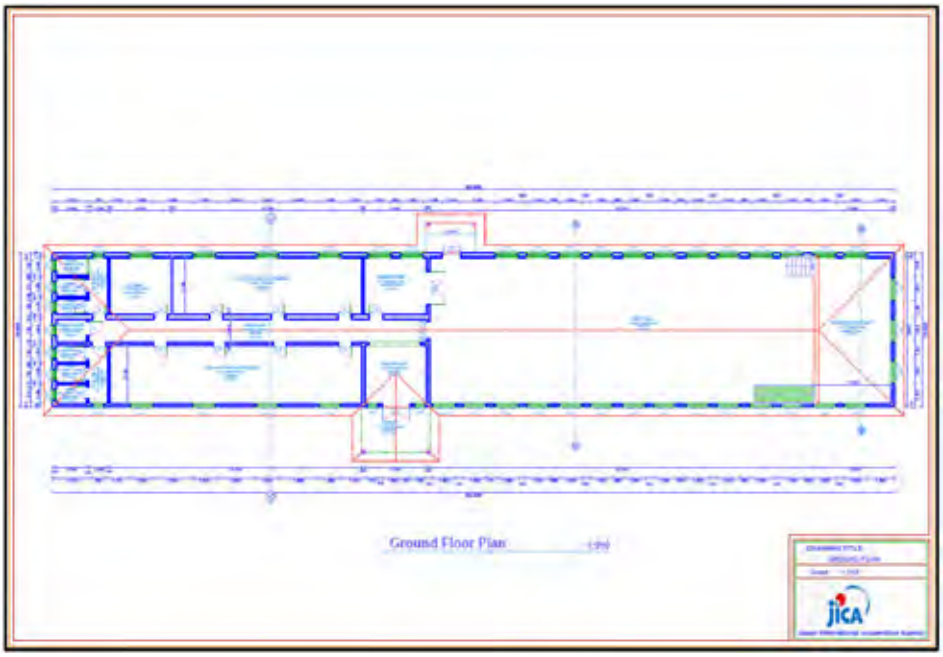


Figure 8.6 Plan of Public Service Hall

Figure 8.7 Elevation of Public Service Hall

(2) Pabbo Sub-county Staff Quarters

Floor plan and elevation of the Pabbo Sub-county staff quarters are shown below.

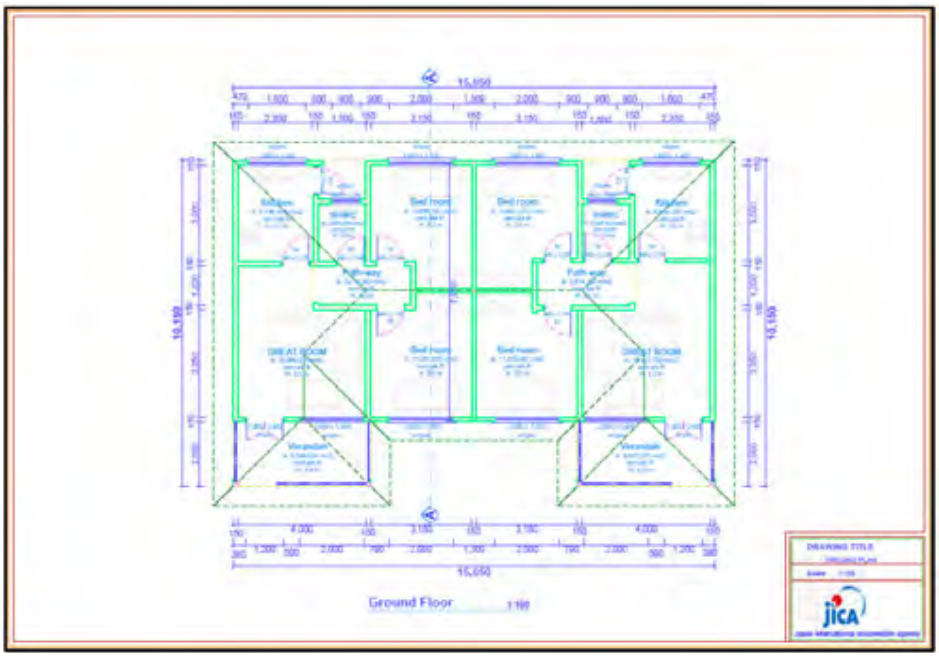


Figure 8.8 Plan of Pabbo Sub County Staff Quarters

Figure 8.9 Elevation of Pabbo Sub County Staff Quarters

8.3 Selection of Contractor

8.3.1 Evaluation Procedure

As it is stipulated in the bidding document, the bid with the lowest evaluated price, from among those which are eligible, which are compliant and substantially responsive was the selected as best evaluated bid. Evaluation shall cover the PPDA evaluating items and the evaluation procedure. Evaluation of the essential evaluating items is followed by the eligibility items in the second stage and detailed and further clarifying examinations in the third stage.

8.4 Construction Management

8.4.1 Construction Management

The contractor shall complete the contraction works within the prescribed term in the contract document. Construction management is divided into the following controls.

Construction management
- Safety control (Safety for workers and third persons)
- Quality control (Securing for the quality of object)
- Progress control (Securing for the contract period, quality standard and economical efficiency)
- Cost control (Securing for economical efficiency)

The controls listed above are the four most important elements of the construction management. The employer shall assign a consultant engineers who will mainly supervising safety, quality and progress part instead.

8.4.2 Progress Control

Progress control implies an efficient and accurate management of the project

An extraordinary weather or unexpected obstacle often causes a delay in the project. In order to recover from this and to achieve the expected results, the project schedule is re-examined with the specific measurements, such as strengthening of the execution formation and extending the work time, and thus an alternate plan is established.

In the project, the supervisor are in a regular basis planning to fill the work completion percentage in a progress chart and also are checking the progress whether the work is as planned or is behind the schedule.

8.4.3 Dimension Control

Dimension control implies a direct or indirect judgment of how accurately the completed structure was constructed in comparison with the original design. Two control methods are applied (a direct and indirect measurement).

(1) Dimension control by direct measurement

This type of measurement is based on “tolerance” indicated in the technical specifications. A supervisor has to manage the dispersion degree against the standard values by comparing the designed values with the actual measured values, record these results and write them down in a table or the values written in red on a design drawing.

(2) Dimension control by indirect measurement (photograph records)

This a controlling mechanism to confirm the materials used, conditions and situation of work, method of the construction each construction stages, the discrepancies between the design and the actual work, kinds of construction machines, construction method of the temporary work, safety management and so on. Photographic recording shall used here.

8.4.4 Quality Control

Quality control implies a building which satisfies the standard value indicated in the design and specifications. It helps prevent the defects from happening, and increase the reliability of the construction work.

Physical, chemical and dynamic tests are applied to suffice the quality of constructions as

indicated in the specification. In each test, the results shall be recorded in the designated control chart or table.

8.4.5 Safety Control

Safety control implies the following items.

- Regular safety meetings
- Safety guideline with a person in charge.
- Setting safety facilities around construction site.
- Enforcement of safe driving.
- Close communication with the local government and communities.

8.5 Lessons Learned and Recommendation from Implementation of Urgent Projects

The project constructed a multi-purpose hall, staff quarters at Amuru District Office and Pabbo Sub County, and installed water supply system for these facilities. The Study Team subcontracted local contractors from Kampala and Gulu and supervised the constructions. The following shows the design of each facility.

- Multi-purpose hall：floor area 800m^2, 1 facility
- Staff quarters at Amuru District Office and Pabbo Sub County Office：floor area 60m^2, 8 blocks
- Public services hall：floor area 550m^2, 1 facility
- Water supply system：Installation of new deep well, submersible pumps run by solar energy, supply lines, storage tanks and distribution lines, 2 points

The following shows lessons learned from the implementation of these projects.

8.5.1 Ability of the Contractors in Gulu

Contractors based around Gulu are mostly small-scale companies (there is no more than Category A class contractor under UNRA categorization) (Major contractors in Gulu are shown below.) Therefore, most of the construction works of large scale or that require high techniques are conducted by large contractors from Kampala. The following shows the characteristics of Gulu based contractors. Small-scale constructions such as staff quarters or construction of roads can be conducted by Gulu based contractors. In addition, construction works is cheaper by Gulu based contractors rather than Kampala based contractors.

- Although there are several contractors in the Northern Uganda, most of the companies do not have permanent technical staffs. They employ temporary workers from Gulu where they receive an order of the construction, and demolish the team after the completion of the construction. Therefore, many of the technical staffs in Gulu belong to many companies.

- Most of the construction works are awarded from the international donors as assisting aid.
- The contractors try to get enough profit from each project as there are few clients who order constantly for a long term.
- Most of the construction staffs in Northern Uganda are from Lira technical university or Technical Department in Makelele University.
- Construction area covers basically building, road, water supply system, engineering works that do not require any special techniques.
- Among the contractors surveyed, turnover of the contractor is about 1.6billion UGX, which is Ayoro Construction Company, which is one of the biggest companies in Gulu. There are only 4 companies which exceed 700 million UGX. Most of the companies' turnover is as small as 300 million UGX.

8.5.2 Implementation Remarks from the Construction Control

(1) Natural Condition

There is heavy rainfall in a limited area for a short-period. Most of the roads are paved with murum and there are some points where drainage system is not functioning resulting in many potholes. In addition, cars damage the surface of the roads and make it impassable. Sporadic existence of such roads hinders transportation of the construction materials. Therefore, it is necessary to spare sufficient time for transporting construction materials to the sites during the rainy season.

Although earthquakes are rare, strong winds sometimes topple the water tanks or blow roof. Therefore, it is of importance to take necessary measures, such as installation of elevated water tanks with proper fixture.

(2) Contractors Condition

Many contractors do not have sufficient budgets and manage their works at their full capacity. Therefore, some of the construction works were forced to stop because of lack of budget before the interim payment.

Management capacity of the contractors is limited. Construction management includes procurement of materials, budget, contractors with employees and these are influenced by the managers of the contractors.

Considering the high unemployment rate in Northern Uganda, it is not so difficult to secure casual laborer. However, it should be noted that securing employees in certain regions or period (e.g. harvesting season) is difficult.

Quality management is difficult, as some of the contractors reduce the amount of the cements or do not put iron bars at proper position in order to increase their profit.

(3) Remarks on the Selection of the Contractors

For small scale construction, the possibility of getting contractor locally is high; on the other hands, the risk of controlling contracts or construction increase. There are no contractors that can construct larger facilities than the current staff quarters in Northern Uganda. For example, the construction of public service hall in Pabbo sub-county confronted with the difficulty because of lack of sufficient budget, despite the relative scale of the sub-contractors from Kampala.

During the design of the facilities, it is better to get the cost estimation from the mean, not from the lowest, so that choice of the contractors will increase. Generally speaking, most of the contractors that bid with lowest price have certain problems in their management.

Bank statement and financial report should be reviewed carefully during the bidding evaluation. (If engineers estimate cost is set at low price, the number of bidding companies will be limited).

Time frame of the construction of the Pilot Projects is relatively limited and the delay of these constructions should be minimized. It is foremost essential not to select contractors suffering from bad budget management, but it is especially difficult with small and medium-scale contractors. In most cases, contractors confront with bad budget management and they cannot procure material in time or pay the employees properly. Consequently, the construction was extensively delayed or stopped as was the case of lot 2 in this project. If clients can pay in a flexible manner, some of the payment problem cases can be solved. Therefore, clients are also required to be positive in flexible payment, such as subdividing the payment or direct cash payment (some of the contractors have debt at bank and cash flow is frozen or reduced by the bank.)

Chapter 9 Guideline for Development Plan Designing and Implementation

9.1 Objective and Target Development Model of the Guideline

This guideline is formulated using the process adopted during the preparation of the community development plan and the experience gained during the implementation of the pilot projects in Amuru district. The formulation of community development plan requires many information and data analysis. At the same time, the implementation of any project at community level provides a range of experiences to the implementer. Therefore this chapter presents the methodology used and lesson learnt during the preparation of community development plan and implementation of the pilot project. The guideline shows each step of the plan and implementation of community development project. It is expected that district staffs, the lower level local government staffs and other development partners can efficiently use the information discussed in this document. The JICA study team believes that all level of government staffs and other development partners working in the region will enlarge the document and make wealth through the addition of their own experience and ideas to the guideline so that the document become a working guideline during the preparation of community development planning and implementation of community development project.

The main contents of this guideline can be stated as follow:

9.2 Guideline for Development Plan Designing【P9-1】

↓

9.3 Guideline for Selection of Priority Projects【P9-10】

↓

9.4 Guideline for Development Plan Implementation【P9-12】

9.2 Guideline for Development Plan Designing

The steps of formulating development plan are shown as follows:

1. Current Situation【P9-2】	Understanding current state of community
↓	
2. Making a map of each village【P9-4】	Determine village borders and make resource maps of each village
↓	
3. Community categorization【P9-5】	Categorizing all villages (at LCI level) to three types
↓	
4. Development Vision, Scenarios and Projects【P9-5】	Setting development vision and scenarios by sectors and proposing projects

For understanding current situation of community, each sector staffs of the district should prepare questionnaire and collect information through field survey targeting farmer's groups (Production and Income Generation Sector), Water User Committee (Water Sector), PTA (Education Sector) and Village Health Team (Health Sector). Finally, the district officers should compile the information and analyze the current situation of each sector.

In making village map, LCI Chairman, Rwot Kweri and the community will prepare a resource map of each village under supervision of parish chiefs. The parish chiefs should compile the information of each village, making a map of the parish including village borders. This map in turn shall be compiled at sub-county level with the supervision of sub county chief

For implementing community categorization, sub county chief should categorize the villages in the sub county into three types using the map prepared by the parish chiefs. The sub county chief should submit the result of community categorization to District Community Development Officer (CDO).

Finally, District Chief Administrative Officer (CAO), District Planner and CDO should set development vision, scenarios and projects to formulate the development plan using the result of analyzing current situation of villages and the maps of community categorization.

1. Current Situation

Objective: For preparation of formulating development plan, it is necessary to collect the information such as economic activities, village boundaries, existing basic infrastructure, the natural potential of the area and the settlement patterns at village level and establish information management system.

The methods of collecting information on the current situation are shown as follows:

< Production and Income Generation Sector >

【Preparation and Coordination of workshops for farmer's groups】
- District Agriculture Officer (DAO) makes questionnaire to collect the information related to production and income generation, and then distributes the questionnaire to NAADS coordinators.
- NAADS coordinators arrange the date of workshop for farmer's groups through Village Based Facilitator

⇩

【Implementation of workshop for farmer's groups】
- NAADS coordinator copies the original questionnaire according to the number of villages
- Village Based Facilitator mobilizes the members of farmer's group which have been registered to NAADS and hold workshops to collect the information according to the questionnaire.

⇩

【Share and Management of information between sub county and district】
- NAADS coordinators and Village Based Facilitators compile the information collected at the workshops and submit them to DAO.
- DAO analyzes the information and current situation of agriculture and income in each village.

< Water Sector >

【Preparation and coordination of workshops for farmer's groups】
- District Agriculture Officer (DAO) makes questionnaire to collect the information related to production and income generation, and then distributes the questionnaire to NAADS coordinators.
- NAADS coordinators arrange the date of workshop for farmer's groups through Village Based Facilitator

⇩

【Preparation and coordination of workshops with the community】
- District Water Officer (DWO) makes questionnaire to collect the information related to water supply, and then distributes the questionnaire to sub county chiefs.
- DWO arrange the date of workshop with the community or Water User Committee (WUC).

⇩

【Implementation of workshop for WUC】
- Sub county chiefs copy the original questionnaire according to the number of WUC.
- Sub county chief mobilizes the members of WUC through LCI chairmen and hold workshops to collect the information according to the questionnaire.

⇩

【Share and management of information between sub county and district】
- Sub county chiefs and WUC chairmen compile the information collected at the workshops and submit it to DWO.
- DWO analyzes the information and current situation of water supply in each village.

< Education Sector >

【Preparation and Coordination of workshops with the community】
- District Education Officer (DEO) formulates questionnaire to collect the information related to education, and then distributes the questionnaire to sub county chiefs.
- DEO arrange the date of workshop for PTA by making contact with LCI chairmen and PTA leaders

⇩

【Implementation of workshop for PTA】
- Sub county chiefs copy the original questionnaire according to the number of PTA.
- Sub county chief mobilizes the members of PTA through LCI chairmen and PTA leaders, and hold workshops to collect the information according to the questionnaire.

⇩

【Share and management of information between Sub-county and district】
- Sub-county chiefs and PTA leaders compile the information collected at the workshops and submit it to DEO.
- DEO analyzes the information and current situation of education in each village.

< Health Sector >

【Collection of information for HCII and HCIII】
- District Health Officer (DHO) makes questionnaire to collect the information from health centre (HC) and Village Health Team (VHT).
- DHO visits each HC and collects the information according to the questionnaire by observing and interviewing the HC staffs.

⇩

【Preparation and Coordination of workshops with the community】
- HCIII and HCII staffs copy the original questionnaire according to the number of villages.
- The staffs arrange the date of workshops for VHT and people in the village by making contact with sub county chiefs and LCI Chairman.

【Implementation of workshop for VHT】
- HCIII and HCII staffs mobilize the members of VHT and collect the information according to the questionnaire.

【Share and Management of information between sub county and district】
- HCIII and HCII staffs compile the information collected at the workshops and submit it to DHO.
- DHO analyzes the information and current situation of health in each village.

2. Making a map of each village

Objective: Information including village borders, roads, rivers, mountains, agricultural land, boreholes, schools, health centers and settlement areas shall be prepared by the community. Community resource maps will be used as an opportunity for local administrators and district staffs to acquire knowledge of local resources and identify local needs.

【Preparation of base maps at sub county level】
- Natural Resource Officer (NRO) obtains the data of maps using free map sources such as UNHCR, UNOCHA, World Resource Institute (WRI) etc.
- NRO make base maps at sub county level and distribute the maps to each sub county office.

【Preparation and Coordination of workshops at village level】
- Sub-county chiefs copy the maps according to the number of villages and distribute them to parish chiefs.
- Parish chiefs and LCI Chairman arrange the date of workshops for each village, and prepare workshop materials.

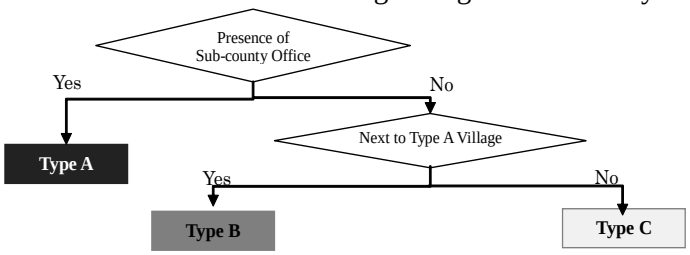
【Implementation of workshop for making resource maps at village level】
- LCI Chairmen, Rwot Kweri and the community assemble to draw the information on the maps under supervision of parish chiefs.
  a) river, roads, valley, mountains, hills b) name of Tee Rwot Kweri
  c) farm land, forest, bush d) boreholes, schools and health centre

【Compiling the information】
- Under supervision of parish chiefs, LCI Chairmen, Rwot Kweri and people in villages discuss the village borders, natural resources and community needs.
- Parish chiefs compile the information and draw the village border on the map at sub-county level, and submit them to sub-county chiefs.

【Share and management of information between sub county and district】
- Sub- county chiefs compile the map information with village borders and submit it to NRO.
- NRO and District Engineer update the map information with village borders at district level.

3. Community Categorization

Objective: During the preparation of community development plan, categorization of the community is important step to identify the needs and the priority of the project in each village. The manual will serve to understand the method of categorizing the community.



【Community Categorization】

- Sub-county chiefs make a mark of location of sub county office on the map prepared based on resource maps of community.
- They are colored in three different ways for the village with sub county office within, village which are next to it and village which are remote to the village with sub county office.

【Share and Management of information between sub county and district】

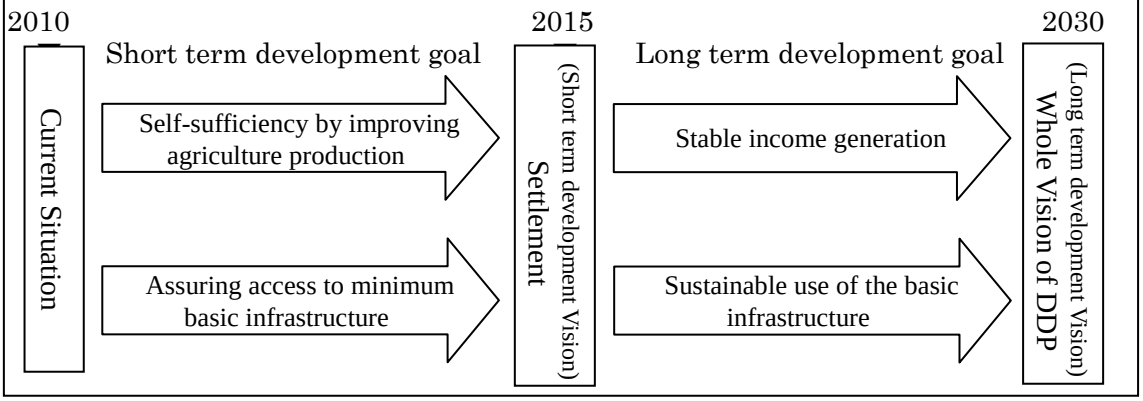
- Sub-county chiefs submit the colored map of categorized village to NRO
- NRO and District Engineer update the map information with village categorization at district level.

4. Development Vision, Scenarios and Projects

Objective: Setting a development vision and scenarios is an important initial point towards an efficient development planning. Accordingly, it is necessary to set vision for each category and sectoral scenarios. To achieve the vision and scenarios, specified projects should be proposed.

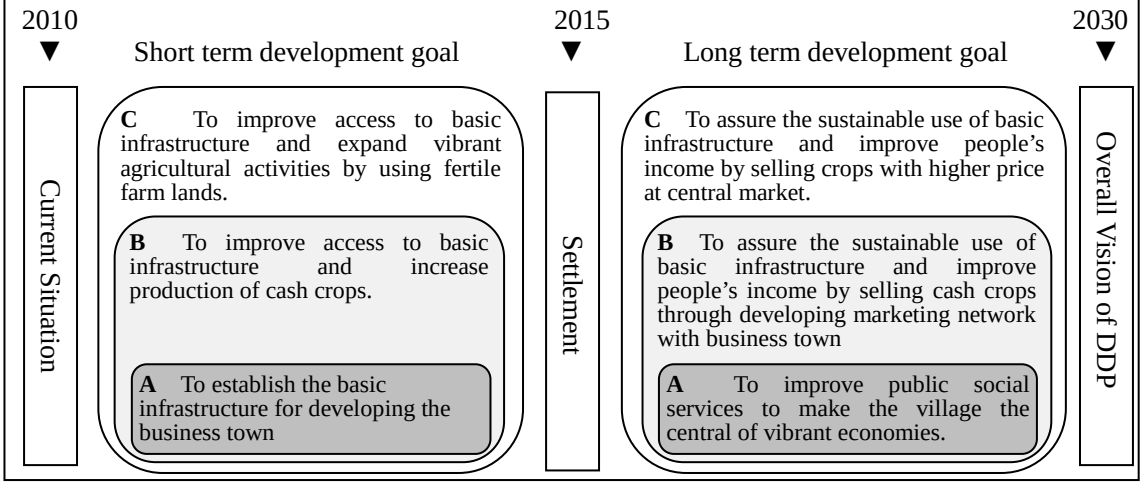
【Development Vision】

- District Development Committee should establish a short term development vision for target year 2015 as "Settlement" and a long term development vision for target year 2030 as the vision of DDP. To achieve the short and long term development vision, they set development goals as shown below.



【Development Goals per Categorized Type】

- District Development Committee should establish a short and long term development goals. Basically, the goals should be set as shown below; however, according to the situation of communities, the committee should modify the goals.



【Target Indicator】

- District Development Committee and staffs of each sector should set target indicators for a short and long term development goals. Basically, the indicators should be set; however, according to the situation of communities, the officers should modify or change them.

		Short term development Scenario	Long term development Scenario
Production & income generation	A	A system of developing secondary and tertiary business by distributing products to the market will be established. As the result, the foundation for improving people livelihood will be established.	More agricultural products will be transported and gathered to the central market from Type-C and B villages. As the result, the market will further grow. The service industry will be diversified and commercial activities will flourish. As a result, people will be able to access to various services in the town.
		<Targets> -	<Targets> Annual revenue of the commercial area will rise to 2.4 times higher than the current status
	B	Training on cultivation techniques of cash crops such as vegetables will be provided to farmers. As the result, production of cash crops will be promoted.	A system of group marketing and collecting centers will be established. As the result, farmers will sell group products with higher price to the central market and their daily income will improve.
		<Targets> Annual production of vegetables: 1.8 ton per a household	<Targets> Daily income: UGX2,000
	C	Cultivated land area per household will expand and crop productivities will be improved. As the result, people will have enough amount of produce for self consumption.	A system of group marketing and processing will be established. As the result, farmers will sell products with added value to the central market and their daily income will improve.
		<Targets> Annual production of vegetables: 1.8 ton per a household	<Targets> Daily income: UGX2,000

		Short term development Scenario	Long term development Scenario
Water	A	Town water supply systems will be established. Sanitation condition will be improved. Both the people and diverse service sector will have better access to safety water supply.	Town water supply system will be developed. Enough water will be supplied efficiently and effectively to business sectors such as the service sectors that demands a large volume of water supply.
		<Targets> Water supply facilities: 1public tap stand per 150 people. 77percent of coverage	<Targets> Water supply facilities: 1 facility within 0.2km for all the people.
	B C	Water supply facilities will be installed. As the result, a greater number of people will have access to safe drinking water and the sanitary conditions will be improved.	More water supply facilities will be installed. As the result all the community will have access to safe drinking water.
		<Targets> Percentage of TRKs with at least one water supply facilities: 100%	<Targets> 300 people use one water supply facility Distance to water supply facilities: within 1 km radius
Education	A	Needed facilities of secondary school will be established. As the result, a system of enrolling pupil from rural area to secondary education will be established.	A system to support pupils to advance to secondary school will be established. As the result, educational level in the region will be improved.
		<Targets> Secondary school enrollment ratio from Type B and C villages will be increased up to the level of Type A village	<Targets> PCR and PTR at elementary schools: 54 PCR and PTR at secondary schools: 40

		Short term development Scenario	Long term development Scenario
Education	B C	Community schools will be promoted to a public primary school. As the result, pupils will return to their village and be able to study under appropriate education environment.	More primary schools will be established. As the result, every child will have access to appropriate primary education.
		<Targets> Ratio of pupils who go to P/S from their parents home: 100%	<Targets> PCR, PTR: 54, PLR: 40 Access distance to primary school: 2.5km
Health	A	A necessary number of medical staffs at HC II and III will be trained. As the result, people will be able to get basic medical services whenever necessary.	The medical referral system will be established and proper medical services at HC III, IV and hospital will be provided to people. As the result, livelihood of the community will improve.
		<Targets> ―	<Targets> Maternal mortality rate:131/100,000 Infant mortality rate: 8/1,000
	B C	A necessary number of VHTs will be selected from each area and they will be trained and given proper assistance. As the result, people will be able to get primary healthcare.	More HCII with a sufficient number of health staff will be established and become functional. As the result, the community will be able to get proper medical services whenever necessary.
		<Targets> The number of households per VHT: 20 to 30	<Targets> Access distance to the healthcare center: 5.0 km
Livelihood	A B C	Sensitization for nutrition will be implemented. As the result, the nutrition condition of people will be improved.	Required facilities and equipments will be installed. As the result, people will be able to live under comfortable living condition
		<Targets> ―	<Targets> Coverage of Pit latrine, Bathing shelter, Rubbish pit, Plate rack: 100%

【Projects】

- District Development Committee should establish sectoral specified projects per categorized type to achieve the target indicators, following development scenarios.

	Sector	Project	
		Short term development	**Long term development**
A	Production & income generation	Improvement of Technical School Improvement of Central Market Improvement of Farm Roads	Establishment of Marketing Information Network Enlivenment of Secondary and Tertiary Industries Expansion of Central Market
	Water	Improvement of Town Water Supply System	Improvement of City Water Supply System
	Education	Improvement of Secondary School Facilities Improvement of Primary School Facilities	Improvement of Secondary Schools Advancement Ratio Establishment of Primary Schools
	Health	Establishment of Referral System	Improvement of Facilities of Upper HCIII
	Livelihood	Household Hygiene Improvement	Promotion of Town Cleaning Activities
	Administration	Enhancement of District Officials-led Activities Enhancement of Sub-county Officials-led Activities	Construction of Parish Hall Utilization of Community Resource Map
B **C**	Production & income generation	(Type-B) Promotion of Commercial Agricultural Products	Promotion of Group Marketing Installation of collecting centre for group products
		（Type-C）Agriculture Productivity Improvement	Promotion of Post Harvest and Processing Installation of storage for group products
	Water	Improvement of Town Water Supply System	Improvement of City Water Supply System
	Education	Promotion of community school to public school	Establishment of Primary Schools
	Health	Capacity Building of VHTs	Establishment and improvement of HCII
	Livelihood	Nutrition Improvement	Household Sanitation Improvement

9.3 Guideline for Selection of Priority Project

It is clear that, in the implementation of community development plan, prioritizing the project is an important aspect of the planning stage. It contributes to identify the most urgent project that has to be implemented in the community and help to manage the scarce resource of the district properly. District Development Committee including CAO, DP, CDO, DE, DAO, DWO, DEO, DHO etc. should give score to development projects using six selection criteria and prioritize the projects accordingly. The implementation body is shown as follows.

1. Community Needs (Necessity)

Objective: A project for which beneficiaries show strong needs will be considered highly necessary. Beneficiaries' needs will be deduced from the outcomes of workshops and resource mapping discussed in the first section of the planning stage.

【Preparation and Coordination of workshops with the community】
- District Community Development Officer (CDO) makes questionnaire to collect the information related to community needs, and distributes the questionnaires to sub-county chiefs.
- Sub-county chiefs copy the questionnaires according to the number of villages and distribute them to parish chiefs.

【Implementation of workshop】
- Parish chiefs mobilizes the people in village by making contact with LCI Chairman and Rwot Kweri, and hold workshops to abstract the community needs based on the questionnaires.

Points to consider during the implementation of workshop
Workshops should be considered to involve as many stakeholders and people in village as possible with prior announcement through mobilizers in the village. During workshops, local officers or facilitators should be cautious not to guide the community to getting answers to a question or reaching to conclusion, and encourage attendee to make free opinions or discussion.
Although the team let them speak freely or gave them discussion time on some topics or in some situations, the team made a basic rule that they raise their hand before they ask questions or express their opinions.

2. Hindering Factors for Return and Resettlement of IDP (Urgency)

Objective: Hindering factors for return and resettlement of IDP will be considered as problems of great urgency which are to be solved preferentially. The factors will be deduced from the outcomes of interviews with the residents in areas to which IDP are to return and the outcomes of the workshops.

【Preparation and coordination of workshops with the community】
- District Community Development Officer (CDO) makes questionnaire to collect the information regarding the hindering factors for return and resettlement of IDP and distributes the questionnaire to sub county chiefs.
- Sub county chiefs copy the questionnaire according to the number of villages and distribute them to parish chiefs.

【Implementation of the workshop】
- Parish chiefs mobilize the people in IDP camps and hold workshops to collect information on hindering factors for return and resettlement of IDP according to the questionnaire. The parish chiefs should record the opinions of the attendees in order to feedback their opinions to the villages
- Parish chiefs compile the information collected at workshops and submit them to sub county chief.

3. Selection of the Priority Projects

Objective: All the projects made in the development plan are scored with six selection criteria i.e. necessity (community needs), urgency (hindering factors for return and resettlement of

IDP), relevance (harmonization with upper plans), impact (number of beneficiaries), integration of EVI to community and sustainability (budgeted by the government).

【Share and management of information between sub-county and district】

- Sub-county chief and parish chiefs compile information for community needs and hindering factors for return and resettlement of IDP. They summarize the information as indicators for "necessity" and "urgency" for each of the categories in tabular form.
- Sub-county chiefs submit the tables to CDO.

【Scoring to the Projects】

- District Development Committee including CAO, DP, CDO, DE, DAO, DWO, DEO, DHO etc. should give scores to development projects using six selection criteria and prioritize the projects.

Criteria	Criteria Indicator	Evaluation standard:
Necessity	(1) Priority set by the beneficiaries (2) Priority set by the administrative officials	2: The project has a high priority 1: The project has an intermediate priority 0: The project has a lower priority
Urgency	(1) Inhibiting factors for the return and settlement (2) Facilities whose functions and services were impaired by the conflict (3) Time required for realization for the impact of the project	2: The project has a high priority or involves facilities or services whose functions were impaired by the conflict 1: The project has an intermediate priority 0: The project has a lower priority or requires at least five years for its impact to be realized
Relevance	(1) Consistency with the Overall Goal. (2) Consistency with the Project Purposes	2: The project is consistent with the District Development Plan and the Development Plans for the Project area 1: The project is consistent only with the Development Plans for the Project area 0: Others
Impact	(1) Number of the beneficiaries	2: The project has an entire village as its beneficiary 1: The project has a TRK as its beneficiary 0: The project has individual families as its beneficiary
Integration of EVIs to community	(1) Proportion of EVIs among the beneficiaries	2: The project brings direct benefits to EVIs 1: The project brings indirect benefits to EVIs 0: The project offers little benefit to EVIs
Sustainability	(1) Budgetary allocation from the Government of Uganda to the cost of operation and maintenance (2) Operation and maintenance by owners of the projects (community organizations)	2: The project is financially supported by the central government 1: The project is expected to be operated and maintained by a community 0: Others

【Selection of Priority Projects】

- District Development Committee compiles a ranking of high scored projects and select around top 5 projects.
  - The committee discusses concrete contents and the scale of projects according to the budget of local government.

9.4 Guideline for Development Plan Implementation

The flow of implementing development plan is shown as follows.

1. Land Acquisition【P9-12】	・Acquiring lands for implementing projects by making formal consensus with land owners
↓	
2. Formation of Committee and Groups【P9-14】	・Selecting target groups or forming committee such as Water User Committee, PTA etc
↓	
3. Selection of Contractors and Supervision【P9-16】	・Selecting contractors by members of Biding Committee at district level.
↓	
4. Operation and Maintenance of projects【P9-16】	・Establishing a sustainable system of operation and maintenance for projects

1. Land Acquisition

Objective: Agreements with landowners and community will be required for commencement of any construction facilities to avoid land dispute or conflict with community.

The processes of acquiring sites for constructing 1) medium scale of infrastructure such as local government facility, school and health centre and 2) small scale infrastructure such as boreholes are shown below.

< Site acquisition of medium scale infrastructure >

【Sending formal request to land owner】
- CAO requests LCV Chairman to prepare an official letter to the landowner regarding the handover of his land.
- CAO send the letter to sub county chief
- Sub county chief sends the letter to landowner through LCI Chairman.

⇩

【Explanation to landowner】
- For construction of local government facilities, CAO and CDO explain the projects to landowner.
- For construction of schools or health centre, Sub County chief, parish chief and LCI Chairman explains the projects to landowner under the guidance of CAO and CDO.

⇩

【Consensus with landowner】
- CDO, sub county chief and LCI Chairman discuss the size of the land, compensation and presence of graves with landowner and his relatives.
- CDO prepares for an official consensus document including handover of the site and make two copies of the document.
- After consensus building with the landowner, CDO and sub county chief get his signature on two copies of the document. One document is kept by district and another is kept by the landowner.

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【Explanation to community】
- For construction of local government facilities, CAO and CDO mobilize community people and stakeholders and hold a workshop to explain the purpose of the projects.
- For construction of schools or health centre, sub county chief, parish chief and LCI Chairman mobilize community people and stakeholders and hold a workshop to explain the projects to community and stakeholders.

【Registration of acquired site】
- Members of Area Land Committee investigate the site and decide boarders of the site for project.
- Area Land Committee prepares application form to register the site formally and submit it to district.

Points to consider land acquisition 1
・Consensus building: It is necessary to contact and discuss the situation with the landowner and his family before bringing the topic to the community to avoid the situation that the community force him handover of his land to the project.
・Compensation: It is necessary to discuss the amount of compensation with landowner until he is fully satisfied
・Transferring grave: There are many case that bodies are buried under the site. It is important to discuss relocation of the remains and bodies with community people.

< Site acquisition for small scale infrastructure >

【Implementation of Workshops】
- DWO arrange the date of workshop in the village where borehole will be installed by the project through making contact with LCI Chairman and Rwot Kweri.
- DWO explains the project including types of water facilities such as borehole, shallow well and protected spring, merit and demerit of each type to beneficiaries.
- DWO requests the community to decide the type and select three candidate sites.

【Selection of candidate sites】
Under guidance and observation of DWO and LCI Chairman, the community discusses and selects three candidate site for installation of water supply facilities.

【Consensus building with landowner】
- DWO prepares for an official consensus document including handover of the site and make six copies of the document.
- After consensus building with the landowner, DWO get landowners' signature on six copies of the document.

Points to consider land acquisition 2
It is necessary to involve community staffs of local government in process of selecting sites to avoid the situation that person having strong voice in the community will take advantage of selecting the sites

2. Formation of Committee and Groups

Objective: Formation of groups and committee in projects will lead to smooth project implementation, expansion of the areas benefiting from projects, and development of capacity of community.

The processes of formation of farmer's group, Water User Committee: (WUC) and PTA are shown as follow.

< Farmer's Group >

【Investigation of existing farmer's groups】
- DAO discuss the contents of projects and target village with NAADS coordinators.
- Sub county NAADS coordinator and Village Based Facilitators investigate the presence of farmer's groups or people who want to set up new farmer's groups in the target village.

【Implementation of Workshop】
- NAADS coordinator, Village Based Facilitator and LCI Chairman discuss the date of workshop
- NAADS coordinator, Village Based Facilitator and LCI Chairman mobilize people and explain the contents of project to them in target village.

【Formation of farmer's group】
- Under guidance of Village Based Facilitator and LCI Chairman, 1) the community discuses and selects the members of farmer's group and 2) assign a chairman, vice chairman, secretary, accountant etc. from the group members

【Registration of farmer's group to NAADS】
- Under guidance of Village Based Facilitator and LCI Chairman, 1) the farmer's group collect initial contribution fee from group members and 2) prepare for application form to register the group to NAADS
- Village Based Facilitator submits the application form to sub county NAADS coordinator.
- District NAADS coordinator officially registers the group to NAADS association.

【Formulation of bylaw】
- Under guidance of NAADS coordinator and Village Based Facilitator, members of group discuss group activities, constitutions and roles which members have to undertake for the group.
- After the discussion, the members formulate bylaw and share the contents among the members.
- NAADS coordinator copies the original bylaw and submits to DAO.

< WUC >

【Implementation of Workshop】
- DWO arrange the date of workshop in the village where borehole will be installed by the project through making contact with LCI Chairman and Rwot Kweri.
- DWO, sub county chief and LCI Chairman mobilize the beneficiaries and explain the project including necessity of forming Water User committee for sustainable operation and maintenance of water supply facility.

【Formation of WUC】
- Under guidance of sub county chief and LCI Chairman, 1) the community discuses and selects nine members of WUC and 2) assign a chairman, vice chairman, secretary, accountant etc. from the members of WUC.

【Formulation of bylaw】
- Under guidance of sub county chief and LCI chairman, members of WUC discuss constitutions and roles which members have to undertake for operation and maintenance of the water supply facility.
- After the discussion, the members formulate bylaw and share the contents among the beneficiaries.
- Sub county chief copies the original bylaw and submits to DWO.

< PTA >

【Implementation of Workshop】
- DEO arrange the date of workshop in the village where school is located by the project through making contact with LCI Chairman.
- DEO, sub county chief and LCI Chairman mobilize the beneficiaries and explain the project including necessity of forming PTA for sustainable school management.

【Formation of PTA】
- Under guidance of sub county chief and LCI Chairman, 1) the community discuses and selects the members of PTA and 2) assign a chairman, vice chairman, secretary, accountant etc. from the members of PTA.

【Formulation of bylaw】
- Under guidance of sub county chief and LCI chairman, members of PTA discuss constitutions and roles which members have to undertake for operation and maintenance of the school facility.
- After the discussion, the members formulate bylaw and share the contents among the beneficiaries.
- Sub county chief copies the original bylaw and submits to DWO.

Points to consider formulation of committees and groups

・In order to ensure sustainability of projects, it is necessary to let community residents realize that they own the projects by 1) providing sufficient explanation on purposes of the projects to the beneficiaries 2) participate in the community contribution and make them take responsibility to each and every investment done in the group; 3) Preparation of a written by law governing the benefit and responsibility of the group with the participation of the community and all level government officials; and 4) managing group activities with village based facilitators assigned from among the community themselves.

・It is necessary to take into consideration of power balance among the groups and avoid the situation that the group members to be formed from the same family members

3. Selection of Contractors and Supervision

Objective: During the selection of the contractor, experience in similar works, structure of construction management and state of finance shall be thoroughly investigated. In addition, continuous supervision shall be made on the quality of work been conducted at the site.

【Selection of contractors】
- CAO, DP and DE set up Biding Committee and discuss the selection of contractors for projects which require building the facilities.
- District officers such as DAO, DWO, DEO and DHO should join the biding committee when relevant projects to each sector are implemented, and they discuss the selection of sites and make schedule of construction.

【Supervision of construction】

・DE takes charge of supervision of construction

・DE regularly reports the progress and situation of constructing facilities to CAO and CAO intern inform each sector officers about the progress of the project.

Points to consider in selection of contractors
Small scale constructions of staff quarters or construction of roads can be conducted by Gulu based contractors. But many contractors do not have enough budgets and can't manage their works at their full capacity, resulting in delaying or interruption of construction. Therefore, it is important to investigate financial condition and management of budget for selection of contractors (Case Study 7).

Points to consider in labor force for construction
Implementation of a project has to contribute to the improvement of livelihood of community and an increase in temporary employment by involving as much local laborers as possible and procuring construction materials locally. When employing local laborers, special consideration should be given to employment of EVIs.

4. Operation and Maintenance of projects

Objective: For securing sustainability of projects, it is important that community members should take the initiative in implementing operation and maintenance of the projects.

The points to consider operation and maintenance of projects by farmer's group, WUC and PTA are shown as follow.

< Farmer's Group >

- Bylaws of groups should include the following items. The concrete contents are decided after discussion among members.
  1) Roles which each member has to undertake for the group management
  2) Plan of group activities (ex. Kinds and area of cultivating crops in the group fields, selling products which are harvested in the group fields etc.)
  3) Plan of group fund management
  4) Supporting system for households who have EVIs in their family
  5) Punishment for members who are not obeying the bylaw or absent from group activities
- Members should regularly review and discuss the contents of bylaw, and revise them.
- DAO, NAADS coordinator and Village Based Facilitator regularly monitor the group activities, and give advices and instructions to the group members in revising the bylaw.

< WUC >

- According to the manual prepared by the ministry of water and environment improving community water source must fulfill certain requirement and procedure. All development partners and the district shall follow the procedure set by the government during the installation of community water point (Case Study 8).
- The summary of these requirement and procedures set by the government are:
  1) Need assessment in participatory manner;
  2) Application by the community for improved water supply;
  3) Formation of WUC at each water point to be improved;
  4) Contribution towards the cost of construction
  5) Making an O&M plan (including household level sanitation plan)
  6) Getting access to land; and
  7) Preparation of MoU on responsibility of each stakeholder.
- WUC should regularly review and discuss the contents of bylaw, and revise them.
- DWO and LCI Chairmen regularly monitor the activities of WUC and operation and maintenance of water supply facilities, and give advices and instructions to the WUC in revising the bylaw.

The WUC shall have a self-controlling mechanism for the collection of water fee. This mechanism shall be designed by the district (water engineer and CDO) with the involvement of the beneficiaries. A sample of the self-controlling mechanism proposed by this project is shown below (A water user's fee checking card).

In addition to making audit meeting, according to the agreed by law, the above self-controlling mechanism will help the WUC to manage the money being collected from the beneficiaries. Every member of the water user community shall carry a water user fee checking card. They shall pay monthly water fee to the treasurer and get a mark. The caretaker will check the mark on the card that is marked by the treasurer as a sign of payment. This shall be done every first week of the month. During audit meeting the member shall bring their card as a document for auditing. The collected money shall be deposited on the bank account of the WUC once every three month.

First and last page of the card

The inside page of the card

＜PTA＞

- Bylaws of PTA should include the following items. The concrete contents are decided after discussion among members.
  1) Obligation that parents have to send their children to study in school and punishment when the parents don't send their children for schooling.
  2) Supporting system of paying salary for volunteer teachers
  3) Obligation that teachers have to attend all classes and punishment when the teachers miss any classes
  4) Activities of PTA for operation and maintenance of school facilities (ex. Clearing school, preparing school grounds etc.)
  5) System of operation and maintenance for educational materials such as desk, chair, textbook, chalks etc.)
- PTA should regularly review and discuss the contents of bylaw, and revise them.
- DEO and LCI Chairmen regularly monitor the activities of PTA and operation and maintenance of school facilities, and give advices and instructions to the PTA in revising the bylaw.

Chapter 10 Lessons Learned and Recommendations

10.1 Lessons Learned from the Community Profile Survey

In order to grasp the characteristics of the community in Amuru District, Community Profile Survey was conducted. The lesson learnt during this survey is discusses as follows:

- In the target area, socio-economic information such as population is not available in district or sub county offices as the major focus is made on IDP camps alone. To grasp the characteristics of the community at village level, the Study Team focused on the information from Rwot Kweri, the leader of Tee Rwot Kweri (Chapter 2), and summarized the data at LC1 level. This will help improve the efficiency of the survey and grasp the characteristics of the lowest level communities within the District. Most of the Rwot Kweri has full information on the original villages of IDPs who still remain in the camps or transit sites.
- In formulating the development plan, it was proved vital to categorize communities into three villages (villages with sub-county office located within, villages surrounding it, and village located farther from sub county office). IDP camps were generally located in the villages with sub-county offices, where basic infrastructure are relatively available. On the other hand, in the surrounding villages, agricultural production is relatively large, since the community have been commuting from the camp to dig the land-around during insurgency. However, basic infrastructure development is generally low. Furthermore, in remote villages, volume of agricultural production is very low with vast abandoned land during the conflict. In addition, basic infrastructure is totally absent. Therefore, the development plan for these three village types shall be have different approach and goal.
- Some village might exhibit different characteristics to fit in to the above community categorization. In the case of applying this community development model to other area, it is advisable to undertake sample investigation on some villages and TRK or treat exceptional villages in the community categorization as they fit to, accordingly.

10.2 Lessons Learned and Recommendation from Implementation of Urgent Projects

In this urgent pilot project the construction of multi-purpose hall, public service hall and staff quarters are excited in Amuru District and Pabbo Sub County Office. Water supply system is also provided to these facilities. The implementation of these projects was given to local contractors from Kampala and Gulu. The study team supervise the works executed. The specifications of the facilities are stated below:

- Multi-purpose hall : floor area 800m^2; 1 facility.
- Staff quarters at Amuru District and Pabbo Sub County Office : floor area 60m^2; 8 blocks
- Public services hall : floor area 550m^2; 1 facility
- Water supply system : deep well, submersible pumps run by solar power, supply lines, storage tanks and distributing lines, 2 points

The summary of the projects are discussed in Chapter 8 and the following shows lessons learned from the implementation of these projects.

10.2.1 Ability of the Contractors in Gulu

Contractors based in Gulu are generally small-scale companies. Therefore, most of the large-scale construction or those requiring high techniques are executed by large contractors from Kampala. The following shows the characteristics of Gulu based contractors.

- Small-scale construction such as staff quarters or road rehabilitation can be executed by Gulu based contractors. They are mostly cheaper than the contractors from Kampala.
- Although there are several contractors in the Northern Uganda, most of the companies do not have permanent technical staffs. They establish a temporary team of engineers from Gulu, and demolish the team after the completion of the construction. Therefore, many of the technical staffs in Gulu belong to many companies.
- Most of the construction works in the area comes from the international donors as aid assistance to the community.
- The contractors want to exploit profit as much as possible from each project, since there is no particular client who brings the work constantly for long period.
- Most of the construction staffs in Northern Uganda are a graduate of Lira technical college or Makerere University.
- The scope of contractor is dealing with basic works including building road, boreholes, and some engineering works that do not require any sophisticated techniques.
- Most of the companies' turnover is as small as 300 million UGX. Among the contractors surveyed in Gulu, only Ayoro Construction Company has turnover estimated to be about 1.6billion UGX. There are only 4 companies with total sales exceeding 700 million UGX.

10.2.2 Implementing Remarks from the Construction Control

(1) Natural Condition

Mostly there is intensive rainfall in limited area. In this area the access roads are paved with murrum (laterite) with no drainage system. This results in the formation of many potholes on the road which makes them inaccessible. Such roads hinder the transportation of construction materials as per the schedule. Therefore, it is necessary to spare sufficient time for transporting construction materials to the sites during the rainy season.

Strong wind: strong wind equivalent to some 20~30m/s blow in every two or three months irrespective of the seasons. It is therefore necessary to investigate the system of construction management of the company, as it might break the roofs or create damage on people working on the project.

(2) Contractors' Condition

Many contractors do not have sufficient budgets to manage their works at their full capacity. Therefore, some of the construction works were forced to be suspended because of lack of budget before the interim payment is made.

It is often pointed out that local constructors lack sufficient construction management system including procurement of materials, budgeting and manpower schedule.

Considering the high unemployment rate in Northern Uganda, it is rather easy to secure employees. However, employing casual labourer in certain regions and period (e.g. harvesting season which extends from June to July and from September to October) is difficult.

Some contractors do not abide by the technical specification of the contract document and disrespect the quality management; for instance, they reduce the amount of cements or do not put reinforcement bars as required in order to increase their profit. Therefore, conducting supervision on a daily basis is important.

(3) Remarks on the Selection of the Contractors

If the scale of work executed is small, the possibility of getting work done by local contractors is possible; however, the risk of controlling the construction will be high. There are no contractors eligible to construct large facilities as big as the current staff quarters in Amuru and Pabbo. Even some of the large scale contractors coming from Kampala are found to face in the problem of financial management. For instance, the construction of

public service hall in Pabbo sub-county were confronted with the difficulty of smooth progress of work due to lack of sufficient budget, despite the relative scale of the contractors based in Kampala.

Some of the bidding documents submitted by some contractors might often include forged documents. Therefore, prior examination should be carefully conducted by reviewing bank statement and financial report and checking the previous performance of the contractor through cross-checking work and contacting the former client.

Time frame of the construction of the projects is relatively limited and the delay of construction should be minimized. It is foremost essential not to select contractors suffering from the poor financial management system. In most cases, contractors confront with bad budget management through siphoning the initial payment to different purpose. This will result in lack of finance for procurement of construction material on time or made payment for casual labourer properly. Consequently, the construction was extensively delayed or stopped as was the case of Lot 2 in this project. If clients could have paid in a flexible manner, some of the payment problem would have been solved. Therefore, clients are also required to be positive in flexible payment, such as subdividing payment or direct cash payment instead of bank transfer (some of the contractors have debt at bank and cash flow is frozen or reduced by the bank.)

It should be noted that local contractors often face on shortage of administrative fund, even if they are considered as eligible constructors. Monthly piecework payment rather than partial payment can prevents delay of the construction work.

10.3 Lesson Learned from Pilot Project Implementation and Monitoring

It is inevitable to encourage community participation starting from planning stage in order to assure the sustainability of the facilities and the system established during the project. Since IDPs are used to humanitarian assistances for long time, extracting the exact needs of the community sometimes is found difficult. Therefore, defining the community needs and creation of ownership of the project are essential part of the project for sustainability of the project. These issues are explained in detail as follow:

10.3.1 Extraction of the Exact Needs of the Community

During the establishment of community development plans, extracting community needs is essential part of the process. The challenges related to the determination of community needs are discussed as follow.

(1) Participation in the Workshops

During the collection of information and community need assessment, workshops were held at each project sites. Initially, the mobilization for the workshop was made by the Rwot Kweri, however limited number of people such as those who are neighbours of the Rwot Kweri and those who have a bicycle could attend the workshop, because the settlement pattern in most TRK is scattered and it was very difficult to make all people know the workshop within short time. The Study Team tried to inform the date of workshop to all people in TRK in advance. Generally, it is very important that as many people as possible shall attend the workshops and have vibrant discussion during community need assessment.

(2) Promotion of Self-reliance of People

Due to dependency syndrome developed during the long-term humanitarian assistance in IDP camp, the community are always expecting all kinds of support to come from external assistance. Most of the needs raised by the community revolve around household support than community needs. It is important to create a sense of independence by identifying things that can be fulfilled by the community themselves and that are beyond the community.

In addition, special support provided to EVIs by aid organizations and NGOs gave wrong impression towards EVIs. This provokes a feeling of unfairness due to excessive support or special attention to EVIs. The Study Team found that everybody want to be registered as EVI. In assessing the actual needs of EVIs, it might be important to redefine EVI amd identify EVIs who are really disadvantaged in the community based on the field survey and important to define necessary assistances based on the actual conditions.

(3) Community Resources

It is often pointed out that people complain over lack of the basic infrastructure and household materials, when the facilitator asked them on their needs and challenges they face. It is essential to grasp the community needs after understanding the existing community resources and its characteristics. During the workshop, the community were asked to create resource map including the information on basic infrastructure condition, community resources, and land use. Based on the information, they discussed the strength and weakness of the communities. Furthermore, the community was requested to identify the challenges and threats of the community, dividing them into ones manageable by the communities and one which are above their capacity. These activities proved to be efficient in order to let community recognize community's distinctive resources.

10.3.2 Acquisition of the Ownership

This study revealed that the function of local government was extremely vulnerable. There is no minimum office environment to operate with in giving service to the community. Lack of the facilities such as offices, hall and equipments are common in many sub county office. The local government officials have difficulty not only in communing but also in regular field inspection both because of bad road condition and of lack of means of transportation. Furthermore, after the division of districts, most of the local government officials hold several positions, since sufficient numbers of local government officers are not assigned. Therefore, most of the officials do not have the opportunities to grasp the current situation of community and hence have no sense of ownership of the project.

On the other hand, in order to build the ownership of the project and assist in promotion of self-reliance of community, it is foremost important to let the community participate in planning, decision making, project implementing and O&M of the project. Especially, since the communities are accustomed to humanitarian assistance and there is no coordinated system for reconstruction of the capacity of the community, it is advisable to consider the following remarks in promoting ownership of the project.

- Objective of the project should be explained repeatedly to the beneficiaries
- A person from with the community shall be assigned as facilitator to group activities.
- The rights and responsibility of the community toward any interventions should be determined through continuous discussion with the community.
- The need for community contribution for operation and maintenance should be explained thoroughly. The community shall be advised to formulate bylaw by which all the beneficiaries have clear responsibility that they have to abide by.

10.3.3 The Capacity of Local Administrative Officers

Due to the subdivision of former Amuru District in to two districts, staff reshuffling makes it difficult to keep the staffs who were involved in the entire planning process of the development plan. The capacities of the district administrative officer become thin. An expert would be assigned to hold many position and responsibility which makes the effectiveness of the administrative system weak. On the other hand, although OPM (under PRDP) and Ministry of Local Government provide various aid assistances to Acholi sub region, local administrative officers generally face the following problems:

- Line ministries, including the Ministry of Finance, Planning and Economic Development, dispatch responsible officers for capacity development of local

government officials on the budget process. However, in post-conflict area, few budget requests are made due to chronicle malfunction of administration, lack of experts and lack of basic governmental infrastructure such as office facilities and means of transport.

- District development planning is prepared based on the bottom-up approach. The needs of community and parishes are compiled at sub-county level before reaching the district. In this process, the district is responsible for extracting and analyzing the needs in preparing the district development plan. However, in most cases information collected at the sub-county level has not been steered into the district level, because of the poor way of information collection skill and system at sub county level.

10.4 Recommendations for the Implementation of Community Development in the Post-conflict Area

This study was conducted for the formulation of community development plan in reconstruction the community for post-conflict area. It was aimed at promoting return and resettlement of IDP in the transitional phase from humanitarian assistance to post-conflict peace-building assistance. The Study Team organized challenges distinctive in the post-conflict area. The followings are challenges and lessons learned in this project.

10.4.1 Development Planning Responding to the Return Status

Initially, it was expected that this project will promote return and resettlement of IDP through eliminating hindering factors for resettlement, as they had been different in each of the original villages. Yet, in reality, hindering factors varied from lack of construction material for their houses to existence of remains of body including lack of infrastructure in the original villages, land problem, existence of wild animals etc. It was proved that some of the factors are intricately related, preventing them from returning to their original villages. However, despite these hindrances, IDP still returns to their original village, extensively.

At the end of 2009 and the beginning of 2010 the return process was accelerated, which augmented the return rate from 40% to 80% in the target area. In the mean time, all camps in Amuru district was officially closed by July, 2010. Generally, all IDPs were inclined to move out of the camps after the official closure since humanitarian support was terminated afterward. However, since most of the IDP camps are located at the trading centre with many public facilities, there are many people who continue to live in the area after the closure. As it was

discussed in Chapter 2, due to the fact that the area provides good access to social infrastructure and small-business opportunities, few people have decided to remain in the former IDP camps and purchase land in the vicinity for a living. On the other hand, there are few people who cannot return to their original villages; most of them are EVIs who do not have family or relatives who can support them or who are unable to get land.

Therefore, it is important to prepare development plan which offer appropriate support to meet the needs of the people, since the hindering factor for return to the original villages varies among IDPs. Besides, parallel to the support made in the original return sites, it is essential to include a plan to develop the former IDP camp as business centre (town) in order to support IDPs who wanted or forced to remain in the camp.

10.4.2 Land Problem

Land problem is one of the biggest issues in the original villages, since the land had been abandoned for a long period of time during insurgency. The major cause of land problem is: 1) the increase in the number of ownership caused by the swelling of family size during the prolonged conflict and 2) the lack of clear information on the ownership of the land which was supposed to be provided by older generation who perish at the camps or in the insurgency. Some communities also attempt to grab larger farm land, since all the livestock animals were lost during the insurgency and thereby that income sources are limited. At the same time, intensive land sensitization made by development partner and introduction of investors to the area largely inflate land price, which intensifies hostility among the community and relatives.

During the implementation of community development project, there is a need for thorough investigation on the situation of land owner and existence of land problems in the project area in order to prevent the hostility among the community.

10.4.3 Respect for Traditional Customs

In Acholi tradition a deceased family member must be buried in his clan land around the family house. During the insurgency period most of the people were forced to bury ones lost family member inside the over-crowded camp, mostly in front of their house. During the implementation of Urgent Pilot Project, it was recognized that many bodies were buried in Pabbo IDP camp where the construction site of the project is proposed. During the relocation of the IDPs from the camp site to their original villages the community must exhume the remains and rebury at their original village so that they have peace of mind at their village. The activity is performed with traditional ceremony that requires some cost. Despite the effort made by other donor agencies for the community to cover the cost individually, it was

found impossible for the community to cover the cost. In this project, therefore, the Study team prepare the necessary goat and sheep for the conduction of traditional customs by traditional leaders. This intervention help the community to exhume and take the remains back to their home with peace of mind. This kind of support serve as expressing the respect of JICA study team towards the tradition of Acholi people and eventually promote a good trust relationship between JICA and the communities.

Therefore, in post-conflict area, where development interventions are chiefly implemented by outside donors it is advisable that the project shall be executed with careful consideration of local traditional customs and work with the local governments staffs.

10.4.4 Strengthening of Communal System

The interviews made with local people revealed that many of them felt relationship between their relatives or their neighbours had been deteriorated after the insurgency. The reasons behind this, they explained, were traumas out of the experiences of conflict, land issues and difference of religions. However, all cases were negatively affected by conflict and this appeared to cause the dilution of complementary spirits. This is considered to be a big obstacle for revitalizing the interaction of the communities as a whole. In the community development project, it is important to enhance prosperity of entire community by enhancing group activities with the involvement of elders and traditional leaders in order to strengthen the communal system of the community.

10.4.5 Consideration of EVI and Former Child Soldiers

In the post-conflict area, EVI and former child soldiers should be carefully taken care of to avoid isolation from the community. The Study Team conducted survey on the extent of inclusion of EVI and former child soldiers within the society and their social position both in camps and in the original villages. In IDP camps, there are some EVIs who could not return to their original villages because of the lack of support from their family members and relatives. As a measure for promoting resettlement of IDP, it is vital for development partners to provide immediate support for EVIs in the short term. Meanwhile, the communities shall be encouraged to involve EVI in activities within the communities in the middle and long run. Therefore, it is essential to make plan and implement projects on awareness creation and sensitization of the community parallel with the implementation of social infrastructure.

In the mean time, in the original villages, the Study Team observed that EVIs and former child soldiers are supported by families and relatives and they are not alienated from the

communities. It is important to recognize them as community members and integrating them into the community through group activities.

Considering the remarks distinctive in the post-conflict area, assistance for creation of the community through strengthening of traditional communal system and promoting self-reliance of the people can contribute to the income generation and improvement of livelihood of the community.

10.5 Suggestions for Rolling Over of the Development Plan to Acholi Region

In Amuru district, the Study Team attempted to elaborate development plan through community categorization based on the characteristics extracted from community profile, and through setting development scenarios for each sectors in line with visions of the categories. At the same time, the team formulated guideline which covers challenges, remarks and suggestion during planning with a view of rolling over this development plan to other districts of Acholi sub region. There are challenges remaining as to how the model shall be extended to other districts, referring to the guideline created for Amuru district. The followings are points to be noted with regards to the implementation structure between central government and district administration and that of local administration and communities respectively.

10.5.1 Collaboration of Central Government and District Administration

OPM, MoLG and some line ministries are considered as executing ministries in formulating the development model. OPM is implementing the Peace Recovery Development Plan for Northern Uganda (PRDP). It pledges 607 million USD for implementation and monitoring of the plan. On the other hand, MoLG is responsible for coordinating local governments of each districts, providing advises on development planning and monitoring of activities executed by local governments. Sector ministries grasp the progress of policy implementation by local governments and provide technical assistances for each sector.

This Study initially set OPM as a principal executing agency in terms of implementing post-conflict peace-building assistances. It was revealed through this investigation that coordination of MoLG, the leading ministry of budget allocation and assistance for district development planning, and other line ministries is important. This idea can be supported by the shift in the objective of this Study focusing from promotion of return of IDP towards advancement of community development parallel with the advancement of return. However, this Study could not clarify the structure of budget implementation or coordination system of line ministries and the districts. Therefore it is of importance to investigate the coordination

structure of MoLG and district local governments of each sector ministries and relationship between OPM and MoLG.

10.5.2 Collaboration among Local Governments

Collaboration of districts, villages and communities are indispensable in elaborating development plan. Information on community needs and village boundaries and resource maps required for community categorization are collected by Rwot Kweri and village leaders under management of parish/sub-county officers. Information collected from them is steered into the Sub-county Development Committee, and subsequently to the District Development Committee. On the other hand, village level associations and committees are principally responsible for organizing community profile data under the instruction of responsible officer from each sector at district level. Finally, District Development Committee is in charge of elaborating development model and development plan, based on the collected and organized information (including community categorization, set up of development scenario and proposal of projects). In the current situation, district officers are not likely to make assessment on community needs and current situation, due to the fact that Sub-county Development Committee and District Development Committee are hardly functioning. This eventually results in formulating development plan which do not reflect the community need sufficiently. It is therefore important to upgrade the capacity of local government officials in information-gathering and organizing skills. It is also important to institutionalize bottom-up information gathering system and develop information organizing skill of local government officials.

10.6 Future Aid Policies

Based on the results of this Study, the Study Team shall propose 1) the technical transfer on the creation harmonized communities, and 2) grant aid for efficient achievement of the output of the proposed project in order to provide favourable living environment to the people of Acholi sub region.

10.6.1 Proposed Technical Assistance Projects

This study elaborates the community development plan of Lulyango village and Pabbo sub-county in terms of promoting resettlement of returnees. In this community development

plan, the target year is set as 2015. The plan is designed to implement the first stage projects in five sectors (i.e. production and income generation, water supply, education, health, and livelihood sectors), and to advance to the development projects set at 2030.

In order to roll over this Plan to Acholi region, the Study Team propose technical assistance project for the counterparts in seven districts (Gulu, Amuru, Nwoya, Kitgum, Pader, Agago, and Lamwo) in view of improving planning capacity.

As elaborated in chapter 10, section 10.5.2, the following issues are identified as challenges in extending the development plan; 1) District Planning Committee and Sub-county Planning Committee, the implementing bodies in development planning, is not functioning with its full capacity; 2) bottom-up information collecting system has not been established; and 3) capacity gap among local administrative officers have been recognized among each district. Therefore, the proposed project shall offer strengthening of District Development Committee (DDC) and Sub-county Development Committee (SDC) and technical transfer of the planning process from analysis stage to development planning and implementation. The development model shall be utilized in close cooperation with OPM, the executing body of the project and MoLG. During implementation of the activities, as part of the training, counterparts within/outside the district, including Amuru/Nwoya DDC, are assembled together to demonstrate the piloted projects. Also, OPM and MoLG shall be the principal executing bodies for smooth and efficient execution of the development model. They shall analyze and evaluate the current status and executing capacity of the counterparts and prioritize their need accordingly.

- Capacity building for project management of PRDP to officers from OPM and MoLG offices
- Strengthening capacity for planning and project implementation of districts (the key actors in the implementation of community development plan), sub-counties, parishes, and community leaders
- Promotion of resettlement of people in Acholi sub region

10.6.2 Proposed Grant Aid Project

In order to improve the speed and efficiency of development in the area, the Study Team proposes grant aid project parallel with the technical assistance. The team considers water supply sector project as appropriate grant aid project in town-type villages. The project shall install water supply system including boreholes, solar-powered pipe water system provided with reservoir tank and public tap stands. The project also implements soft component, such as establishment of O&M system. It should be noted that Acholi sub region is the worst in basic social infrastructure in the country therefore provision of rural water supply system and upgrading of community-school is urgently required.

Appendix

MINUTES OF MEETING
BETWEEN
AMURU DISTRICT
AND
JICA PROJECT TEAM
FOR
PROJECT FOR COMMUNITY DEVELOPMENT FOR PROMOTING RETURN AND RESSETTLEMENT OF IDP IN NORTHERN UGANDA
ON
PROGRESS REPORT

In line with the Scope of Work of Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda (hereinafter referred to as "the Community Development Project or the Project"), the Project Team has submitted the Progress Report to Amuru District.

After thorough discussion among stakeholders, both Amuru District and the Project Team agreed to the matters referred to in the document attached hereto.

November 23, 2009

Mr. Okot Samuel
Chief Administrative Officer
Amuru District

Mr. Mototaka NISHI
Deputy Team Leader/Community Development
JICA Project Team

MINUTES OF MEETING
ON
PROGRESS REPORT
FOR
PROJECT FOR COMMUNITY DEVELOPMENT FOR PROMOTING RETURN AND RESETTLEMENT OF IDP IN NORTHERN UGANDA

In line with the Scope of Work of Project for Community Development Project, Japan International Cooperation Agency (JICA) has dispatched the Project Team headed by Dr. Akira IWAMOTO to Northern Uganda in the middle of August 2009, for the commencement of the Community Development Project.

The Project Team has prepared and submitted the Progress Report (P/R) of the Project to the Office of the Prime Minister (OPM): responsible agency; Amuru District: the counterpart agency; and to other stakeholders. The stakeholder meeting for discussion on the Progress Report of the Community Development Project was conducted on November 23 2009. The contents of P/R were discussed among stakeholders in the presence of representatives of JICA Gulu office. The list of stakeholder participants is shown in ANNEX-1.

As the result of a series of discussions conducted among the stakeholder participants, Uganda side and Japan side have agreed on the following issues.

1. Acceptance of the P/R

The stakeholders have agreed, in principle, on the contents of the P/R including the following items;

- Basic approach of the project
- Pilot project to be implemented in Lulyango and Pabbo

2. Basic approach of the project

Common understanding is made among stakeholders that the basic approach of the project includes;

- Community profiling
- Identification of hindering factor of return and resettlement
- Extraction of promoting factor from the hindering factors
- Aggregating the promoting factors into program and project
- Implementation of pilot project in Lulyango and Pabbo sub-county
- Formulation of community development plan

3. Project to be implemented

1) Urgent Pilot Project

a) Amuru District (LC V).

It was agreed that one multi-purpose hall and eight staff quarters will be implemented as urgent pilot project in headquarter of Amuru district. The concern regarding the number of staff quarter was raised. However, the stakeholders agreed that there will be additional staff quarters under construction by NUTI (Northern Uganda Transitional Institute). In addition, the government is giving this staffs housing allowance to solve the problem.

Regarding the land issue, it was agreed that the owner of the land for the pilot project in Amuru district headquarter will be compensated before the 15th day of December 2009.

b) Pabbo sub-county (LC III)

Understanding was made that public service hall and staff quarters will be implemented in Pabbo sub-county. The stakeholders agreed that the issue of land shall be completed before the 15th of December 2009.

2) Pilot Projects

It was agreed that the pilot project will have four program formulated from the aggregation of promoting factors. Such as Administration Program, Public Service Program, Income Generation Program and Livelihood Improvement Program. These programs will be implemented in Lulyango village and Pabbo sub-county.

4. Other issues

✓ Income Generation Project

Regarding income generation project, agreement was made on the support of oxen plough to be provided to a farmers group that has the most aggressive group's work.

✓ Overlapping of activities

To avoid overlapping of activities, it was recommended that JICA will work in close collaboration with the District Disasters Management Committee (DDMC) who holds meeting on a monthly basis to co-ordinate activities of all Non Government Organizations (NGOs).

✓ Project area selection

Understanding was made that Pabbo sub-county and Lulyango village are considered as an entry points of JICA cooperation to Northern Uganda. It is in these areas that the pilot project is going to be implemented. From this pilot project, a community development plan for the entire 114 villages in Amuru district will be formulated. The project will be extended to the entire sub-counties in Amuru district

✓ Alteration of suitable word.

The word "lack of" in the report was agreed to be replace by inadequate because lack of mean there is nothing in the area while they exist but are insufficient.

✓ Sustainability of the project

Regarding the sustainability of the project, securing of sustainability was one of the selection criteria used. In addition, it was agreed that the project will establish management committee for each project activity.

ANNEX-1 The List of Stakeholder Participants

【Central Government】

Mr. Lazarus Ochira	OPM National Coordinator

【Amuru District】

Mr. Okot Samuel	Chief Administrative Officer
Mr. Opoka Michael James	Financial Secretary
Mr, Okello Louis P'Abur	District Engineer
Mr. Okwonga Francis	Attiak Sub-county Chief
Mr. Oluba Ben	Pabbo Sub-county Chief
Mr. Komakech Walter	Amuru Sub-county Chief
Mr. Okongo Ben Ajabi	Purongo Sub-county Chief
Ms. Acirocan Fancy	Lamogi Sub-county Chief
Mr. Aoo-Con Apoli	Koch Goma Sub-county Chief
Mr. Atwom Denis Opio	Alero Sub-county Chief
Mr.Ochen Christopher	Anaka Sub-county Chief

【Gulu District】

Mr. Charles Uma	Chief Administrative Officer
Mr. Owor Patrick	District Engineer

【Pader District】

Mr. Okior Thomas	Community Development Officer

【JICA Gulu Office】

Mr. Toshio HIRAI	Team Leader
Ms. Megumi UEDA	Community Development

【JICA Community Development Project Team in Northern Uganda】

Mr. Mototaka NISHI	Deputy Leader/Community Development Planning
Mr. Izaburo TAKEMOTO	Community Infrastructure Planner (Social Service)
Mr. Shingo UENO	Construction Supervision/Cost Estimation Expert
Dr. ShemsuKemal ANDETA	Community Infrastructure Planning (Water Supply)
Mr. Hiroaki YOSHIMURA	Pilot Project Planning/Management Expert
Dr. Mayu AIZAWA	Social Survey/Conflict Prevention
Ms. Kaoru FUJINO	Pilot Project Planning/Management Expert

【Other Participants】

Mr. Troms Husbe	UNDP Project Manager
Mr. Ben Komakech	Journalist

MINUTES OF MEETING
BETWEEN
AMURU DISTRICT
AND
JICA PROJECT TEAM
FOR
PROJECT FOR COMMUNITY DEVELOPMENT FOR PROMOTING RETURN AND RESSETTLEMENT OF IDP IN NORTHERN UGANDA
ON
INTERIM REPORT

In line with the Scope of Work of Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda (hereinafter referred to as "the Community Development Project or the Project"), the Project Team has submitted the Interim Report to Amuru District.

After thorough discussion among stakeholders, both Amuru District and the Project Team agreed to the matters referred to in the document attached hereto.

March 25, 2010

Mr. Okot Samuel
Chief Administrative Officer
Amuru District

Mr. Mototaka NISHI
Deputy Team Leader/Community Development
JICA Project Team

MINUTES OF MEETING
ON
INTERIM REPORT
FOR
PROJECT FOR COMMUNITY DEVELOPMENT FOR PROMOTING RETURN AND RESETTLEMENT OF IDP IN NORTHERN UGANDA

In line with the Scope of Work of Project for Community Development Project, Japan International Cooperation Agency (JICA) has dispatched the Project Team headed by Dr. Akira IWAMOTO to Northern Uganda in the middle of August 2009, for the commencement of the Community Development Project.

The Project Team has prepared and submitted the Interim Report (It/R) of the Project to the Office of the Prime Minister (OPM): responsible agency; Amuru District: the counterpart agency; and to other stakeholders. The stakeholder meeting for discussion on the Interim Report of the Community Development Project was conducted on March 25 2010. The contents of It/R were discussed among stakeholders in the presence of representatives of JICA Gulu office. The list of stakeholder participants is shown in ANNEX-1.

As the result of a series of discussions conducted among the stakeholder participants, Uganda side and Japan side have agreed on the following issues.

1. Acceptance of the It/R

The stakeholders have agreed, in principle, on the contents of the It/R including the following items;

- Clasiffication of Community
- Community Development Visions
- Development Goals for Government Administration, Town Development Model, Sub Town Development Model and Rural Development Model
- Development Program and Project at each Classification Model
- Selection Criteria for and Selected Priority Project at each Classification Model
- Formulation and Implementation of Pilot Project
- Candidate for Future Project

2. Other issues

✓ Importance of Evaluation

Stakeholders advised that the "monitoring implementation Project" proposed under the "Government Administration Development Program" shall include "Evaluation" because any project which is monitored but not evaluated runs at a risk. JICA Project Team has agreed and made the adjustment.

✓ Coordination and Harmonization between JICA and Stakeholders

There is great need for JICA to coordinate and harmonize the activities by JICA with the Office of Prime Minster and other development partners to avoid project overlapping, such as UXO removal project, or Area cleansing project.. JICA Project Team explained that there will be no repetition of the same project. Such project will be implemented with the collaboration of the concerned partners

✓ High Quality Works

The Ugandan sides requested JICA to perform quality works on roads, bridges and building in all projects to be implemented since the country is facing a lot of bridge wash-outs due to unforeseen rains. JICA Gulu office has agreed on the issue and will try to follow the country's code of design and construction.

✓ Estimated Population

At present the accurate population of the displaced people can not be estimated since some of the populations are still moving from neighboring district of Mashindi and Nebbi to Amuru. JICA Project Team understands such situation.

✓ Reflect to Amuru District Development Plan

The CAO of Amuru District commended JICA for support to the district. He informed the participants that the district officials will have a meeting and intend to use and incorporate the development plan prepared by JICA Project Team in the District Development Plan.

✓ Transparent Approach

The CAO of Amuru District thanked JICA for their transparent approach in executing programs in Amuru District and requested other NGOs to follow the same approach.

✓ Date Base Pilot Project

Some partners request JICA's plan for successful database project since many NGO tried database project in Uganda and all failed. The Ugandan side strongly disagrees with such assessment and blame the NGO's for not working with the cooperation of local government. JICA project team explains that database project is not necessarily means the use of sophisticated computer technology. It is simply the preparation of different valuable map that the sub-county lacks which will be used for the formulation of development plan by sub-county officers. This pilot project will be implemented to enforce the capacity building of the sub-county.

ANNEX-1 The List of Stakeholder Participants

【Central Government】

Mr. Lazarus Ochira	OPM National Coordinator

【Amuru District】

Mr. Okot Samuel	Chief Administrative Officer
Mr. Lungajul Justine	Vice Chairman of Amuru LCV
Mr. Okello Louis P'Abur	District Engineer
Mr. Opoka Michael	District Community Development Officer
Mr. Komakech Michael	Lamogi Sub-county Chief
Mr. Okongo Ben Ajabi	Purongo Sub-county Chief
Mr. Owona Walter	Pabbo Sub-county CDO
Mr. Ochola Charles Oloya	Pabbo Sub-county Pogo Parish Chief
Mr. Ojera Christopher	LC III Pabbo Sub-county
Mr.Akena Moses	Pabbo Sub-county Pabbo Kal Parish Chief

【Gulu District】

Mr. Ojera Angelo	For Planner of Gulu District
Mr. Christine Aoyo	Grant Manager of Gulu District

【Kitgum District】

Mr. Omoya Bezy Peter	Chief Administrative Officer
Mr. Ocana Geoffrey	District CDO
Mr. S. Omony Lakwo Nyero	For CAO
Mr. Ocot George P Adonga	For District CDO

【Lamwo District】

Mr. Onywaronga Albon	District Planner

【JICA Gulu Office】

Mr. Toshio HIRAI	Program Manager
Ms. Megumi UEDA	Gulu Office

【Development Partners】

Mr. Sarah Olwe Otuku	UNOCHA, National Office
Ms. Amanda Willet	NUTI, Chief of Party
Mr. Mike Sarco	NUDIL, DCOE
Ms. Jeane Briggs	USAID, North Uganda
Ms. Akello Carolyn	UNHCR
Mr. Opira John	NRC
Mr. James Jokene	USAID, LEAD
Ms. Everlyn Achan	Community & Government Legion

【JICA Road Network Study Team in Northern Uganda】

Dr. Hideki YONEYAMA	Team Leader
Mr. Hiroyuki MORIMOTO	Expert

【JICA Community Development Project Team in Northern Uganda】

Mr. Mototaka NISHI	Deputy Leader/Community Development Planning
Mr. Fusashige SATO	Agricultural Development Expert
Mr. Isaburo TAKEMOTO	Community Infrastructure Planner (Social Service)
Mr. Shingo UENO	Construction Supervision/Cost Estimation Expert
Dr. Shemsu Kemal ANDETA	Community Infrastructure Planning (Water Supply)
Ms. Sachiko KONDO	Income Generation / Livelihood Improvement Expert
Dr. Mayu AIZAWA	Social Survey/Conflict Prevention
Ms. Yumiko KATAYAMA	Pilot Project Planning/Management Expert

MINUTES OF MEETING
BETWEEN
AMURU DISTRICT AND NUWOYA DISTRICT
AND
JICA PROJECT TEAM
FOR
PROJECT FOR COMMUNITY DEVELOPMENT FOR PROMOTING RETURN AND RESETLEMENT OF IDP IN NORTHERN UGANDA
ON
DRAFT FINAL REPORT

In line with the Scope of Work of Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda (hereinafter referred to as "the Community Development Project or the Project"), the Project Team has submitted the Draft Final Report to Amuru District and Nwoya District.

After thorough discussion among stakeholders, both Amuru District and Nwoya District, and the Project Team agreed to the matters referred to in the document attached hereto.

December 15, 2010

Mr. Okot Samuel **Chief Administrative Officer** **Amuru District**	**Mr. Katotoroma John** **Chief Administrative Officer** **Nwoya District**	**Dr. Akira IWAMOTO** **Team Leader** **JICA Project Team**

MINUTES OF MEETING
ON
DRAFT FINAL REPORT
FOR
PROJECT FOR COMMUNITY DEVELOPMENT FOR PROMOTING RETURN AND RESETLEMENT OF IDP IN NORTHERN UGANDA

With regard to the scope of work for Community Development Project, Japan International Cooperation Agency (JICA) has dispatched the project team headed by Dr. Akira IWAMOTO to Northern Uganda in the middle of August 2009 for the commencement of the Community Development Project.

The Project Team has prepared and submitted the Draft Final Report of the Project to the Office of the Prime Minister (OPM); responsible agency, Amuru District and Nwoya District: the counterpart agency; and to other stakeholders. The stakeholder meeting for discussion on the Draft Final Report of the Community Development Project was conducted on the 9th December 2010. The contents of the Draft Final Report were discussed among the responsible officers and various districts officials in the present of JICA representative Uganda. The list of the participants is shown in ANNEX-1

As a result of series of discussions conducted among the participants, Uganda side and Japan side have agreed on the following issues.

1. Issues that were raised during the presentation;

(1) Community Involvement

The participants were impressed with the various development models developed and appreciated JICA for the effort. The officer from the office of the OPM advised JICA to continue involving the community in the project implementation. Strong relationship between the district, the sub-county and JICA was encouraged.

(2) Practicality

The participants advised JICA to develop a mechanism for transforming the community development model into a practical model.

(3) Poverty Level

The representative from the OPM explained that about 70% of the people still live in poverty. The participants discussed that the high percentage of the people living

in poverty is the one that affect the revenue collection and the sustainability plan for any development.

(4) Technical Transfer

The participants requested JICA for technical transfer on formulation of community development plan to the district planner and community development officer as they are the responsible expert in the district planning.

(5) Reflection on Comments

The Leader of Study Team explained that report will be modified based on comments made during presentation and submitted to stakeholders.

(6) Conclusion

In conclusion, the Principle Development Officer from the OPM advised JICA for continuous involvement of all the stakeholders at all level of project implementation for the success of the project. He added that all the issues raised in this meeting shall be discussed at a later stage from the Office of the Prime Minister for improvement.

2. Acceptance of the Draft Final Report

The stakeholders have received Draft Final Report and agreed that they will mention some comments on the Draft Final Report.

ANNEX-1 The List of Stakeholder Participants

OPM	
Mr. Mwenyi Devis	Principal Development Officer
Mr. Maxwell Kamanyire	PO of Monitoring and Coordination
MLG	
Ms. Gloria Mwenge	Senior Administrative Officer
Amuru District	
Mr. Oyo Samson Ayonic	Planning Officer
Mr. Okello John Bosco	CDO
Mr. Luwita Raymond	Engineer
Dr. Odong Partrick Olwedo	DHO
Mr. Ben Okwakmoi	DEO
Mr. John Opio	Amuru District Information Officer
Sub-county Chief of Amuru	
Mr. Komakech Micheal Comboni	S/C Pabbo
Mr. Oluba Ben	S/C Amuru
Mr. Komakech Walter	S/C Lamogi
Mr. Pacuto Colins	S/C Attiak
Sub-county CDOs of Amuru District	
Mr. Kisembo Mathias	CDO Pabbo
Ms. Aciro Stella	CDO Amuru
Ms. Acirocan Fancy	CDO Lamogi
Mr. Odong William	CDO Attiak
Sub-county Chief of Amuru	
Mr. Aoo-con Apoli	S/C Koch Goma
Mr. Atwom Denis Opio	S/C Alero
Mr. Ben Ajabi	S/C Purongo
Mr. Axuma Geoffery	S/C Anaka
Parish Chief	
Ms. Ajok Lillian	Pabbo Sub-county Palwong Parish Chief
Mr. Akena Moses	Pabbo Sub-county Labala Parish Chief
Mr. Opoka Francis	Pabbo Sub-county Parubanga Parish Chief

Mr. Nyerere Gabriel Ikare	Pabbo Sub-county Kal Parish Chief
Mr. Toyaka James	Pabbo Sub-county Gaya Parish Chief
Mr. Onen James	For DHO Nwoya
Mr. Ochola Charles Oloya	Pabbo Sub-county Pogo Parish Chief
Mr. Okello Walter Atube	Amuru Sub-county Pagak Parish Chief

Nwoya District

Mr. Katotoroma John	CAO
Mr. Opira Francis	Planning Officer
Mr. Opoka Michael James	CDO
Mr. Irwenyo Richard	DEO

Sub-county CDOs of Nwoya District

Ms. Alimo Esther	CDO Koch Goma
Mr. Owona Walter	CDO Alero
Mr. Odokonyero Geoffery	CDO Purongo
Mr. Loum Alfred	CDO Anaka

Kitgum District

Mr. Okaka Geoffrey	CAO
Mr. Oola Eugene	Planning Officer
Ms. Otto Lucy	CDO

Pader District

Mr. Otai Charles	CAO
Ms. Amony Catherine	Planning Officer
Ms. Amito Lucy	CDO Gender & Culture of Pader

Gulu District

Mr. Kiganda Abdallah Musobya	CAO
Mr. Otim Chris Nokrach	Planning Officer
Mr. Oruut Jimmy	CDO

Agago District

Mr. Tiva Mark	CAO
Mr. Lakony Lino	Planning Officer
Mr. Oola Francis	CDO

Lamwo District

Mr. Ongywaronga Albone	Planning Officer
Mr. Ochan Jakeo	CDO

Arua District

Mr. Ogenrwoth Vasco Sammy	CAO
Mr. Shaphan Andeku	Planning Officer
Mr. Tolea Franco	CDO

Otuke District

Mr. Kwizera Alex	CAO
Mr. Aluk Julius Bua	Planning Officer
Mr. Ocen Sylvester	CDO

Adjumani District

Mr. Olley Ben	Planning Officer
Mr. Komakech Oluba	CDO

Moroto District

Mr. Ouma Stephen	CAO
Mr. Opio Pollar	Planning Officer
Ms. Lolem Magret	CDO

Gulu Municipal

Mr. Rukiika Augustine Bujara	Twon Clerk
Mr. Labeja Boniface	Planning Officer
Mr. Onyango Richard	CDO

JICA

Mr. Seki Tetsuo	Chief Representative of JICA Uganda Office
Mr. Hirokazu Takano	Gulu Office

Development Partners

Ms. Filder Sharon Odong	ARC
Mr. Tommy Odida	ACTED

JICA Study Team

Dr. Akira Iwamoto	Team Leader of Study team
Mr. Fusashige Sato	Member of Study Team
Dr. Shemsu Kemal Andeta	Member of Study Team
Dr. Mayu Aizawa	Member of Study Team
Ms. Yumiko Katayama	Member of Study Team
Ms. Midori Honda	NTC International