

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

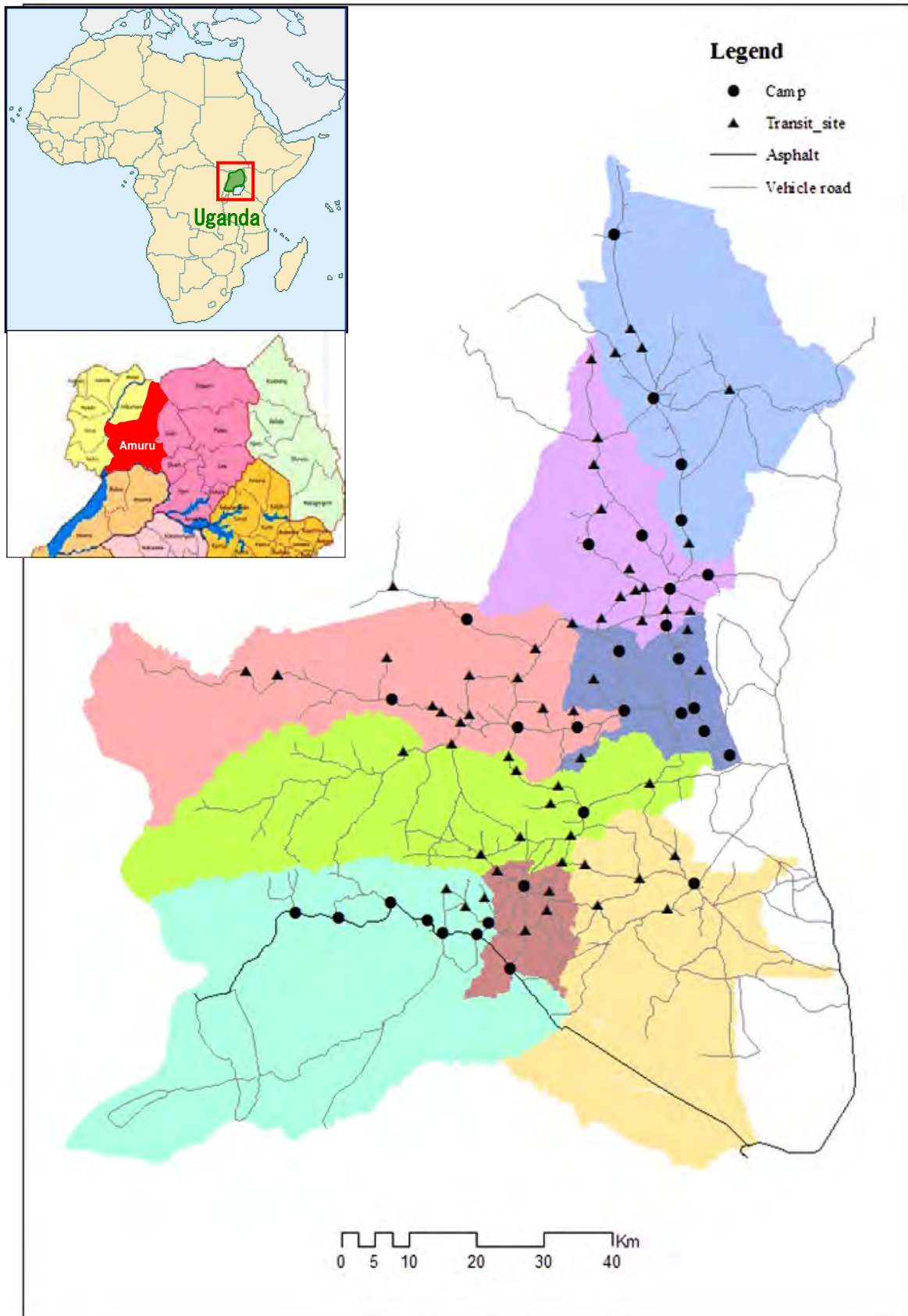
FINAL REPORT

MARCH 2011

JAPAN INTERNATIONAL COOPERATION AGENCY

NTC INTERNATINAL CO., LTD.

EID
JR
11-048



Location Map of Amuru and Nwoya Districts

PHOTOs

Urgent Pilot Project

Amuru District: Multipurpose Hall



Outside View



Inside View



**Handing over Ceremony
(December 21 2010)**

Amuru District: Water Supply System



**Installation of Solar Panel
(For solar powered submersible pump)**



**Water Storage facility
(30,000lt water tank)**

Amuru District: Staff house



**Staff House
(1 Block has 2 units)**



**Local Dance Team at Handing over Ceremony
(October 27 2010)**

Pabbo Sub County: Public Hall



Outside view of public hall



**Handing over Ceremony
(December 14 2010)**

Pab Sub County: Staff house



**Staff House
(1 Block has 2 units)**



**Outside View of Staff House
(4 Block)**

Pab Sub County: Water Supply System



Installed Solar Panel and Pump House



Training on the operation of the system



**Water Storage Facility
(40,000lt water tank)**



**Public Tap Stand
(5 stands; 4tap per stand)**

Pilot Project

Pilot Project in Pabbo Sub-County

Type A model: Improvement of Technical School Project



Joint inspection with District Engineer & District Education Officer



Outside view of the Workshop

Type B Model: Pukwany Village

Improvement of Access Road Project

River Crossing



**Before the Project
(No crossing facilities)**



**After the Project
(Pipe Culver)**

Road Rehabilitation



**Before the Project
(Eroded due to lack of side drain)**



**After the Project
(Improvement on surface and side drainage)**

Type C Model: Ceri village
Agricultural Productivity Improvement Project



Briefing and Explanation on the Pilot Project



Handing-over of the plough



Handing-over of the Seed



Handing-over of the Ox-plow



Handing-over of the Agricultural Tools



Training on NERICA rice

Promotion of Community School to Public School Project



The existing classroom mad by the community



Classroom after the Project



Staff-house after the Project



Pit-Latrine after the Project



Water supply facility for Ceri School

**Pilot Project in Lulyango Village
Type C Model
Agricultural Productivity Improvement Project**



Briefing and Explanation about the Pilot Project



Handing over of the Ox-plow



Training of NERICA Rice



Handing over of Seed (by LC-1 chairman)

Promotion of Community School to Public School Project



Before the pilot Project



After the pilot Project



Pit Latrine after the Pilot Project



Water supply facility for the school



**Classroom after the pilot Project
(2classroom, 1 office)**



**Teachers' quarter after the project
(1 block, 2 houses)**



River crossing before the project



Pipe culvert after the project



School access road before the project



Community participation in road opening



School access road constructed by the community participation



Installation of Borehole and Enhancement of O&M Project



Source of drinking water in Lulyango village before the Pilot Project



Improved water facility in Lulyango village after the Pilot Project



Formation of WUC



Training of WUC

Capacity Building of VHTs Project



Qualification test before and after the training



Training of VHT



Illustration using poster



Bicycle for visiting the community by VHT

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
BCP	Block laying and Concrete Practice
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 Ratio
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 Defense 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.

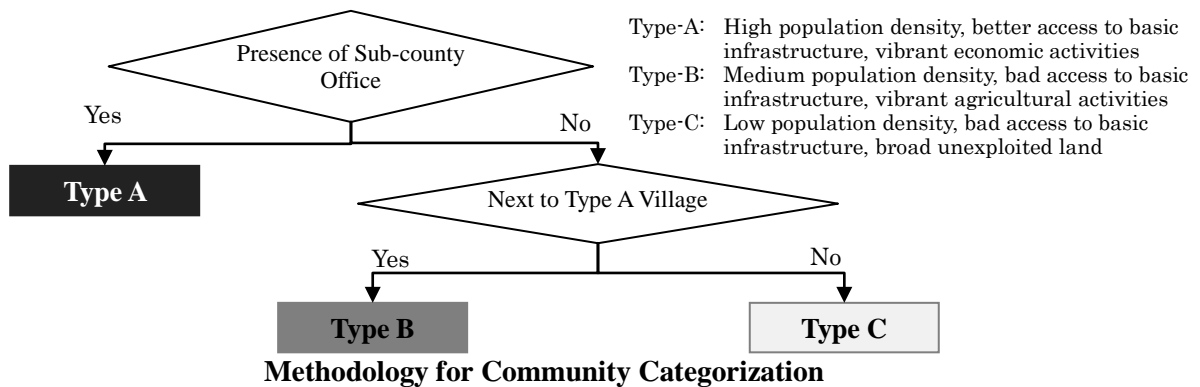
3.1 Basic Policy for Development Model

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

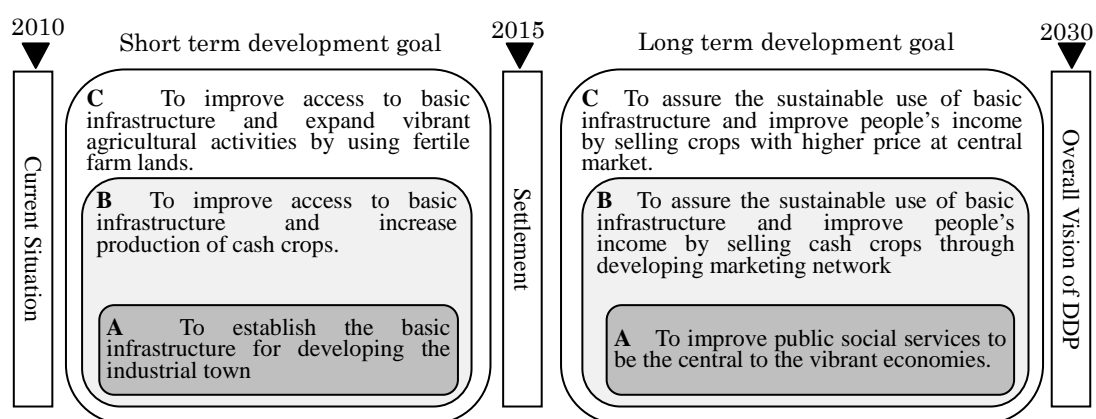
According to the result of community profile, each of the community has different characteristic and condition such as population density, land use, access to the basic infrastructure and major public facilities, presence of markets and living environment condition. To formulate community development 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.



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	<ul style="list-style-type: none"> • Improvement of Technical School • Improvement of Central Market • Improvement of Farm Roads 	<ul style="list-style-type: none"> • Establishment of Marketing Information Network • Enlivenment of Secondary and Tertiary Industries • Expansion of Central Market
	Water Supply	<ul style="list-style-type: none"> • Improvement of Town Water Supply System 	<ul style="list-style-type: none"> • Improvement of City Water Supply System
	Education	<ul style="list-style-type: none"> • Improvement of Secondary School Facilities • Improvement of Primary School Facilities 	<ul style="list-style-type: none"> • 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, Okutire, 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 km² (62%), grassland & bush with 200 km² (27%), subsistence farm with 85 km² (11%). In addition, the community forest reserve lies on the west of Labala parish, and the area account for 123 km². 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	<ul style="list-style-type: none"> • Improvement of Technical School • Improvement of Central Market • Improvement of Farm Roads 	<ul style="list-style-type: none"> • Establishment of Marketing Information Network • Enlivenment of Secondary and Tertiary Industries • Expansion of Central Market
	Water Supply	<ul style="list-style-type: none"> • Improvement of Town Water Supply System 	<ul style="list-style-type: none"> • Improvement of City Water Supply System

	Sector	Project	
		Short term development (2015)	Long term development (2030)
	Education	<ul style="list-style-type: none"> • Improvement of Secondary School Facilities • Improvement of Primary School Facilities 	<ul style="list-style-type: none"> • Improvement of Secondary Schools Advancement Ratio • Establishment of Primary Schools
	Health	<ul style="list-style-type: none"> • Establishment of Referral System 	<ul style="list-style-type: none"> • Improvement of Facilities of Upper HCIII
	Livelihood	<ul style="list-style-type: none"> • Household Hygiene Improvement 	<ul style="list-style-type: none"> • Promotion of Town Cleaning Activities
	Administration	<ul style="list-style-type: none"> • Enhancement of District Officials-led Activities • Enhancement of Sub-county Officials-led Activities 	<ul style="list-style-type: none"> • Construction of Parish Hall • Utilization of Community Resource Map
B	Production & income generation	<ul style="list-style-type: none"> • Promotion of Commercial Agricultural Products 	<ul style="list-style-type: none"> • Promotion of Group Marketing • Installation of collecting centre for group products
	Water Supply	<ul style="list-style-type: none"> • Installation of Boreholes and Enhancement of Maintenance and Operational System 	<ul style="list-style-type: none"> • Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	<ul style="list-style-type: none"> • Promotion of community school to public school 	<ul style="list-style-type: none"> • Construction and Improvement of Primary Schools
	Health	<ul style="list-style-type: none"> • Capacity Building of VHTs 	<ul style="list-style-type: none"> • Construction and Improvement of HCII
	Livelihood	<ul style="list-style-type: none"> • Nutrition Improvement 	<ul style="list-style-type: none"> • Household Sanitation Improvement
C	Production & income generation	<ul style="list-style-type: none"> • Agriculture Productivity Improvement 	<ul style="list-style-type: none"> • Promotion of Post Harvest and Processing • Installation of storage for group products
	Water Supply	<ul style="list-style-type: none"> • Installation of Boreholes and Enhancement of Maintenance and Operation System 	<ul style="list-style-type: none"> • Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	<ul style="list-style-type: none"> • Promotion of community school to public school 	<ul style="list-style-type: none"> • Establishment of Primary Schools
	Health	<ul style="list-style-type: none"> • Capacity Building of VHTs 	<ul style="list-style-type: none"> • Establishment and improvement of HCII
	Livelihood	<ul style="list-style-type: none"> • Nutrition Improvement 	<ul style="list-style-type: none"> • 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	Number of household living with all family members
Water Supply, Education, Health	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

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Location Map

Abbreviations

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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 this 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

- 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 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 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.

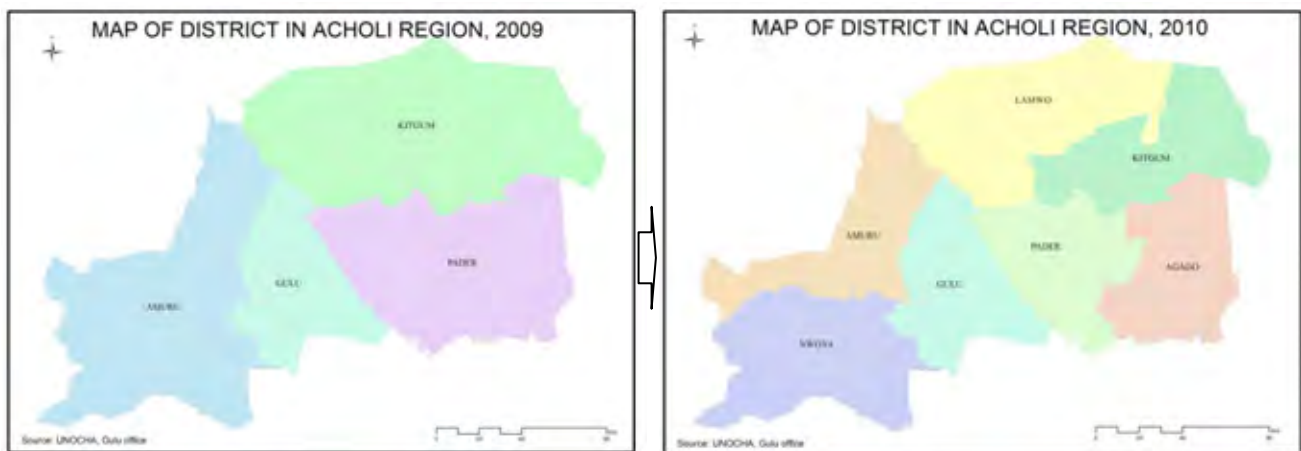


Figure 1.1 Division of District in Acholi sub-region

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 1.1 Contents of the Study

FY1: August 2009 - March 2011	FY2: April 2011 - December 2011
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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.

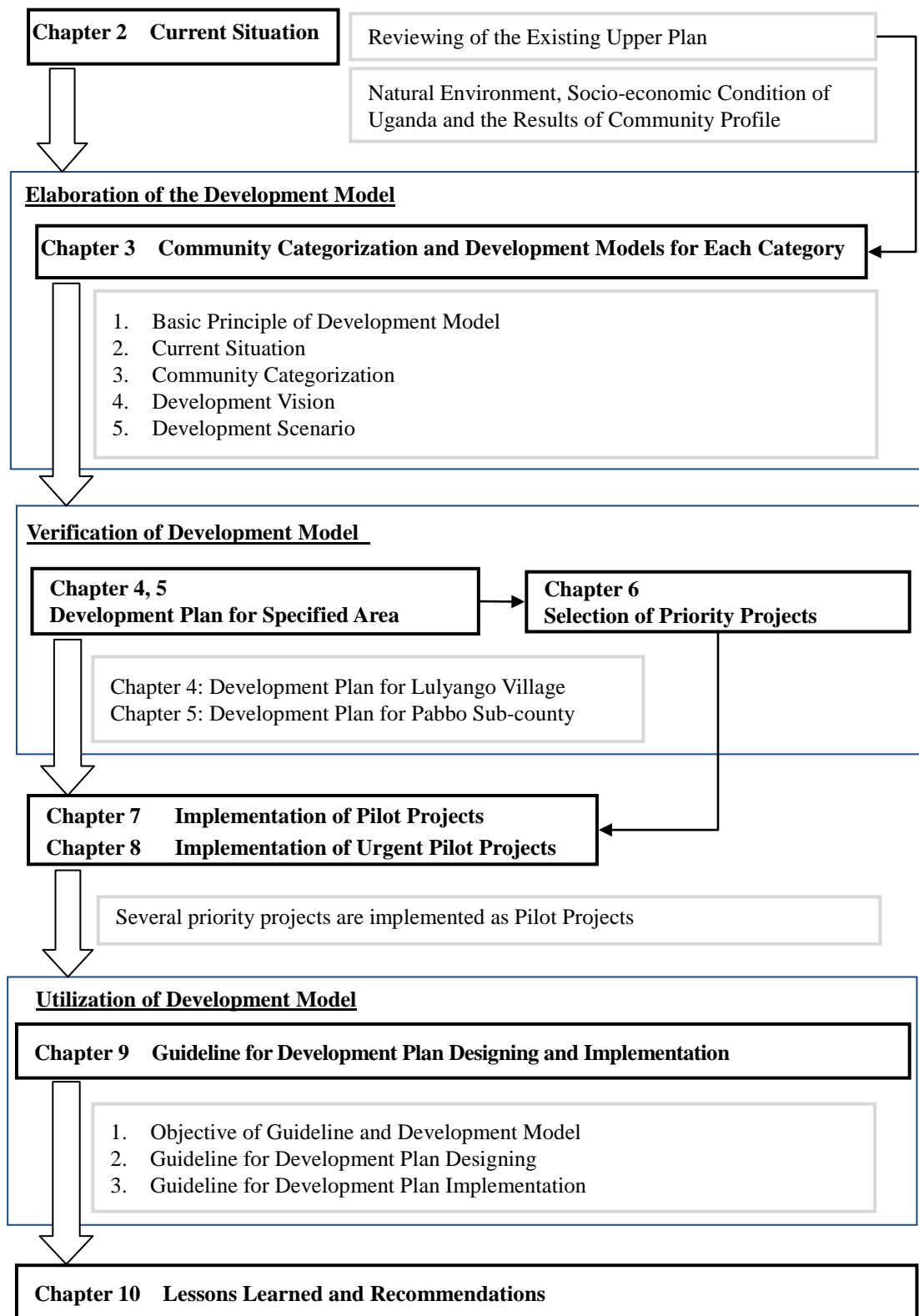


Figure 1.2 Structure of the Report

Chapter 2 Current Situation of Target Area

2.1 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)

2.1.1 National Development Plan (NDP)

(1) Background

The National Development Plan articulates Uganda's development status, challenges and opportunities, as well as the strategic direction, development priorities and implementation strategies within the 30-years National Vision Framework. The present National Development Plan (NDP) [2010/2011 - 2014/2015] is the first of the six (6) five-years National Development Plans which was prepared to implement Uganda's National Vision of transforming Uganda from a peasant society to a modern and prosperous country. The theme of the NDP over the five years period is "Growth Employment and Prosperity for Socio-Economic Transformation". The NDP shows current situations of Uganda, development challenges, strategic destinations according to sectors, prioritized issues in development and implementation strategies.

The NDP aims at making the way for sustainable economic growth so as to lead Uganda to a peaceful and prosperous middle-income country. Despite of this economic performance, the country continues to face challenges in sustaining high level of economic growth. There are structural features in the economy that need to be addressed to accelerate growth. These are;

- Slower than desirable growth in the agricultural and industrial sectors,
- Exports are dominated by traditional agricultural products with minimal value addition, implying that rapidly-growing new sectors are not contributing significantly to exports and therefore not outwardly oriented,
- New sectors are not absorbing the rapidly growing labor, and
- Capital markets are not raising and allocating domestic capital.

In order to dissolve these challenges for achieving sustainable economic growth, development of human capital, export goods and services corresponding to the market needs are of utmost necessity.

The combination of a high dependency level in the population and large share of the labor force being dependent on the subsistence agriculture, presents considerable challenges to the achievement of development goals, including the reduction of poverty and improvements in

health, education, housing, productive employment, gender equity and conservation of the environment. While there have been gains in reducing poverty and improving access to education, there are still opportunities at large to improve services and outcomes in education, health, justice, law and order in relation to the protection of human and property rights. Particular emphasis is placed on the promotion of gender equality in peace building, post conflict era and addressing gender based violence. The NDP proposes changes in policy to achieve gains in these areas of social development, as well as strategies to mitigate the consequences of the considerable pressures emerging on the environment.

Table 2.1 Contents of the 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
Vision Attributes	<ol style="list-style-type: none"> 1 Independent and sovereign 2 Democratic and law abiding 3 Stable and peaceful 4 Knowledge based, information and skilled 5 Able to exploit and use its resources gainfully and sustainably 6 In a strong federated East Africa with an effective African common market and a strong African defense mechanism
Objectives	<ol style="list-style-type: none"> 1 Increasing household income and promoting equity 2 Enhancing the availability and quality of gainful employment 3 Improving stock and quality of economic infrastructure 4 Increasing access to quality social services 5 Promoting science, technology, innovation and ICT to enhance competitiveness 6 Enhancing human capital development 7 Strengthening good governance defense and security 8 Promoting sustainable population and use of environment and natural resources
Principles of NDP	<ol style="list-style-type: none"> 1 Ownership by stakeholders 2 Political will to implement the plan 3 Good governance 4 Resource availability including improving efficiency and effectiveness 5 Balanced development and equity 6 Behavior change 7 Linking of national planning process by government agencies 8 Effective implementation, monitoring and evaluation 9 Sustainable development
Strategies for Unlocking the Binding Constrains	<ol style="list-style-type: none"> 1 Improving public sector management and administration 2 Improving public sector resource mobilization and promoting financial sector development 3 Human resource development 4 Infrastructure development 5 Transforming attitudes, mind-set, cultural practices, perceptions and gender inequality 6 Promoting science, technology and innovation 7 Facilitating availability of, and access to critical inputs

(Reference: National Development Plan (2010/11 – 2014/15), 2010)

(2) Sectional Development Objectives and Strategies

The NDP articulates sectional strategies to solve the challenges mentioned above. The following is the list of objectives and strategies for the NDP.

Table 2.2 Objectives and Strategies for NDP

Sector	Objectives of NDP	Strategies	
Administrative Sector	Land Management and Administration	<ul style="list-style-type: none"> • Create an inclusive and pro-poor policy and legal framework for the land sector • Establish and maintain transparent, accountable and easily accessible institutions and systems for decentralized delivery of land services • Increase the stock and quality of human resources for the sector for effective delivery of land service in the country • Increase the level of awareness on land issues • Increase the accessibility of land information to implement development projects 	<ul style="list-style-type: none"> • Completing National Land Policy ,National Resettlement Plan, National Land Management Policy formulation and implementation • Strengthening Land Dispute Resolution Institutions • Develop and implement a conflict resolution program for land disputes in Northern Uganda • Land Information Systems
	Urban Development	<ul style="list-style-type: none"> • To create an inclusive policy and regulatory Framework for the urban sector • To develop an efficient integrated urban infrastructure to support physical urban development 	<ul style="list-style-type: none"> • Put in place, review and harmonize national urban development policy framework, standards and regulations • Develop and implement the strategic urban infrastructure investment plan, Develop and implement an urban transport master plan, develop and implement an urban drainage management strategy
	Public Administration	<ul style="list-style-type: none"> • Establish Democratic Institution • Ensure effective community mobilization and participation in development initiatives • Rule of law • Securement of Government Authority 	<ul style="list-style-type: none"> • Provide a framework of opportunities for the citizens to participate in the political and economic government • Contextualize the political, constitutional and institutional factors in support of the National Development Plan • Deal with the northern Uganda post-conflict situation with a view to promoting Human rights Governance in that part of the region • Strengthen the independence of parliament and of judiciary, strengthen the Human rights Commission to be able to monitor the effective implementation of human rights in Uganda, strengthen the framework for legitimacy of governance

Sector	Objectives of NDP	Strategies
Production Sector	<p>Agriculture</p> <ul style="list-style-type: none"> • Ensure household and national food security and nutrition • Enhancing production and productivity • Improve access to and availability of markets • Strengthen the sector policy formulation, regulatory and institutional framework to facilitate agricultural development • Enhancing institutional development in the sector 	<ul style="list-style-type: none"> • Construction of appropriate storage infrastructure • Improved agricultural technology development, better delivery of advisory services and improved technology, controlling diseases and pests, enhanced productivity of land through sustainable use and management of soil and water resources, increased water supply for agricultural water, agricultural mechanization, • Among others, the followings are the strategies to achieve improved livelihood in Northern Uganda. <ul style="list-style-type: none"> i) Increased agricultural production and productivity ii) Increased availability of inputs iii) Improved farmer knowledge and skills iv) Promotion of agro-processing v) Improved availability of finance vi) Improved access to markets vii) Strengthened district production departments • Increase participation of the private sector in value addition activities and investments, increased numbers of functioning and sustainable farmers' organizations involved in collective marketing, improve infrastructure to facilitate agricultural production and marketing, strengthen the capacity for quality assurance, regulation, food and safety standards for outputs and products across crops, livestock and fisheries sub-sectors • Strengthening of Ministry of Agriculture Animal Industries and Fisheries (MAAIF) capacity building of agricultural sector personnel
	<p>Forestry sector</p> <ul style="list-style-type: none"> • Reforestation and a forestation of 1,266,000 hectares as of 2005 to 3,604,176 hectares (1990 levels) by 2015. • Restore degraded natural forest in forest reserves and private forest • Reduce pressure on forest cover as a source of wood fuel and wood for construction material • Promote forestry-based industries and trade 	<ul style="list-style-type: none"> • Re-forestation and a forestation of 1,266,000 ha as of 2005 to 4,933,746 ha in national parks and game reserves, greening along and around public infrastructure and establishments, promotion of commercial tree-planting, Increase involvement of population in tree planning, support Research and Development to promote high-yielding and appropriate varieties, strengthening the capacity of relevant sector institutions to efficiently enforce forest and environmental laws and regulations • Improve low stocked natural forests using the landscape approach, protect the government permanent forest estate • Speed up implementation of the Rural Electrification Program, scale-up incentives to promote investment in generation and use of alternative energy, promote the use of efficient energy saving resources, investment in the promotion of Research and Development for alternative energy sources, • Promote forestry-based livelihoods and products, promote eco-tourism, introduce and popularize the use of timber and timber product substitutes; and processing technologies

	Sector	Objectives of NDP	Strategies
Livelihood Sector	Manufacturing	<ul style="list-style-type: none"> • To promote the development of value addition industries especially the agro-industries • To develop industrial clusters for increased competitiveness • Enhance physical infrastructure development to promote industrial growth • Enhance Industrial Research and Development 	<ul style="list-style-type: none"> • Enhance value addition to primary products, infrastructural support to the agro-processing industries, • Promote and strengthen industrial clusters, promote Small and Medium Enterprises industrial development • Develop industrial support infrastructure, develop artisans to enhance their competitiveness • Promote innovation in industrial applications
	Cooperatives	<ul style="list-style-type: none"> • Promote good governance of the co-operative movement • Enhance the capacity of the co-operatives to compete in domestic, regional and international markets • Diversify the type and range of enterprises undertaken by co-operatives 	<ul style="list-style-type: none"> • Strengthen the policy and legal framework of cooperative societies • Increase the capacity and productivity of the Members of the Cooperative Movement, promote cooperative education and training, promote value addition and collective marketing, improve access to financial services for the co-operative institutions, strengthen the capacity of Cooperative institutions • Expand the scope and range of cooperative enterprises.
Livelihood Sector	Trade Development	<ul style="list-style-type: none"> • Improve the 'doing business' environment through, inter-alia, an efficient, modern, and business friendly legal and regulatory frameworks • Nurture the private sector with a view to improve its competitiveness in the domestic, regional and other international markets • Negotiate better market access for Ugandan goods and services • Increase market access for Uganda's products and services in international markets. Measures to be pursued will result in having effective products and services brands • To improve the stock and quality of trade infrastructure • Promote policy synergies between the production and trade sectors • To promote equal opportunity to women and other disadvantaged groups 	<ul style="list-style-type: none"> • Establish and/or amendment (as appropriate) the required commercial laws and the regulatory frameworks • Develop and strengthen production of data and information. The target is to have at least 20 regional trade information centers established by 2014. Implement measures for human resource development, increase awareness on available financing options and standards • Develop human capacity to negotiate better market access terms for goods and services. • Enhance branding of products and services and strengthen the related institution to support trade • To improve the stock and quality of trade infrastructure • Strengthen coordination of trade institutions • To provide equal opportunities to women, youths and other disadvantaged groups

Sector		Objectives of NDP	Strategies
	Labor and Employment	<ul style="list-style-type: none"> • Create an enabling environment for increasing high quality employment • Raise the supply of resilient SMEs and reduce the high failure rate • Increase protection of workers through improved compliances with labor standards, • Promote social dialogue and industrial harmony in the employment sub-sector 	<ul style="list-style-type: none"> • Implement the existing policies, regulations, laws and guidelines • Promote the supply of resilient entrepreneurship development training, promote start-ups and youth entrepreneurship products to include graduate empowerment, promote value-chain development products covering farming as a business for increased access to finance services • Institutional capacity building
	Skills Development	<ul style="list-style-type: none"> • Increase access to and participation in a coherent and flexible skills development system • Improve quality and relevance of skills development • Improve effectiveness and efficiency in the delivery of skills development 	<ul style="list-style-type: none"> • Reconfigure the skills development system, make more efficient use of instructors’/ teachers’ time, and other resources, expand, equip, and improve formal skills development facilities • Assure employability of trainees, provision of lifelong learning, delivery of quality skill development, reform and improve curricula and instruction in priority disciplines, • Strengthen intra and inter-sectional linkages, provide technical and administrative staff with needed resources and tools, develop and maintain public and private partnership in delivery of services
Water Supply Sector	Water for Production	<ul style="list-style-type: none"> • Increase acreage under irrigation from the current level of 14,418ha to 22,000ha. • Increase supply of water in the cattle corridor from the current 36 per cent to 50 per cent and those outside the cattle corridor from 21 per cent to 30 per cent • Increase water supply for rural industries to facilitate agro-processing and other industrial activities • Increase water supply for multi-purpose use in water stressed areas of the country 	<ul style="list-style-type: none"> • Develop public irrigation scheme, promote micro level irrigation, promote appropriate technology for household level irrigation, build capacity for the private sector players to construct and maintain irrigation schemes, rehabilitate existing irrigation schemes. • Manage water resource at catchment areas, build capacity for water resource management, increase water supply for rural industries to facilitate agro-processing and other industrial activities • Provide water for production supply systems to key industrial areas • construct bulk water supply system
	Water and Sanitation	<ul style="list-style-type: none"> • Increase access to safe water supply in rural areas from 63 per cent to 77 per cent by 2015 • Increase access to safe water supply in urban areas from 70 per cent in 2008 to 100 per cent by 2015 • Improve efficiency and effectiveness in water and sanitation service delivery 	<ul style="list-style-type: none"> • Construct, maintain and operate the supply systems in rural areas, improve functionality of water supply systems • Promote good sanitation and hygiene practices in households, communities and growth centers, promote good sanitation and increase sewage systems to cover urban areas • Improve the policy, legal and regulatory framework, strengthen the institutional structures and systems for delivery of water and sanitation activities, enhance the involvement of private sector players in water infrastructure financing, development and provision of water services

Sector		Objectives of NDP	Strategies
Education	Education	<ul style="list-style-type: none"> • Increase access and equity of primary education • To improve quality and relevance of primary education 	<ul style="list-style-type: none"> • Lower education cost, support programs targeted at disadvantaged children and youths, lower social-cultural barriers to girls' attendance to reduce gender disparity in primary education, expand and improve primary school infrastructural facilities, improvement of quality and relevance of primary education, strengthening the teaching force, enhance instructional quality so as to increase pupil's achievement of literacy, numeracy and basic life skills • Improvement of educational service delivery by district educational committee, strengthen the capacity of ministry
	Health and Nutrition Sector	<ul style="list-style-type: none"> • Promote health and prevent disease • Strengthening health system • Improving specific programmers of national interest 	<ul style="list-style-type: none"> • Improve community participation • Improve reproductive health, children's health, and nutritional status, and prevent non-communicable diseases, enhancing sector coordination and stewardship, provision of specialized rehabilitative and curative services, management of disasters and emergencies
Security	National Defense and Security	<ul style="list-style-type: none"> • Enhance sector capabilities • Provide and ensure internal security • Development infrastructure • Innovation, Research and Development 	<ul style="list-style-type: none"> • human resource development, re-organization and restructuring, defense alliances, defense diplomacy, strategic partnership with the public, building a reserve force • internal policing, strengthening early warning mechanisms, joint border security coordination, stop proliferation of small arms and light weapons • Strengthening Research and Development
	Housing Development	<ul style="list-style-type: none"> • Enhance the accessibility to all the housing related inputs to further housing development • Deepen public knowledge about housing and human settlements development • Promote and ensure the availability and accessibility of affordable housing finance for all 	<ul style="list-style-type: none"> • Develop information, communication and education materials for public consumption • Development education information and communication materials to sensitize the public • Provide technical support to government, public and private sector on housing

(Reference: National Development Plan (2010/11 – 2014/15), 2010)

2.1.2 Peace Recovery and Development Plan for Northern Uganda (PRDP)

(1) Development Objective

The overall goal of PRDP is to attain stabilization in order to regain and consolidate peace and build the foundation for recovery and development in Northern Uganda. PRDP was initially considered as a “master plan” for Northern Uganda. The general target of the plan is to promote development of the district in Northern Uganda to achieve national average concerning main social and economic indicators.

The PRDP document has been designed with four strategic objectives and associated

intervention to achieve the above overall objectives. The overview of the plan with 14 programs is provided in Table 2.3.

Table 2.3 PRDP Components and Programs

Strategic Objectives	Programs
Consolidation of State Authority	1. Facilitation of Peace Agreement Initiatives 2. Police Enhancement 3. Judicial Enhancement 4. Prisons Enhancement 5. Restructuring of Auxiliary 6. Local Government Enhancement
Rebuilding and Empowerment of Communities	7. Emergency Assistance and Internally Displaced Persons 8. IDP Return/Resettlement 9. Community Development
Revitalization of Economy	10. Production and Marketing Enhancement 11. Infrastructure Rehabilitation and Urban Improvement 12. Land, Environment and Natural Resource Management
Peace Building and Reconciliation	13. Information Education and Communication and Counseling 14. Amnesty, Demobilization, Reintegration of Reporters Program

(Reference: Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007-2010)

(2) Strategic Objectives: Rebuilding and Empowerment of Communities

The focus of this component is to strengthen communities in order to plan and control their livelihood. It will include additional resources for basic services.

1) Rebuilding and Empowerment of Communities

This component focuses on the strengthening of communities for livelihood planning and management in rural area. In addition to the basic service, additional financial assistance will be required.

Table 2.4 Contents of Rebuilding and Empowerment of Communities

Programs	Contents
Emergency Assistance and Internally Displaced Persons	This program is targeting IDPs with transitional humanitarian assistance for those IDPs who would not have returned to place of origin. It will include support to the Uganda Police Force to increase police presence in the region through recruitment, deployment and opening new posts, opening up emergency access roads, procurement of resettlement package/kits for returning IDPs, strengthening the judicial and justice system, support to Local Government to re-establish public administration at sub-county level and strengthening the coordination mechanism for humanitarian action both at national and district level. It also includes sub-program for support to livelihood programs for promoting income generation activities for IDPs.
IDP Return/Resettlement	The program will support facilitation at pre-departure and at point of arrival

Programs	Contents
Community Development	Under this heading several sector initiatives are listed including health, education, water and livelihood support. In education it includes regular investments and trainings, provision for school materials, and support to alternative education. In water it includes investments in gravity flow schemes, protected springs, boreholes and shallow wells and provision of education on sanitation. Health service will be strengthened by investments in more health facilities and provision to retain health persons in the region.

(Reference: Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007-2010)

2) Revitalization of the Economy

This component under PRDP focuses on private sector development by means of investing in basic infrastructure to promote activities of income generation.

Table 2.5 Contents of Revitalization of the Economy

Programs	Contents
Production and Marketing Enhancement	This program includes provision for investments in agriculture, livestock and fisheries as well as investments in marketing and distribution system and outreach through extension services.
Infrastructure Rehabilitation and Urban Improvement	The program includes investments in roads, bridges and, power supply and distribution. It will focus on roads in high return areas and in the areas where IDP camps are located as well as national truck roads and feeder road investment. As part of the strategy for rural electrification, the District Headquarters and areas with a potential for economic activities, especially agro processing will be targeted.
Land, Environment and Natural Resource Management	The program includes mobilization of local government and community to form environmental management structures and committees and sensitize communities on sound environmental management and use of natural resources; establishment of community nurseries and woodlots and encouraging tree planting and agro-forestry to farmers as well as promoting use of energy saving devices.

(Reference: Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007-2010)

2.1.3 PRDP Budget and Financing

The total cost of PRDP is estimated to 607 million USD including 17.7 million USD costs for management and monitoring of PRDP implementation. Within several programs, additional provisions are also made for management tasks such as coordination, oversight and facilitation of program implementation, including funding for staff positions at the central and local government to undertake these tasks.

Table 2.6 provides the budget with costs of PRDP components based on inputs from central GOU minister and PRDP districts.

Table 2.6 PRDP Cost Estimates

Items		In bill UGX	In mil USD	Percent
Consolidation of State Authority				
1	Facilitation of Peace Agreement Initiatives	10.6	5.9	1
2	Police Enhancement	103.7	57.6	10
3	Judicial Enhancement	12.4	6.9	1
4	Prisons Enhancement	21.7	12.1	2
5	Restructuring of Auxiliary	26.3	14.6	2
6	Local Government Enhancement	85.1	47.3	8
<i>Subtotal</i>		259.8	144.3	24
Rebuilding and Empowerment of Communities				
7	Emergency Assistance and Internally Displaced Persons	34.7	19.3	3
8	IDP Return/Resettlement	70.2	39.0	6
9	Community Development	412.6	229.2	38
<i>Subtotal</i>		517.5	287.5	47
Revitalization of Economy				
10	Production and Marketing Enhancement	53.9	29.9	5
11	Infrastructure Rehabilitation and Urban Improvement	105.3	58.5	10
12	Land, Environment and Natural Resource Management	93.9	52.2	9
<i>Subtotal</i>		253.1	140.6	23
Peace Building and Reconciliation				
13	Information Education and Communication and Counseling	11.4	6.3	1
14	Amnesty, Demobilization, Reintegration of Reporters Program	18.1	10.1	2
<i>Subtotal</i>		29.5	16.4	3
PRDP Management Cost		31.8	17.7	3
Total PRDP Cost		1,091.7	606.5	100

(Reference: Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007-2010)

The proposed modalities for financing the PRDP will involve number of options:

- Reallocation of national expenditure,
- International co-financing through direct budget support,
- International co-financing through allocation at the district level,
- Establishment of multi-donor Trust Fund,
- Implementation of Parallel projects along the line of NUREP and NUSAF

2.1.4 Amuru District Development Plan

Amuru District Development Plan (DDP) for the period between FY 2009/2010 to FY 2011/2012 is the rolling plan of previous three years based on the District and Urban Councils Development Planning Guidelines (2006).

(1) Achievement in FY2008/2009

The project implementation in FY 2008/2009 is mainly concentrated in the two sectors i.e. administration and road sector, and occupied 80% of total expenditure for the projects.

Table 2.7 Summary of Projects Implementation in FY 2008/2009

Sector	Project	Capital Cost (UGX)	Portion
Administration	- Construction of district administration block	4,000,000,000	62.2%
Agriculture	- Establishment of sub-weather stations	20,000,000	0.3%
Livestock	- Construction of slaughter slabs	40,000,000	0.6%
Health	- Rehabilitation of theaters - Construction of staff houses - Construction of maternity wards	254,000,000	4.0%
Education	- Construction of classrooms - Construction of teachers houses	477,000,000	7.4%
Sport	- Construction of sports ground	20,000,000	0.3%
Water	- Drilling of production wells - Drilling and installation of boreholes - Construction of hand dug wells	488,000,000	7.6%
Sanitation	- Construction of toilets	60,810,000	0.9%
Road	- Construction of bridges - Rehabilitation of roads - Development of community roads	1,067,150,000	16.6%
Total		6,426,960,000	100.0%

(The Approved Three-Year Rolled Development Plan 2009/10 – 2011/12)

(2) Development Challenges in FY 2009/2010

In view of development challenges, the priorities of Amuru District Council for the FY 2009/2010 are summarized as followings;

- Consolidation of return and resettlement of IDPs
- Development of community access roads to improve accessibility to all parts of the district in order to provide the services to people timely
- Provision of safe water to community to promote return to original villages
- Provision of school facilities such as classrooms, latrines, teacher's houses
- Transition from subsistence farming to farming as a business for sufficient food security and for improvement of household income
- Enhancement of local government revenue through initiation and development of industrial parks at Bibia (Elgu) in Attiak sub-county and Latoro in Purongo sub-county in addition to the establishment of market at those two location

(3) Priority Projects in FY 2009/2010

The priority projects in FY 2009/2010 in Amuru district are summarized in Table 2.8. Similar to FY 2008/2009, two sectors such as administration and roads are placed as high priority sectors, which are composed of about 70% of total priority project cost.

Table 2.8 Priority Projects in FY 2008/2009

Sectors	Projects	Capital Cost (UGX)	Portion
Administration	- Construction of district headquarters office block	4,000,000,000	41.2%
Agriculture	- Establishment of an automatic weather station	40,000,000	0.4%
Livestock	- Construction of slaughter slabs	95,000,000	1.0%
Education	- Construction of classrooms	690,000,000	7.1%
Sports	- Construction of sports ground	20,000,000	0.2%
Water	- Construction of 2 motorized boreholes - Drilling and installation of boreholes - Construction of shallow wells - Rehabilitation of boreholes	1,806,900,000	18.6%
Sanitation	- Construction of drainable latrines	344,916,000	3.6%
Health	- Completion of a theater	20,000,000	0.2%
Roads	- Construction, rehabilitation and upgrading of roads and bridges	2,681,559,000	27.6%
Total		9,698,375,000	100.0%

(Reference: The Approved Three-Year Rolled Development Plan 2009/10 – 2011/12)

2.1.5 Three Years Development Plan from FY 2009/2010 to FY 2011/2012

The development plan for the period of 2009/2010 to 2011/2012 is a rolled version of past three years development plan based on the District and Urban Councils Development Planning Guidelines (2006). The objectives and challenges facing on Amuru district are as follows.

- i) Local Government Vision: A peaceful, prosperous, and self-sustaining community will be realized by the year 2030.
- ii) Local Government Mission: To enhance the capacity of the people to enjoy their social, economic, cultural and political rights
- iii) Local Government Objective: Through capacity enhancement such as knowledge, skills, attitude and development of tools and infrastructure, to create wealth for people.
- iv) Local Government Challenges: The local government major challenges include the following;

Table 2.9 Challenges of Amuru District

Items	Challenges
1) Limited access to safe water	Safe water coverage is only 57%. Most of the facilities were constructed at IDP camp or transit site. With the progress of return process, these facilities will not be in use. On the other hand, safe water in most of return villages is not available. It is important to develop safe water facilities in the return villages.
2) Poor sanitation	Latrine facility coverage in returned communities is below 10%. Poor sanitation might lead to infection through the water chain. Installation of drainable latrine facility is required.
3) Poor health of the population	Morbidity rate and mortality rate caused by major ill remain high. Though most health units are slowly reopening at the return site, operation of health units is facing serious problems because of the difficulty of retaining staffs.

Items	Challenges
4) Low production and productivity	Though accessibility has improved remarkably with the return and resettlement process, people still practice traditional agriculture rather than modern farming. As the results, most of the people remain facing food insecurity and low household income. Transition from subsistence agriculture to farming as a business should be recommended as a big challenge.
5) HIV/AIDS	The encampment of the rural population for over two decades, poor income status of the returnees and the limited productive activities have brought about high morbidity rate of HIV/AIDS in the district. Other factors behind the high infection rates are associated with increased social hardship and household poverty.
6) Gender disparity	The population of females in the district is composed of 51%. However, men dominate in terms of access to education, ownership of productive assets and benefits accrued from development opportunities, and participation in development activities.
7) Low local revenue	The district does not realize any meaningful local revenue. Thus all the development programmers are depending on the central government and donors. This affects the sustainability of completed projects.
8) Low level of community participation in the development process	In most cases, communities want to be motivated for their participation and involvement in the planning, implementation and monitoring of development programmers and projects. However, they do not recognize that it is their rights to participate in development process, granting that the projects are implemented with top-down approach. Therefore, it is important to promote transparency and accountability through bottom-up participatory planning.
9) Sprawl in rural growth centers	The rural trading centers in the camps were built at the various places spontaneously. The planning of rural trading centers is needed urgently. The return process is proceeding, and after return of IDPs to original villages, trading centers in camps might become lawless areas. In addition, returnees will need a trading center at the return places. The preparation of a comprehensive plan for trading center is necessary.
10) Poor performance of LLGs	From the result of internal assessment concerning performance of sub-counties, all sub-counties failed to meet the minimum condition. Consequently, all sub-counties could not access local development grant. The capacity building for lower local government should be necessary.
11) Low level of knowledge of science and technology	The low level of knowledge of science and technology among the people hinders efforts to utilize natural resources into products.

(Reference: The Approved Three-Year Rolled Development Plan 2009/10 – 2011/12)

v) Overall Strategies for the Challenges

The overall strategies to solve the challenges mentioned above is to focus on service delivery on communities that have returned homes to enhance rehabilitation, recovery and development. The specifics are;

- Food security,
- Improvement of road networks,
- Provision of safe water and hygienic sanitation,
- Provision of minimum health care packages,
- Enhancement of education for all schools,

- Enhancement of community participation in the development process,
- Improvement of disaster and emergency response,
- Combating HIV/AIDS,
- Improving monitoring and supervision of lower local government,
- Strengthening operation and maintenance of completed facilities,
- Improving collaboration with partners and
- Elimination of land mines.

2.2 Natural and Socio-economic Condition of Target Area

2.2.1 Profile of Target Area

The following is the profile of former Amuru district.

Table 2.10 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 is 32 °C 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.
Administration Units	8 Sub Counties, and 2 town councils (New Amuru District:4, and Nwoya District:4) Numbers of parishes : 51 (New Amuru District: 28, and Nwoya District 23) Numbers of villages:114 (New Amuru District: 59, and Nwoya District: 55)

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. The followings are the figure of climatic data from 1994 to 2009. 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 pattern 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 (Figure 2.3).

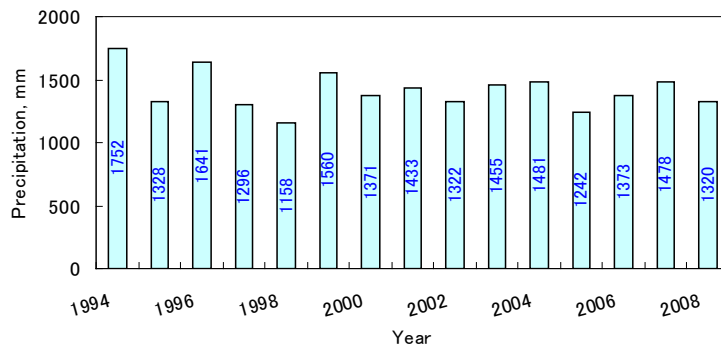


Figure 2.1 Mean Annual Rainfall (1994 – 2008)

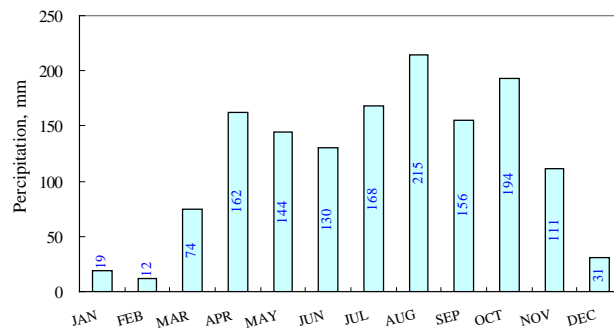


Figure 2.2 Mean Monthly Rainfalls at Gulu Station (1994 – 2009)

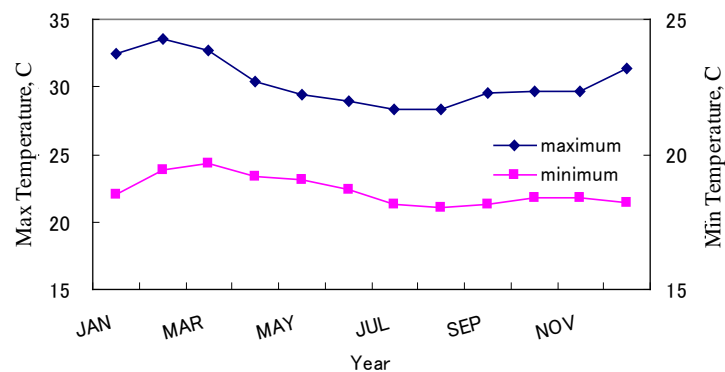


Figure 2.3 Mean Temperatures at Gulu Station (1994 – 2009)

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.

Table 2.11 Sub County, Parish, Village of Amuru and Nwoya District

District	Sub-county	Parish	LCI Village
Amuru	Attiak	1) Bibia	1) Bibia East, 2) Bibia West
		2) Attiak Kal	3) Kal East, 4) Kal West
		3) Okidi	5) Okidi North, 6) Okidi South
		4) Pacilo	7) Pacilo East, 8) Pacilo West
		5) Palukere	9) Palukere East, 10) Palukere West
		6) Parwacha	11) Agro, 12) Pabwono
		7) Pawel	13) Kal, 14) Pukumu
		8) Pupwonya	15) Pupwonya North, 16) Pupwonya South
		8 Parishes	16 Villages
	Pabbo	1) Gaya	1) Paomo, 2) Pukwany
		2) Pabbo Kal	3) Centre, 4) Oguru
		3) Labala	5) Andara, 6) Appa, 7) Olinga
		4) Palwong	8) Kati-Kati A, 9) Kati-Kati B, 10) Pakuma
		5) Parubanga	11) Abera, 12) Pericu
		6) Pogo	13) Ceri, 14) Okuture, 15) Otorokume
		6 Parishes	15 Villages
	Lamogi	1) Agwayugi	1) Abyee, 2) Jimo
		2) Guru-Guru	3) Amora, 4) Otici
		3) Gira-Gira	5) Opok, 6) Alila
		4) Lacor	7) Lwalakwar, 8) Pukure
		5) Pagoro	9) Coorom, 10) Kal
		6) Palema	11) Amilobo, 12) Pakiri
		7) Coke	13) Odur, 14) Lamola
		8) Oboo	15) Apotokitoo, 16) Akwaa
		8 Parishes	16 Villages
	Amuru	1) Acwera	1) Oberabic, 2) Teddi
		2) Okungedi	3) Abongo, 4) Acodo
		3) Pagak	5) Amoyokuma, 6) Labongo
4) Pailyec		7) Lujoro, 8) Reckiceke	
5) Pamuca		9) Layamo, 10) Ogeli	
6) Toro		11) Kal, 12) Turdakatuba	
	6 Parishes	12 Villages	
Nwoya	Alero	1) Bwobomanam	1) Bwobomanam A, 2) Bwobomanam B
		2) Akero Kal	3) Atcon, 4) Okura
		3) Pangur	5) Gotoringo, 6) Langol
		4) Panokrac	7) Latekodong, 8) Lunik
		5) Panyabono	9) Lalar, 10) Oyinya
		6) Paibwor	11) Lulyango , 12) Nwoya
		6 Parishes	12 Villages
	Anaka	1) Kuluamuka	1) Amuka, 2) Kweyo, 3) Pudyek
		2) Pabali	4) Akago, 5) Lapono
		3) Paduny	6) Kal, 7) Lamogi
		4) Pangora	8) Bidati, 9) Owak, 10) Pajaa
		5) Todora	11) Agung, 12) Labyei, 13) Obira
6) Ywaya		14) Lamoki, 15) Okir, 16) Onyomtil	

District	Sub-county	Parish	LCI Village
		6 Parishes	16 Villages
	Koch Goma	1) Agonga	1) Agonga A, 2) Agonga B
		2) Amar	3) Kalang, 4) Lakalac
		3) Coorom	5) Lapem, 6) Okir
		4) Orum	7) Goro, 8) Obul
		5) Goma Kal	9) Kal A1, 10) Kal A2, 11) Kal B
		6) Lii	12) Bungu, 13) Pakiya
		6 Parishes	13 Villages
	8) Purongo	1) Latoro	1) Pajengo, 2) Paminolango
		2) Paromo	3) Belkec, 4) Gotngun, 5) Lodi
		3) Patira	6) Patira East, 7) Patira West
		4) Pawatomero	8) Pawatomero Central, 9) Pawatomerom East, 10) Pawatomero West
		5) Pabit	11) Pabit East, 12) Pabit West, 13) Lagazi, 14) Parara
		5 Parishes	14 Villages
	8 Sub-county	51 Parishes	114 Villages

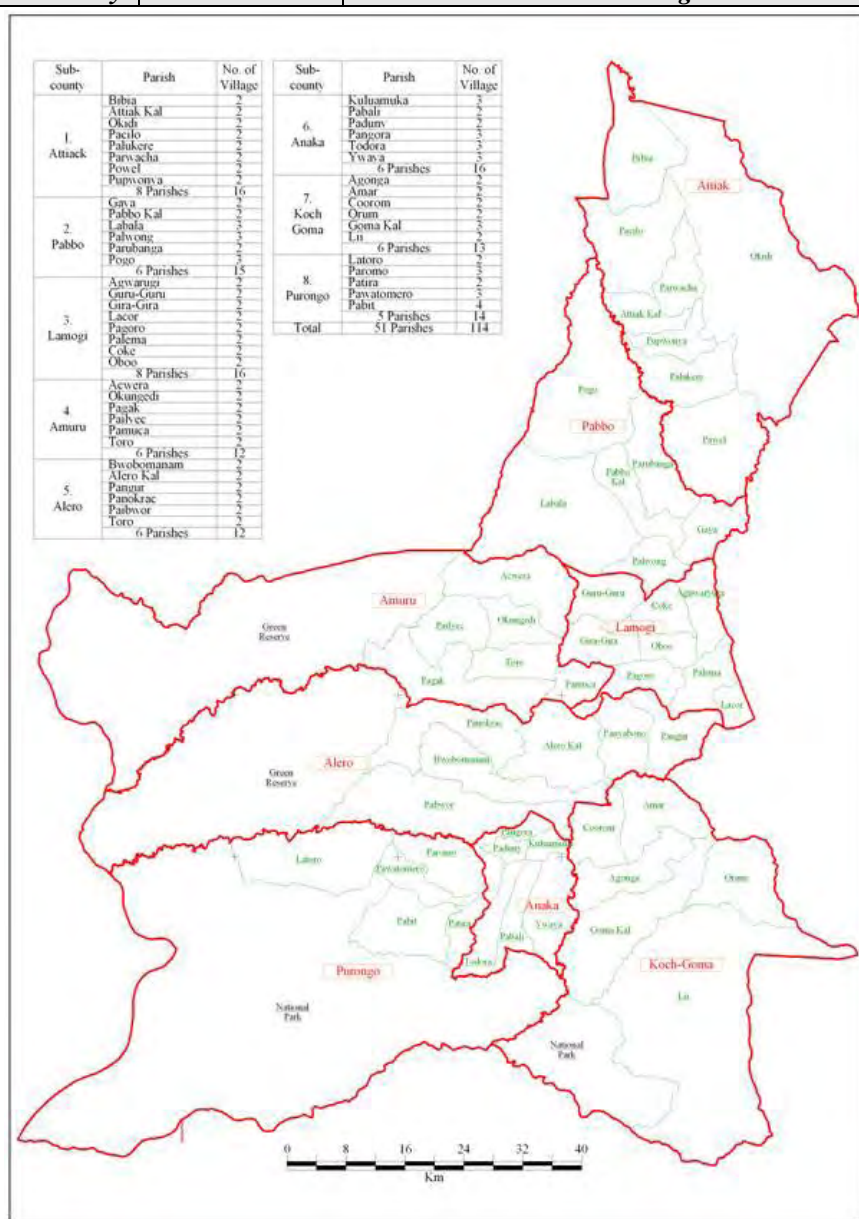


Figure 2.4 Parish Map in Former Amuru District

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.

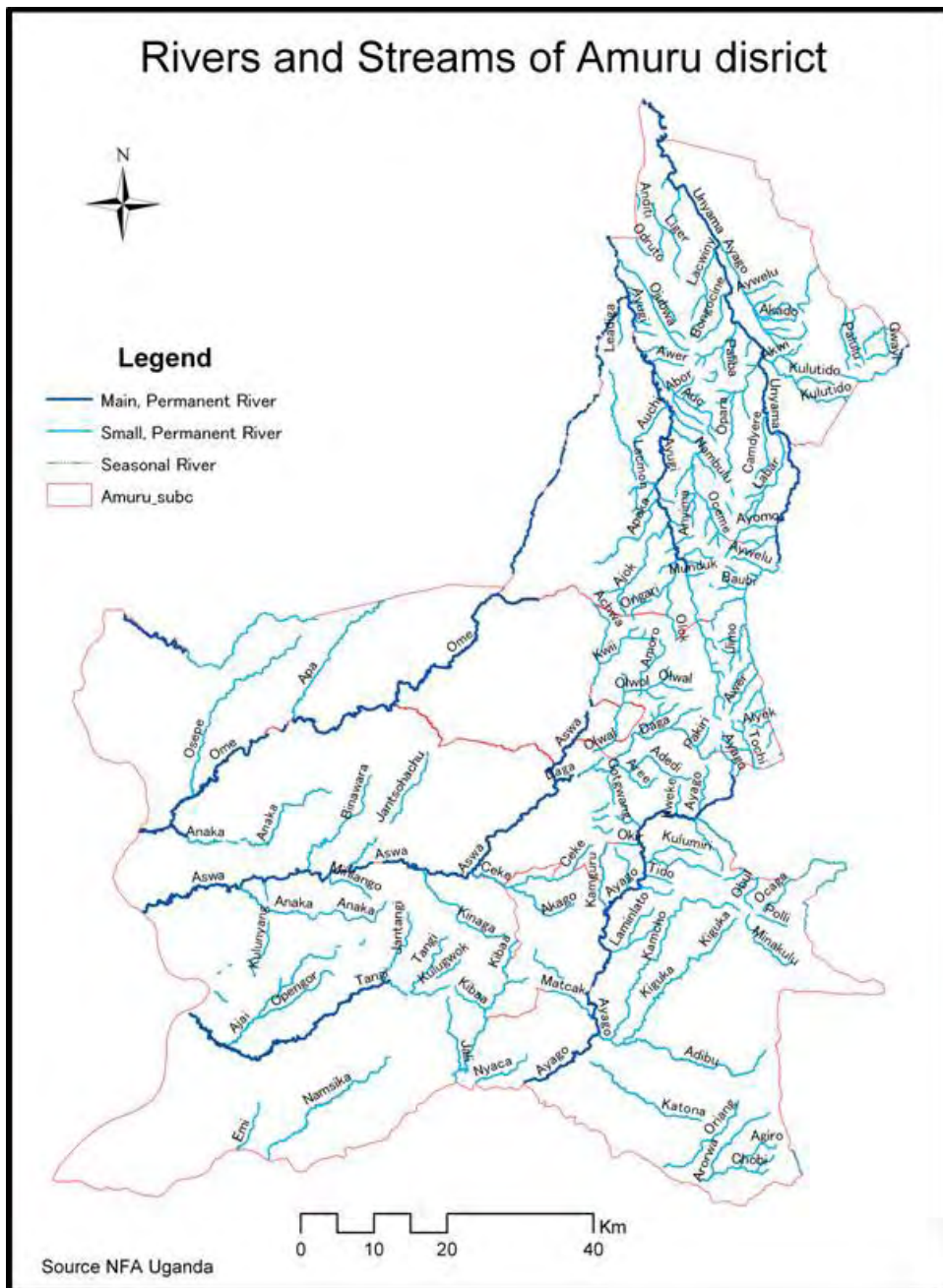


Figure 2.5 Rivers and Streams of Amuru District

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.

Table 2.12 Land Use of Amuru and Nwoya District in 2005

District	Sub County	Total area km ² (%)	Woodland km ² (%)	Grassland km ² (%)	Farmland km ² (%)	Bush km ² (%)	Build up area km ² (%)
Amuru	Atiak	1184.3	357.6 (30.2%)	474.8 (40.1%)	125.4 (10.6%)	220.1 (18.6%)	2.7 (0.2%)
	Pabbo	743.6	460.5 (61.9%)	118.9 (16.0%)	82.6 (11.1%)	79.1 (10.6%)	2.1 (0.3%)
	Lamogi	376.6	167.0 (44.3%)	22.5 (6.0%)	174.9 (46.4%)	10.1 (2.7%)	1.7 (0.5%)
	Amuru	1248.6	544.7 (43.6%)	331.8 (26.6%)	184.4 (14.8%)	122.2 (9.8%)	1.2 (0.1%)
Nwoya	Alero	646.6	227.2 (35.1%)	248.2 (38.4%)	115.4 (17.8%)	53.6 (8.3%)	0.6 (0.1%)
	Anaka	225.2	20.3 (9.0%)	69.8 (31.0%)	114.8 (51.0%)	19.4 (8.6%)	1.0 (0.4%)
	Koch Goma	1075.4	792.1 (73.7%)	87.9 (8.2%)	134.5 (12.5%)	60.3 (5.6%)	0.5 (0.0%)
	Purongo	380.0	31.6 (8.3%)	262.3 (69.0%)	71.8 (18.9%)	11.3 (3.0%)	0.9 (0.2%)
Total		5880.4	2601.0 (44.2%)	1616.2 (27.5%)	1003.6 (17.1%)	576.2 (9.8%)	10.9 (0.2%)

Note: Map Data Source: NFA Uganda; Calculated by the study team

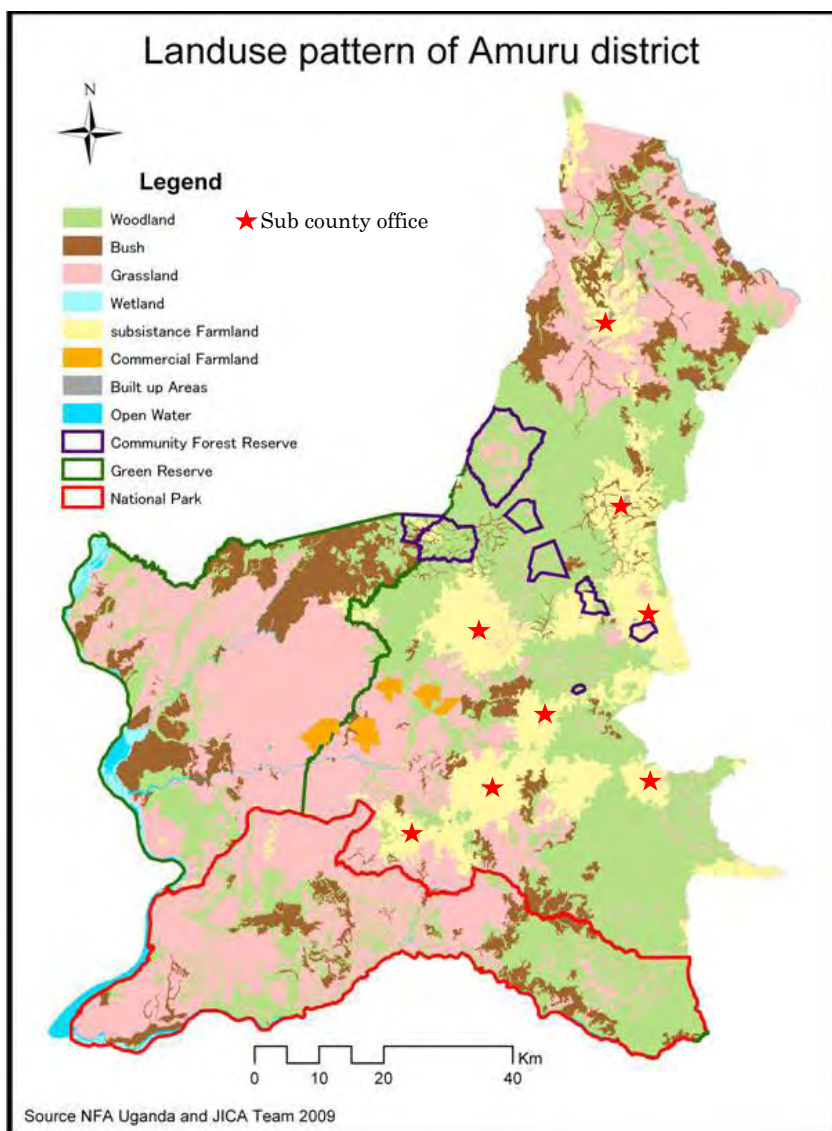


Figure 2.6 Land Use Pattern of Amuru and Nwoya District

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.

The major role of the administrative unit is to establish a development plan and implement the projects in accordance with the plan. For the purpose of establishing a development plan, the following committees have been formed: The Technical Planning Committee (TPC) chaired by CAO and consisting of department chiefs; Sub-county Technical Planning Committee (STPC) chaired by a sub-county chief and consisting of parish chiefs and department heads; and the Parish Development Committee (PDC), chaired by a parish chief and consisting of other 24 villagers. Since there is no village-level governing body in the administration sector, an LCI committee is often in charge of both political and administrative sectors. Within a TRK, the bottom administrative unit, a TRK Committee led by the Rwot Kweri and consisting of five members including a secretary and a mobilizer has been established. This committee takes an initiative in summarizing area information and present to the administrative body, which is communicated via the PDC or LCI committee to upper administrative organizations.

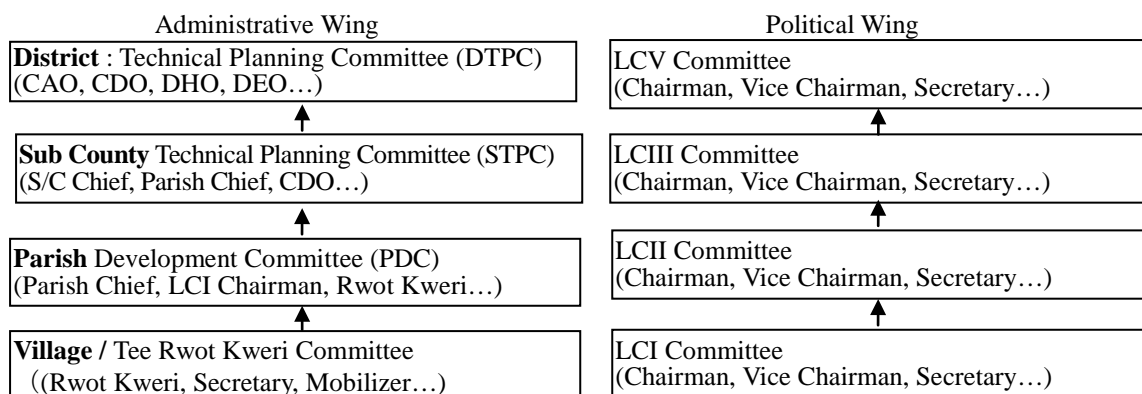


Figure 2.7 Structure of Political and Administrative Wings

(2) Traditional Social Structure

Traditional leadership is one of the oldest institutions of government, both in Africa and the rest of the world. In Uganda, the constitution abolished the tradition that was functioning in the country in 1966. However, upon coming in to power in 1986, Yoweri Museveni restored title to traditional leaders but denied them political power or role. Emphasis was given to an arrangement under which the traditional leaders with purely cultural and development roles should be able to exist in Uganda without harming the national unity or interfering with the operation of both local and central governments. In Uganda, these traditional leaderships consist of Kingship and Paramount Chiefs

Accordingly, in Acholi sub-region there are 54 Clans leaders under one Paramount Chief who is elected by these clan chiefs. The Paramount Chief has advisors, administrative officers, minister, and chairman who are assigned to organize traditional ceremonies and

cultural events, and to intervene in disputes among clans. The paramount Chief of Acholi lives in the castle near Gulu Airport (Ker Kwaro in local language). These 54 Clan Leaders (Rwot Moo) are under Ker Kwaro, with Sub Clans belonging to them. Clan Leaders take control of each of the Sub Clans, and plays a significant role as an interface among the Sub-clan chiefs and as responsible person for undertaking reconciliation in case land problems arises within sub-clans. The following is the traditional structure of clans.

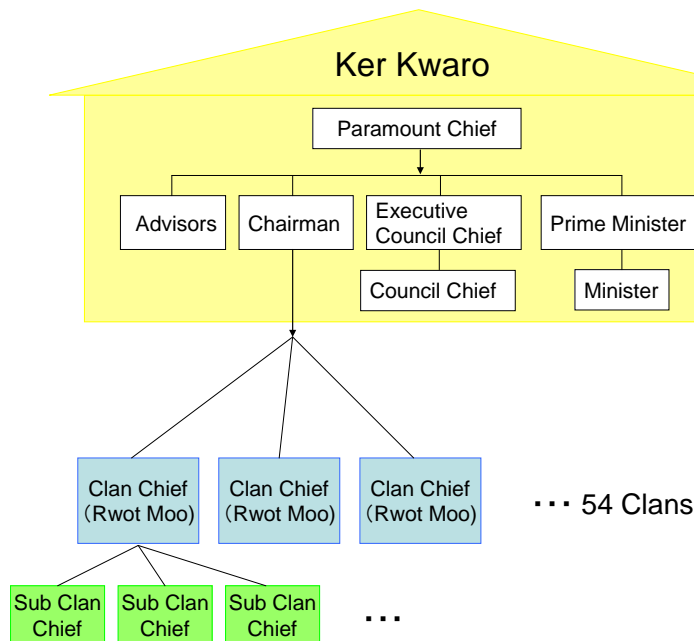


Figure 2.8 Traditional Social Structure

In general, the responsibility of traditional leaders of Acholi and other sub-region in Uganda is mainly for the mobilization of the community for cultural and development activities. They played an important role during peace building process after the completion of the insurgency that lasts for two decades. Most development partners in the area exploited these traditional leaders for reconciliation, forgiveness within and reintegration of formerly abducted soldiers.

(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.

Table 2.13 Estimated Population of 2009, 2015 and 2030 in Amuru and Nwoya District

District	Sub county	Year 2009 estimated population	Year 2015 estimated population	Year 2030 estimated population
Amuru	Atiak	34,293	41,723	88,127
	Pabbo	41,811	50,869	107,448
	Lamogi	59,120	71,929	151,928
	Amuru	52,075	63,357	133,825
Nwoya	Alero	26,662	32,438	68,516
	Anaka	22,495	27,369	57,808
	Koch Goma	22,551	27,437	57,953
	Purongo	14,096	17,150	36,224
Total		273,103	332,272	701,829

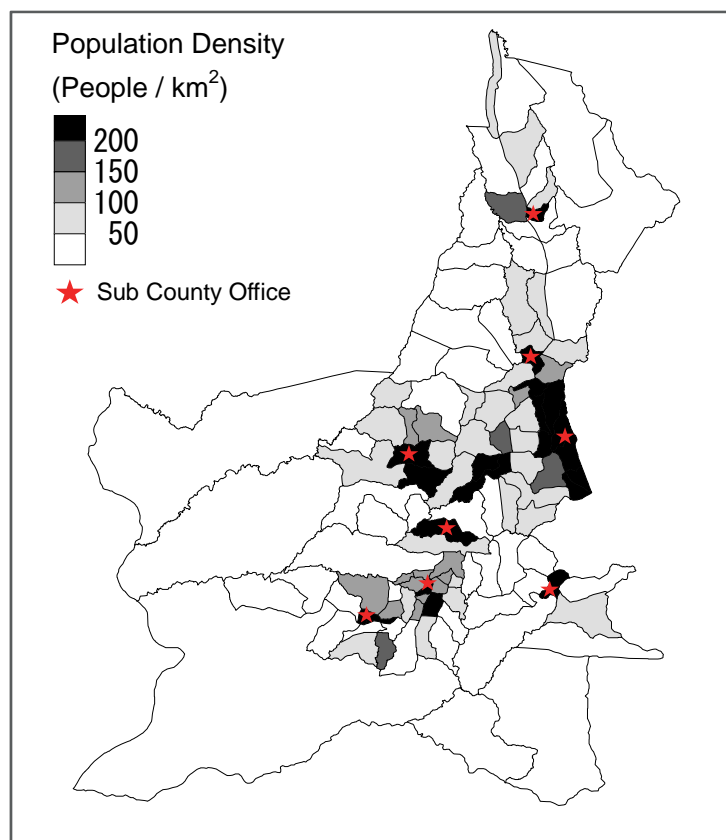


Figure 2.9 Population Density of Amuru and Nwoya District

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/km²) 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

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.

In general one can find one IDP camp per sub-county and one or two transit sites in a village. A transit site is mostly formed as part of a TRK which plays a central function in the village and the community returns to their own TRKs from this place.

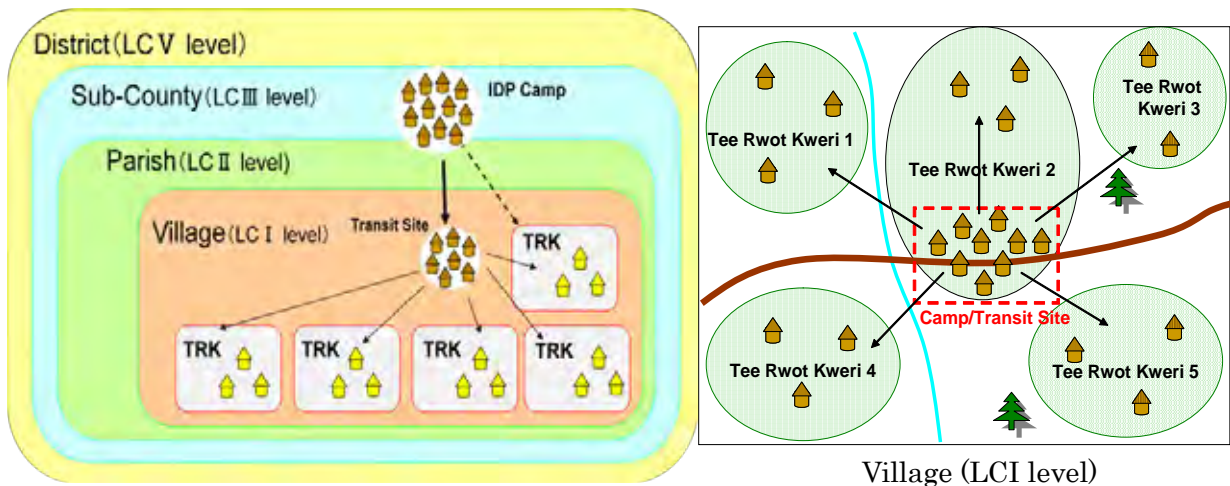


Figure 2.10 Structure of Local Government and IDP Camp /Transit Site

Throughout this document, the IDP mother camps and decongestion camps established by the government from 1996 to 2002 are generically called as "IDP camps" and the sites established in 2006 and later are called as "transit sites."

The following shows the position of the IDP camps and transit sites located in Amuru and Nwoya Districts as of 2009.

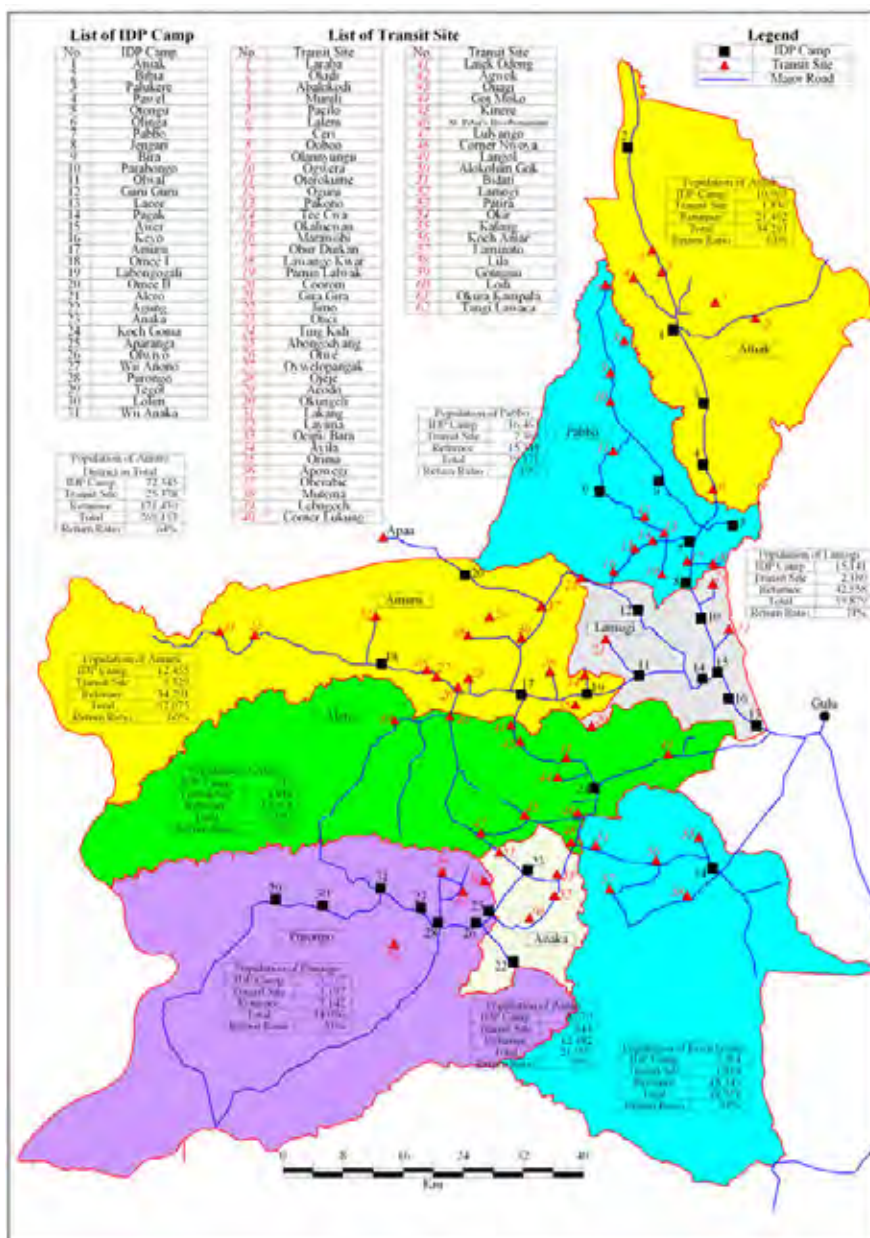


Figure 2.11 Location Map of IDP Camp and Transit Site in Amuru and Nwoya District

(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 2.14 Status of Return 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.

Due to the huge reduction of IDPs' in the camp, all the 34 IDP camps in Amuru District were officially closed during the period between February and July 2010, while transit sites, which were voluntarily established by the community, remaining open.

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

For those who want to remain in the former IDP camps, this Study Team regards the site as their home and consider the need for the provision of appropriate recovery assistance in line with the categorization set in the Development Plan described in Chapter 3.

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. For those who eventually choose to resettle in the former IDP camps, the Study Team elaborates the Development Plan through which they can par-take in the skill development training in the available technical institutes. For those IDPs who want to return to their original village, there is a need to establish a liaison system with NGOs or other responsible aid organizations for them to reach out appropriate assistances.

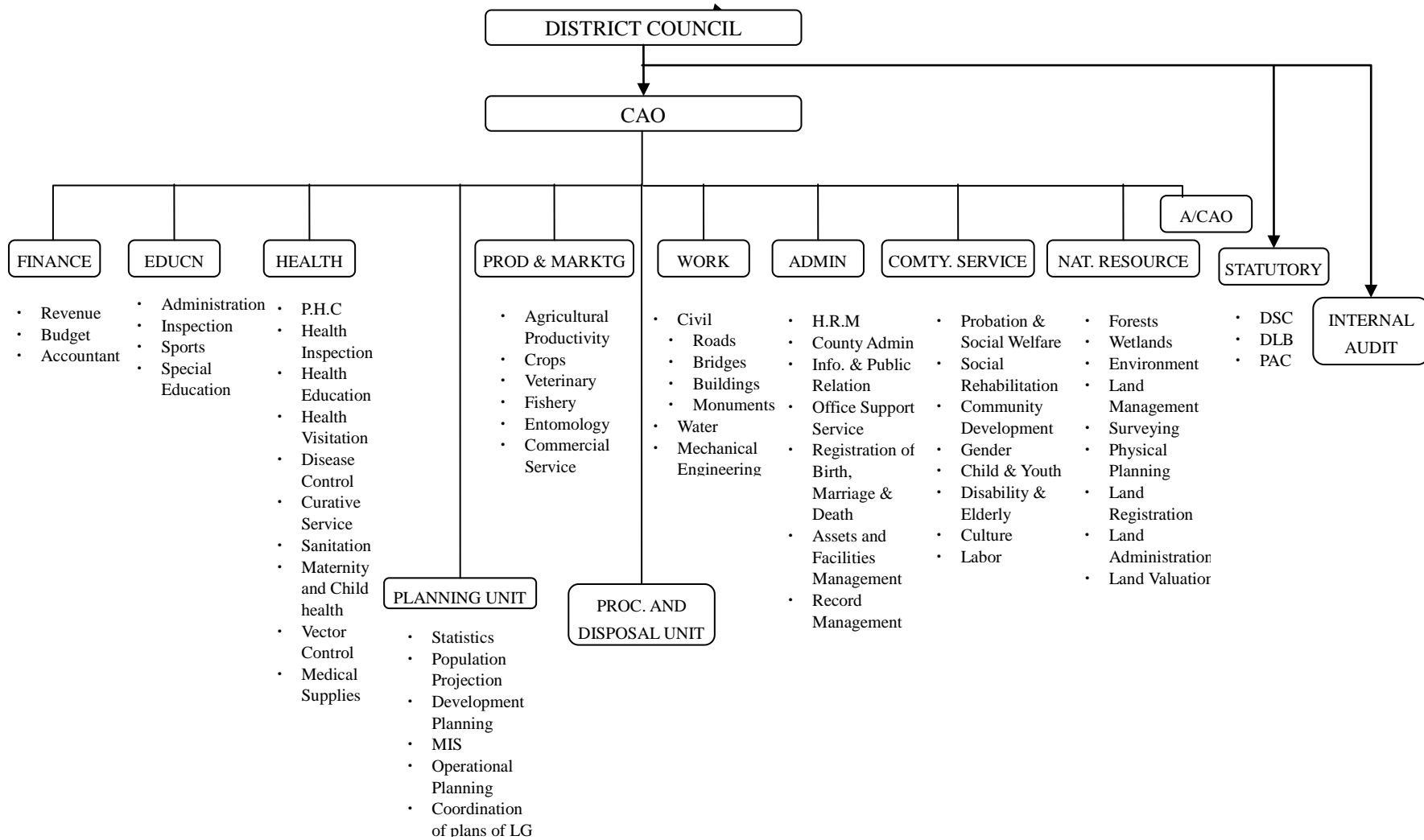
2.3 Current Situation of Administrative Sector

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 required for administrative services. Generally, lack of sufficient information related to maps, populations, and households and inventory related to social infrastructures (such as boreholes and school) renders it impossible to provide assistance compatible with current issues and community needs.

The detail composition and the structure of the administration units are shown in the figure below. Most of the departments and sections have not equipped with enough personnel staffs. In most cases, a district staff is assigned to cover two or more responsibility within a department.



(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 DTTC (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, DTTC 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.

In terms of budget allocation, need-based community development plan is found difficult because of the following points. In the first place, there is only limited budgetary allocation from the central government due to lower Indicative Planning Figure (IPF)¹ set according to mainly the performance of the district. Secondly, scope of budgetary allocation of grants is preset. District development planning and its budget proposal should be in line with the NDP and other sectors. The budget for the district development plan is generally allocated from various types of national grant². 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 formulate 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). This state of affairs undermines the district's independence and flexibility to make independent policy decision. A local government that relies on the central government and the donors for bulk of its budget had limited room for flexibility in identifying, planning and implementation of the district priorities.

¹IPF : MoLG sets priorities of budgetary allocation according to the performance of previous year, district poverty level, land area and population.

²The 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.

(2) Issues Affecting Administration Sector

The issues that affecting the administrative system are as follows:

Table 2.15 Challenges of Local Government (LG)

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 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 as shown in the figure below.

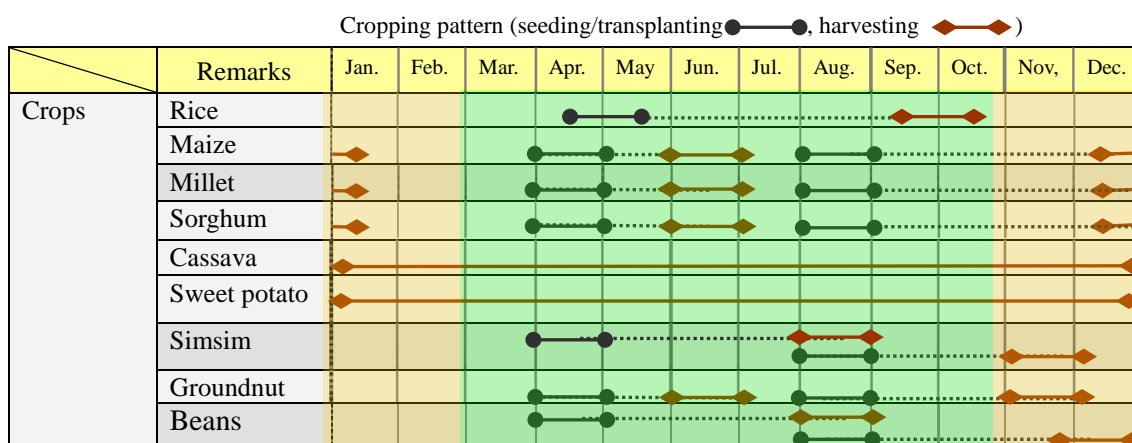


Figure 2.12 Major Cropping Patterns of a Year

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.

The main crops and vegetables of Amuru and Nwoya Districts are shown in the table below. 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, commercial crops such as soybeans, peanuts, and sesame are frequently grown.

Table 2.16 Main Crops and Vegetables in Amuru and Nwoya District

District	Sub-county	Main Crops	Vegetables
Amuru	Atiak	Cassava, Sorghum, Maize	Tomato, Eggplant, Cabbage
	Pabbo	Rice, Millet, Cassava	Tomato, Eggplant, Cabbage
	Amuru	Millet, Groundnuts, Beans	Tomato, Okra, Cabbage
	Lamogi	Simsim, Beans, Groundnuts	Tomato, Cabbage, Greens
Nwoya	Koch Goma	Beans, Groundnuts, Millet	Tomato, Eggplant, Cabbage
	Alero	Millet, Rice, Maize	Tomato, Cabbage, Onion
	Anaka	Millet, Maize, Grand nuts	Tomato, Cabbage, Eggplant
	Purongo	Millet, Rice, Grand nuts	Tomato, Cabbage, Greens

As shown in the figure below, commercial crops such as rice, sesame, and peanuts are often grown as principal crops in the villages where sub-county offices are located and

around their vicinity. The crops produced in these areas are sold at the central market located around the sub-county office.

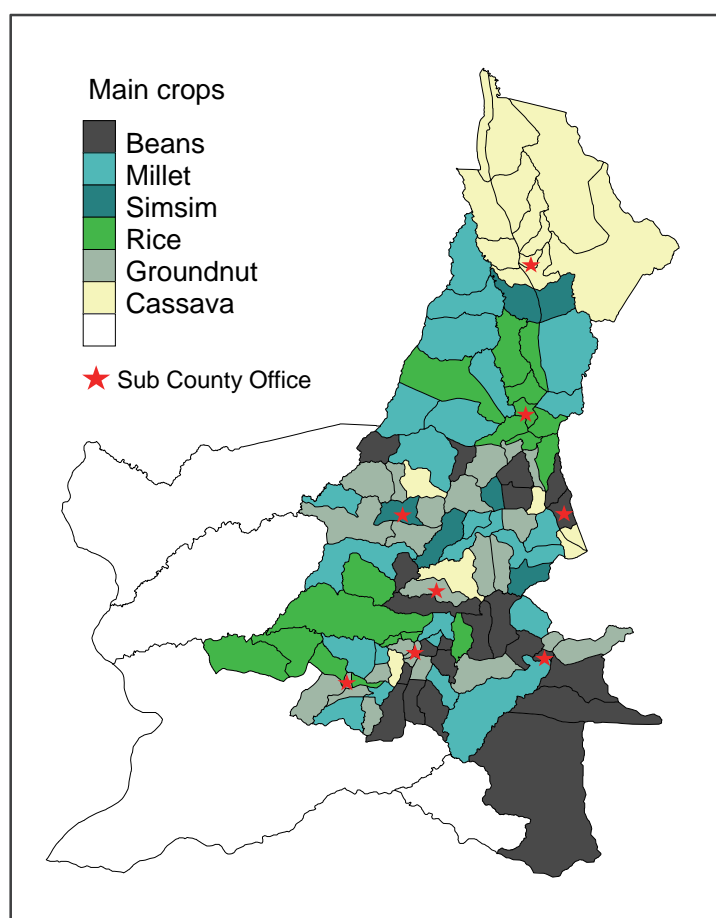


Figure 2.13 Main Crops by Villages in Amuru and Nwoya District

(2) Livestock Breeding

Before the armed conflict, most of the farmers earned a living by livestock breeding. However, many heads of livestock were lost during the conflict. Apart from relatively few well-off households that raise 10 to 20 heads of cattle, on average about one head of cattle is raised per 10 households. However, small animals, such as goats and sheep, are raised by many households. On average one shoat is raised per 2.5 households, and approximately every household possess a head of poultry (e.g. chickens).

Table 2.17 Number of Animals per Household in Amuru and Nwoya Districts

District	Sub-county	Number of animals per household		
		Caws	Goats and sheep	Fowl
Amuru	Atiak	0.14	0.41	1.34
	Pabbo	0.06	0.23	1.12
	Amuru	0.04	0.39	1.35
	Lamogi	0.06	0.35	1.42

District	Sub-county	Number of animals per household		
		Caws	Goats and sheep	Fowl
Nwoya	Koch Goma	0.08	0.46	2.02
	Alero	0.09	0.46	2.19
	Anaka	0.20	0.62	2.12
	Purongo	0.18	0.42	1.43
Average		0.11	0.41	1.61

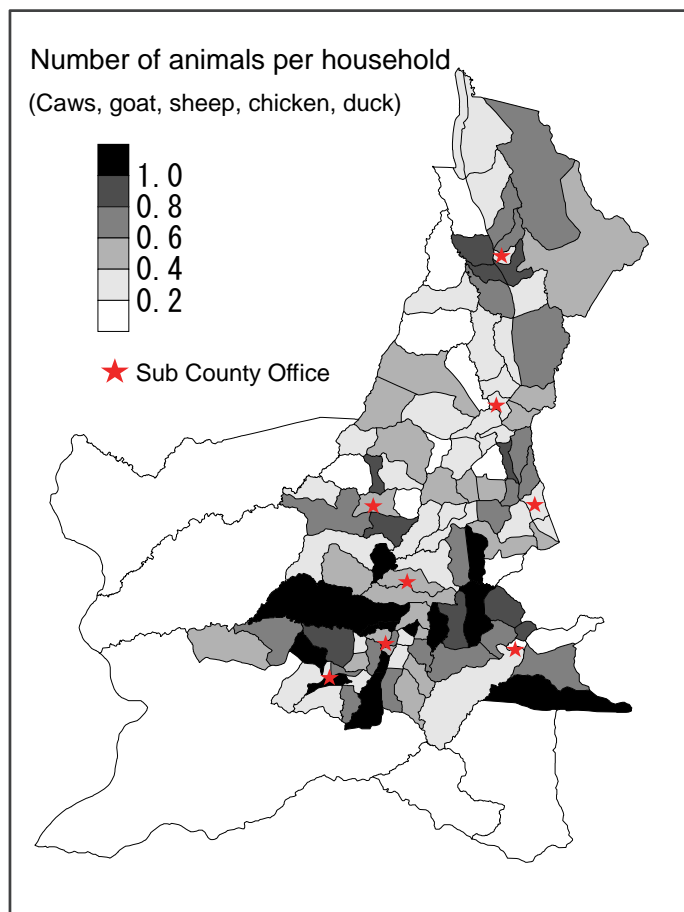


Figure 2.14 Number of Animals by Villages in Amuru and Nwoya District

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.

(3) Extension of Agricultural Technology

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. NAADS coordinators, who are working at district and sub county level, conduct various activities such as group formation, technical support, assistances of implementing a work plan of each farmer groups, monitoring, and intermediation with local government.

Community Based Facilitator (CBF) plays an important role to intermediate between sub-county office and farmers. In principle, CBFs live with the community and give advice to community on problems they present. When the problems presented are too complex to be handled by CBFs, they seek and receive advice from Agriculture Extension Officers, Veterinary Officers, Entomology Officers responsible for apiculture, and Fishery Officers stationed in the sub-county office and transfer it to community.

Parish Coordination Committee coordinates activities for the development of the parish. It consists of approximately 20 members and it elects leader farmers and model farmers in the parish. A leader farmer is responsible for technology transfer to model farmers. A farmer in the leadership position in a parish is to be elected as a leader farmer. A model farmer is a farmer exemplary to community people. Five farmers per parish are to be elected as model farmers.

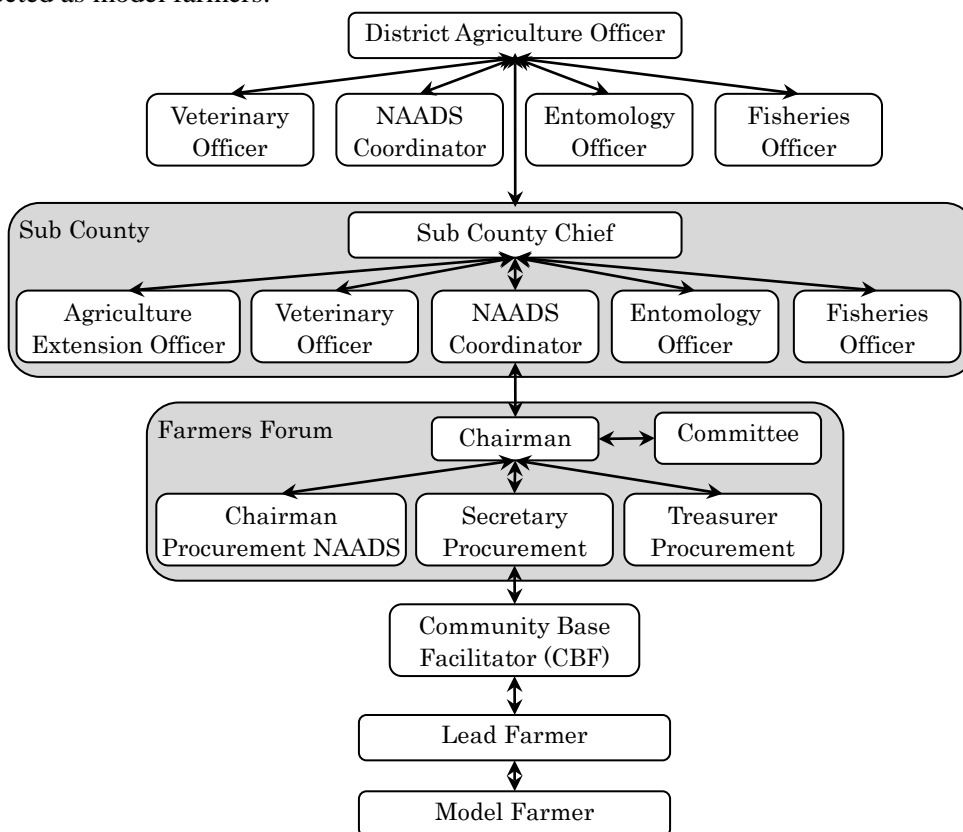


Figure 2.15 Extension of Agricultural Activities

(4) Revenue Sources and Revenues

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.

Table 2.18 Main Income Sources in Amuru and Nwoya District

Type	Income sources
Agriculture	<ul style="list-style-type: none"> • Cultivating crops and selling (rice, simsim, g-nuts etc.) • Cultivating vegetables and selling products (tomato, eggplant, okra, greens etc.) • Selling fruits (mangos, banana, papaya etc.)
Livestock	<ul style="list-style-type: none"> • Keeping fowls and selling (chicken, ducks, turkey etc.) • Keeping domestic animals and selling (goats, sheep, pigs etc.)
Forestry	<ul style="list-style-type: none"> • Selling firewood • Producing and selling charcoal • Selling building material for hut (woods, grasses etc.)
Handicraft	<ul style="list-style-type: none"> • Carpentry • Making and selling local brooms, mats, pots etc.
Service industry	<ul style="list-style-type: none"> • Running restaurant, kiosk etc. • Bicycle repair • Dressmaking
Others	<ul style="list-style-type: none"> • Laboring for constructing road and facilities • Hunting wild animals • Driver of bike taxi (Bodaboda)

(5) Market

The harvested farm products are sold at public markets established in the vicinity of a sub-county office (see Table 2.19 and Figure 2.17).

As shown in the table below, public markets are classified into Grades A through C depending on the scale of revenue.

In the vicinity of a sub-county office, there are many flour and rice mills facilities (see Figure 2.17), 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 (see Figure 2.17).

Table 2.19 Grade of Public Market in Amuru and Nwoya District

Type	District	Sub county	Village	Name of Market
A	Amuru	Atiak	Bibia East	Bibia
		Pabbo	Kal Centre	Pabbo Kal
		Amuru	Toro Kal	Amuru Kal
	Nwoya	Koch Goma	Kal A1	Goma
		Alero	Atcon	Alero
		Anaka	Paduny Kal	Anaka Kal
		Purongo	Pawatomero Centre	Purongo Kal
B	Amuru	Atiak	Kal East	Atiak Kal
		Amuru	Ogeli	Labongogeli
		Lamogi	Amilobo	Awer
			Apotokito	Wiya Nono
			Odur	Parabongo
C	Amuru	Amuru	Amoyokuma	Ome I
			Teddi	Ome II
		Lamogi	Pakiri	Keyo
			Coorom	Olwal
	Amoro		Akuru Kwee	
	Nwoya	Alero	Nwoya	Nwoya
			Langol	Langol
		Purongo	Olwiyo	Olwiyo

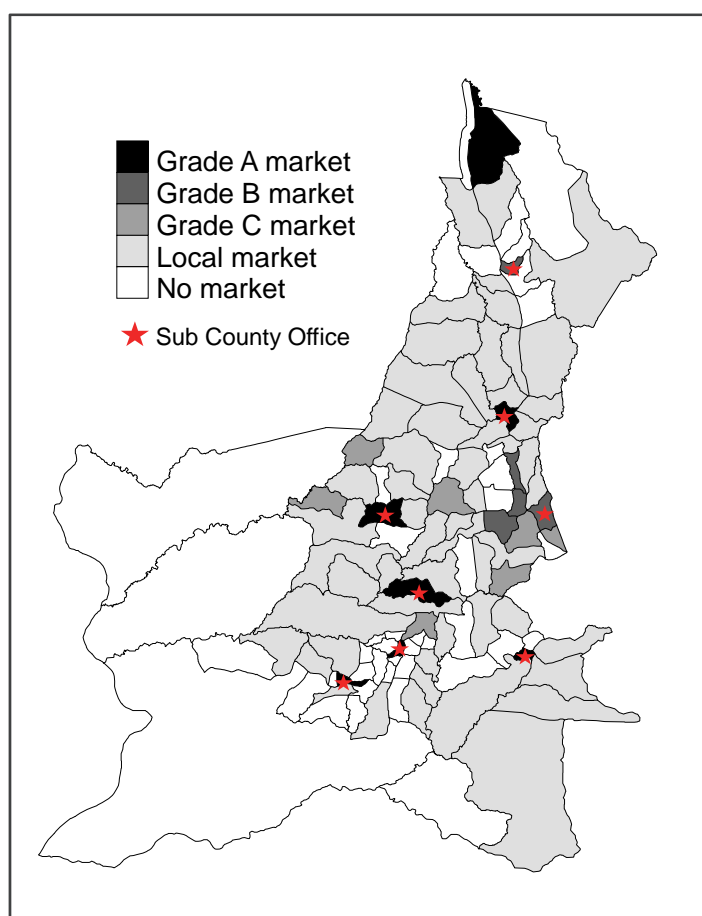


Figure 2.16 Type of Markets by Villages in Amuru and Nwoya District

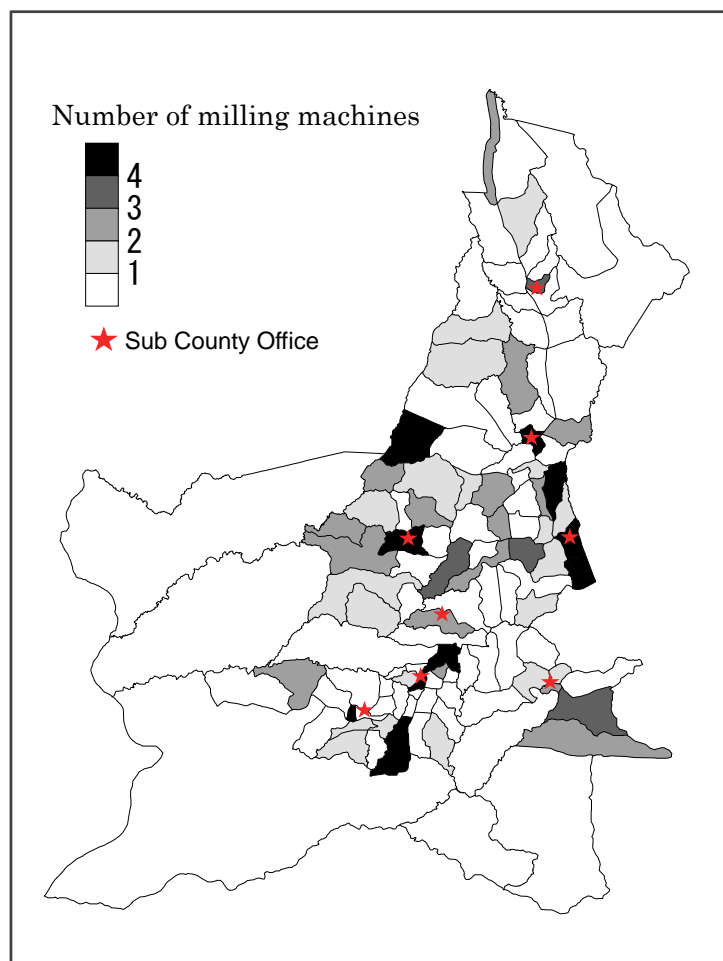


Figure 2.17 Number of Milling Machines by Villages in Amuru and Nwoya District

(6) Skilled workers

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. As shown in the figure below, 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.

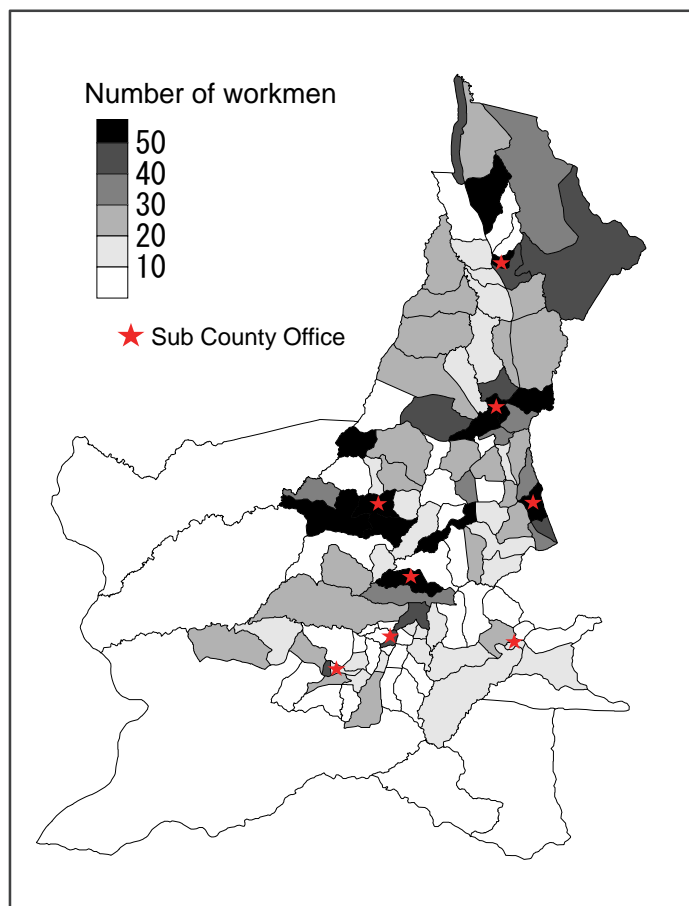


Figure 2.18 Number of Workmen by Villages in Amuru and Nwoya District

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. The figure below shows the location and coverage (1.5km radius, which is the county’s standard for rural water supply) of improved water supply facilities in relation to the positions of the former IDP camps and transit sites. As shown in this figure, 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.

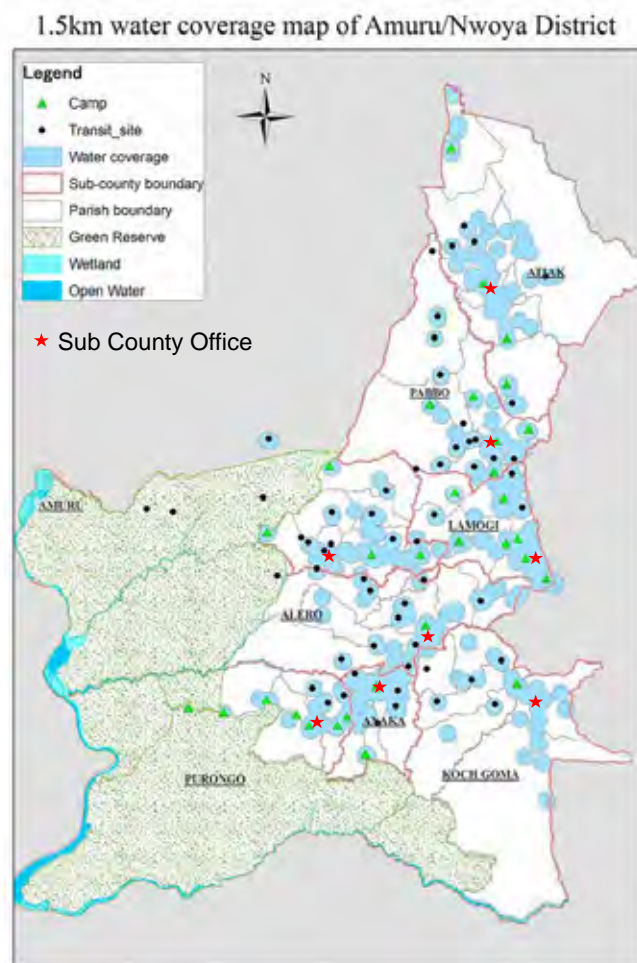


Figure 2.19 1.5 km Water Coverage Map by Villages in Amuru and Nwoya District

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. When water supply facilities are constructed at return sites (original villages), it is necessary to consider the number of beneficiaries and the capacity at which operation and management is possible. This is because, unlike IDP camps in which the beneficiaries live in one place, concentrated; at the return sites people live dispersed with a low population density. Accordingly, it is considered advisable to provide one water supply facility per TRK regardless of the number of people residing inside the TRK. The figure below shows the ratio of TRKs having one or more facilities per the total number of the TRK in the village.

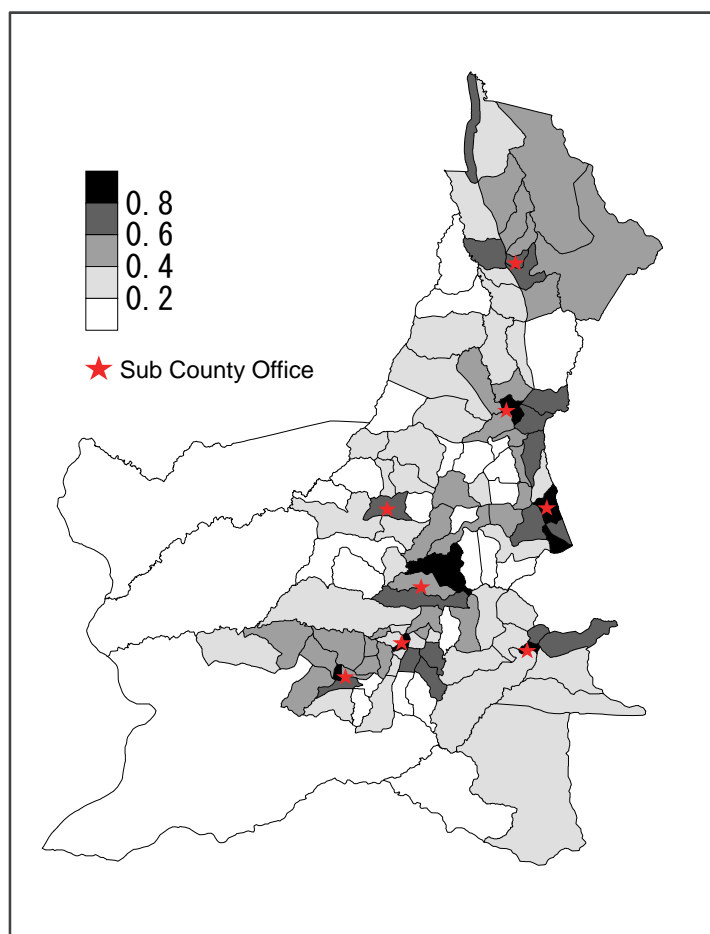


Figure 2.20 Ratio of TRKs with Water Points in Village of Amuru and Nwoya District

As shown in the figure above, most of the villages have insufficient number of improved water source compared to the total number of the TRK in the village. This unavailability of safe water in the villages constitutes one of the impediments (hindrances) to the resettlement of some of IDP's. Especially, EVIs such as elderly, seriously ill, and physically disabled people, the lack of water supply facilities in their original villages is a major hindering factor to their resettlement. 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.

Table below shows the summary of the education sector indicator (year 2010) of former Amuru District at sub-county level. Although the country's minimum quality standard (MQS) for the appropriate number of pupils per classroom ratio (PCR)³ 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.

³ " 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.

Table 2.20 Summary of Education Sector at Sub-county Level in 2009

Sub-county	No. P/S	No. of Pupil		No. of Teacher		Classroom		Indicator		
		Male	Female	Male	Female	Permanent	Temporary	PCR	PTR	PLR
Attiak	19	4319	3757	93	16	76	6	84	85	64
Pabbo	14	5380	4635	114	44	66	28	149	65	86
Amuru	13	5508	4605	105	31	80	11	137	82	82
Lamogi	15	5398	4688	108	58	122	23	79	71	50
Koch Goma	11	3021	3042	70	24	57	12	116	91	47
Alero	14	3880	3395	89	35	82	16	84	66	51
Anaka	9	2819	2511	55	21	66	0	66	74	89
Purongo	9	2190	1933	42	13	58	2	93	76	40
Total	104	32,515	28,566	676	242	607	98	-	-	-
Average	13	4,064	3,571	85	30	76	12	101	76	64

Note: PCR= Pupil Classroom Ratio; PLR= Pupil Latrine Ratio; PTR= Pupil Teacher Ratio; P/S= Primary School

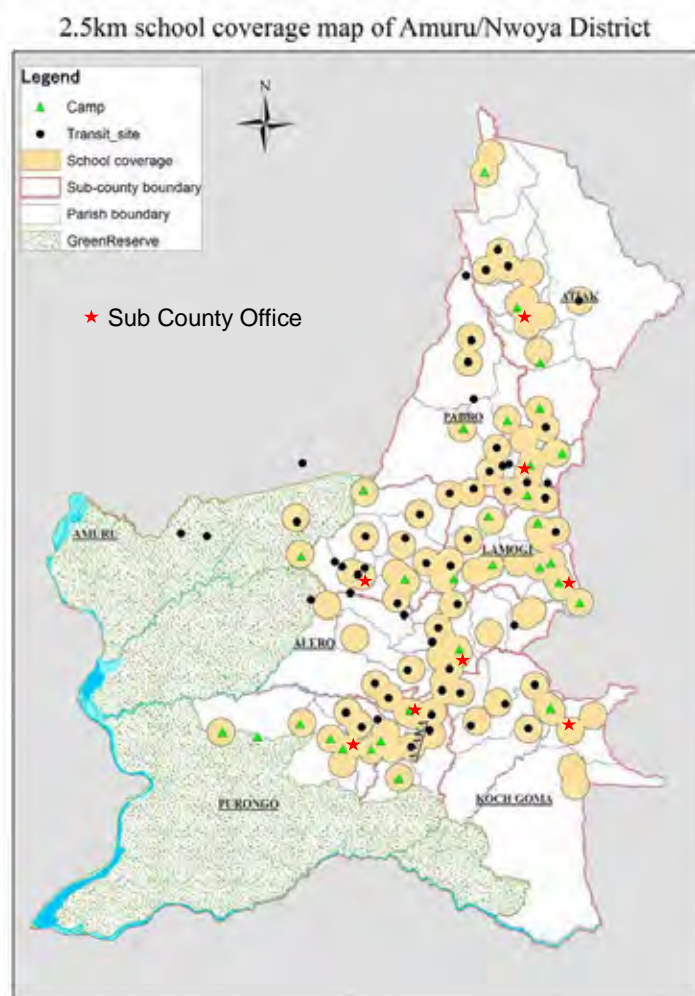


Figure 2.21 2.5 km School Coverage Map in Amuru and Nwoya District

2.3.5 Health Sector

There are 38 health and medical facilities in Amuru and Nwoya Districts as shown in the figure and table below. 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.

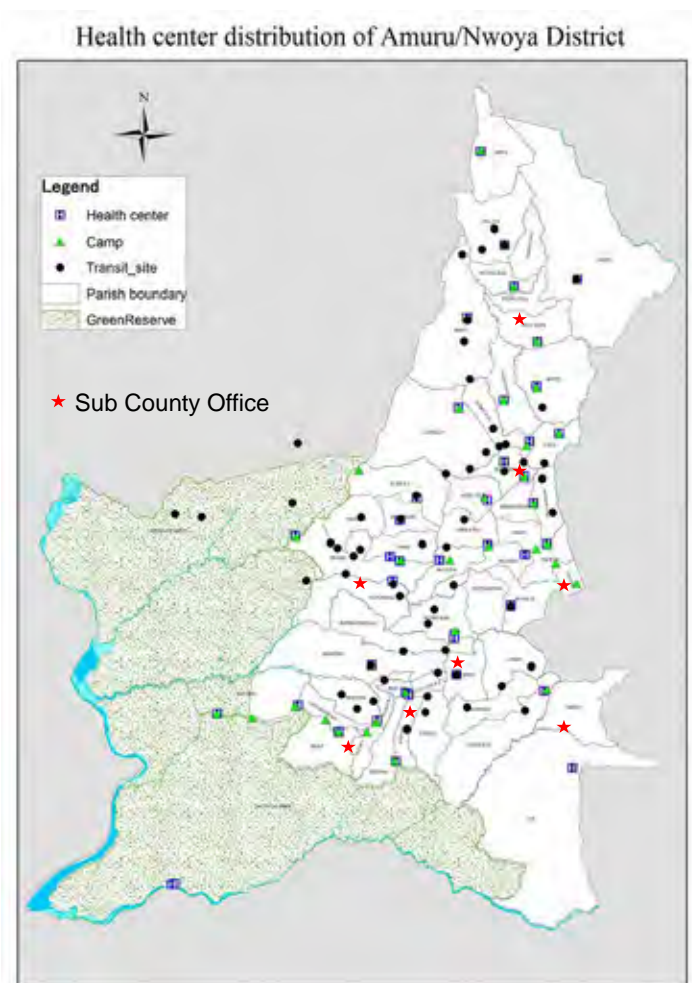


Figure 2.22 Location of Health Center in Amuru and Nwoya District

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).

The following table shows the levels and improvement status of medical facilities at sub-county in Amuru and Nwoya Districts. There is only one district hospital in Anaka Sub-county in Nwoya District. The medical facility with the highest service level in Amuru District is HC IV of Atiak Sub-county. As shown in the figure below, HC III facilities are established in villages where a sub-county office is located, and HC II facilities in villages in

the vicinity of the former IDP or transit site. There are nine HC III facilities and 27 HC II facilities, eight of which are not operational mainly because of lack of staffs and equipments.

Table 2.21 Number of Hospital and Health Center at Sub-county Level in 2009

District	Sub-county	Hospital	HC4	HC3	HC2 (function)	HC2 (non-function)
Amuru	Atiak		1	1	1	3
	Pabbo			1	3	3
	Amuru	1		2	3	1
	Lamogi			1	4	0
Nwoya	Koch Goma			1	2	0
	Alero			1	2	1
	Anaka			1	1	0
	Purongo			1	3	0
Total		1	1	9	19	8

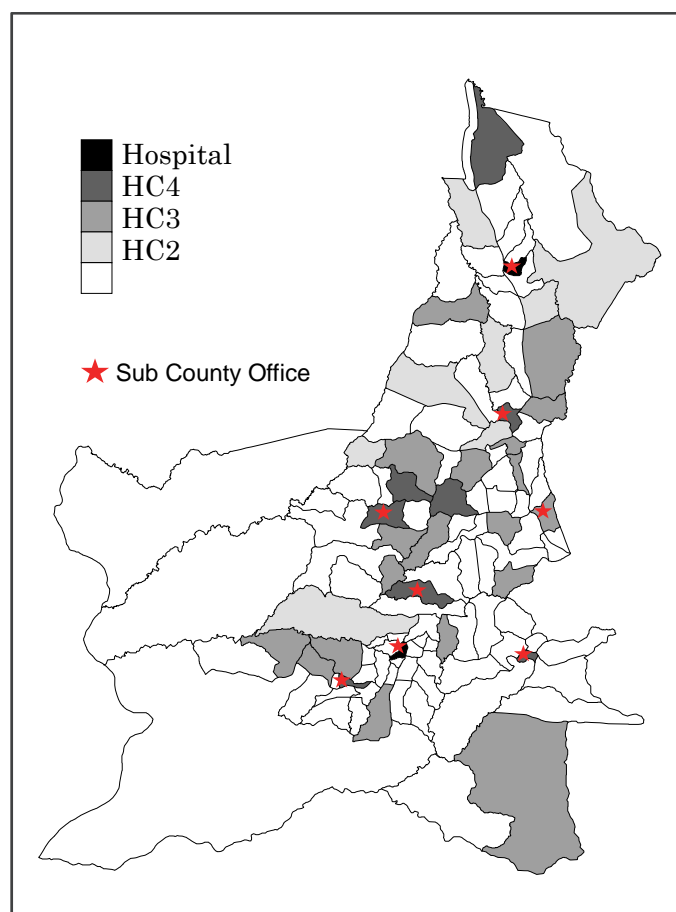


Figure 2.23 Level of Health Center by Villages in Amuru and Nwoya District

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. There is no system of garbage management in these trading centers. The garbage left by people coming from and going to the surrounding villages as well as kitchen garbage discharged by people living in the area are causing poor hygiene situation.

People who have returned to their original villages are often infected with diseases such as malaria, diarrhea and other water borne diseases. 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 following table shows indexes living conditions in Amuru and Nwoya Districts related to Uganda. 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.

Table 2.22 Comparison of Social Condition between Amuru & Nwoya District and Uganda

Index	Amuru and Nwoya District	Uganda
Life Expectancy in 2009/10	43.7 years old	50.0 years old
Fertility rate in 2009/10	7.4	6.7
High poverty rate in 2009/10	68%	31%
Rate of TB notified in 2009/10	69%	52%
Infant mortality rate in 2008/09	172/1,000	88/1,000
Maternal mortality rate in 2008/09	610/100,000	505/100,000
Child mortality rate in 2008/09	250/1,000	152/1,000
HIV sero-prevalence rate in 2009/10	8.3%	6.4%
Pit latrine coverage in 2009/10	28%	56%

Amuru Development Plan 2008/09-2010/11, 2009/10-2011/12

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 produced many EVIs such as widows, orphans, and physically disabled persons. These EVIs 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 assistance organizations and NGOs make them privileged within the society and create a sense of jealousy. 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 disappointed by not having received any support because of unclear selection criteria used by NGOs to determine EVIs who could receive support. This led the study team to confirm that a feeling of unfairness has built due to excessive support to EVIs. Such excessive support to EVIs may tempt people 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 the criteria of 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)."

The correlation between the return rate of all the households and that of EVIs in TRKs belonging to Amuru and Nwoya Districts was checked to see if the return of EVIs is delayed. As shown in the figure below, there was a positive correlation between them, and the return rate of EVIs was higher in TRKs where most of the IDPs have already returned.

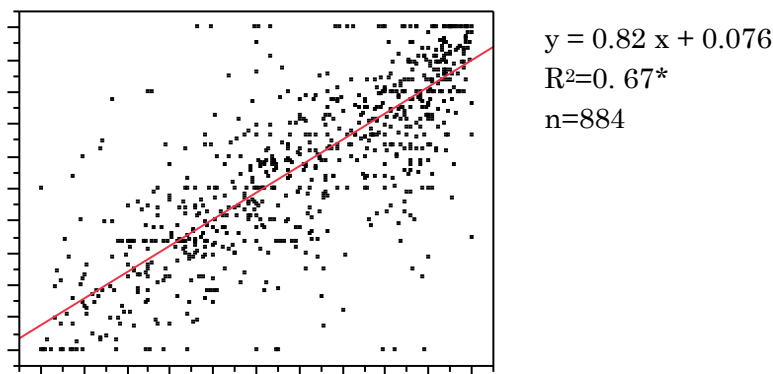


Figure 2.24 Relationship between Return Rate and EVI Return Rate in Amuru and Nwoya District

Since the approximate straight line has an angle of 0.82, the return of EVIs is delayed by about 20% from the overall return state. However, this result reveals that the return of EVIs is progressing more in accordance with the overall return state than expected.

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 have 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.

The following table shows the number of former child soldiers accommodated by GUSCO in Amuru and Nwoya Districts. Many children were abducted from Atiak and Pabbo Sub-counties, where the bloodiest battles have occurred.

**Table 2.23 Number of Abducted Children Who were Protected by GUSCO
in Amuru & Nwoya District and Uganda**

Distinct	Sub County	Male	Female	Total
Amuru	Atiak	14	16	30
	Pabbo	9	21	30
	Amuru	12	16	28
	Lamogi	5	13	18
Nwoya	Koch Goma	2	3	5
	Alero	9	7	16
	Anaka	5	7	12
	Purongo	6	3	9
Total		62	86	148

When former child soldiers return to their villages, traditional rituals are sometimes held to enable their co-existence with the community. Some of the traditional rituals conducted are listed below.

Table 2.24 Traditional Ceremony

Name of Ceremony	Contents
Nyono Tungweno	'Nyono Tungweno' is conducted for people who left their original village for a long period. Those who left home are purified by removing the ghosts. In order to clear the alienation due to the absence from home, people who returned to their original villages enter into their house by stepping on eggs and branches. This ceremony was conducted to those who had been abducted by LRA
Lakereket	"Lakereket" is performed for the former soldier who was commanded murder during LRA. In the ceremony of "Lakereket", the former soldier declares the events of murder to the clan member, and he go to the forest together with clan leader (Rwot Moo) to conduct "Lakereket" ceremony. In the forest goats are scarified, and the heart of goats is removed, and hung it with the goat upper body onto the tree. (It means that strong heart will be provided.) Through the experience of this ceremony, the past evil memory of former soldier is believed to be purified.

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.

The table below lists the causes of land problems.

Table 2.25 Causes of Land Problem

Factors	Contents
Expansion of the area of land use per family in line with the population increase	As a result of increased number of family members during the conflict, required land area per household increased. Because of this situation, those families have disputes over land issue in the return village.
Vague land boundary	Due to the fact that people who had known the boundaries of land, such as elderly people, parents, and husbands passed away during the conflict, there are often disputes over the neighbor and relatives.

Factors	Contents
Shift in the awareness of people towards land	Community members become aware of the importance of lands, due to the shift in practice from livestock rearing to farming due to the loss of their livestock. The encroachment of farm land to the former grazing land creates conflict among the community.
Issues of land law	According to the 1995 land law of the country if a person settled in a certain place for more than 12 years he can claim the land as his private properties. Therefore, an IDP who dwells in the camp for more than 12 years, can claim the land as his own property; however, given that most part of the Acholi region is classified as Customarily Land, it creates a conflict among the community.
Occupation of land by IDPs who return in advance	There are some cases where IDPs who went back home earlier than other occupies the land, which causes the disputes between former owners and the new occupant. Furthermore, these people sometimes submit the entitlement application form to sub-county, which makes the problem more complex.
Land issue by EVIs	Since widows and orphans are not under protection of their husbands or fathers, they are unable to own land. This situation creates land conflict in the community.

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 go 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. The types and number of UXOs found and destroyed by UMAC in Amuru and Nwoya Districts in 2009 are listed below.

Table 2.26 Kinds and Number of UXO which were Discovered in Amuru and Nwoya District in 2009

District	Sub-county	Mortar	Grenade	RPG	Others*	Total
Amuru	Atiak	16	9	10	4	39
	Pabbo	20	13	23	7	63
	Amuru	1	0	0	1	2
	Lamogi	3	3	2	0	8

District	Sub-county	Mortar	Grenade	RPG	Others*	Total
Nwoya	Koch Goma	7	6	8	7	28
	Alero	22	5	4	1	32
	Anaka	7	4	7	1	19
	Purongo	1	5	7	1	14
Total		77	45	61	22	205

*Others: grenades, ammunitions, cannon balls

In 2009, a total of 205 UXOs were removed and destroyed. The largest numbers of UXOs were found in Pabbo Sub-county on which the conflict had the most significant impact. In Pabbo Sub-county where the UMAC local office is located, however, the process from discovery report to destruction of UXOs is more quickly conducted than in other sub-counties, and no accident related to UXOs has been reported yet. The existence of UXOs in the project site should be continuously monitored in cooperation with UMAC.

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 2.27 List of Traditional Ceremonies

Name of ceremonies	Activities of ceremonies
“ <i>Moyo Cere</i> ”: 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. “ <i>Moyo Cere</i> ” was practiced by “ <i>Ker Kwaro</i> ” which is traditional institution in Acholi region together with “ <i>Rwot Moo</i> ”, who is the clan leaders, in various places.
“ <i>Moyo Kum</i> ”: 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, “ <i>Moyo Kum</i> ” ceremonies are practiced to purify an evil spirit and to mitigate the departed souls together with immolating goats.
“ <i>Gamo Oruk</i> ”: Ceremonies for Reburial ceremony	In case remains of bodies are found or bodies are buried by others, the bereaved family performs “ <i>Gamo Oruk</i> ” ceremony with traditional elders. In “ <i>Gamo Oruk</i> ” ceremony, goats are scarified to mitigate the departed souls. If the diseased is a male, male goat is scarified, and otherwise for female.
“ <i>Yiko Cogo</i> ”: 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.

As is shown below, 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.

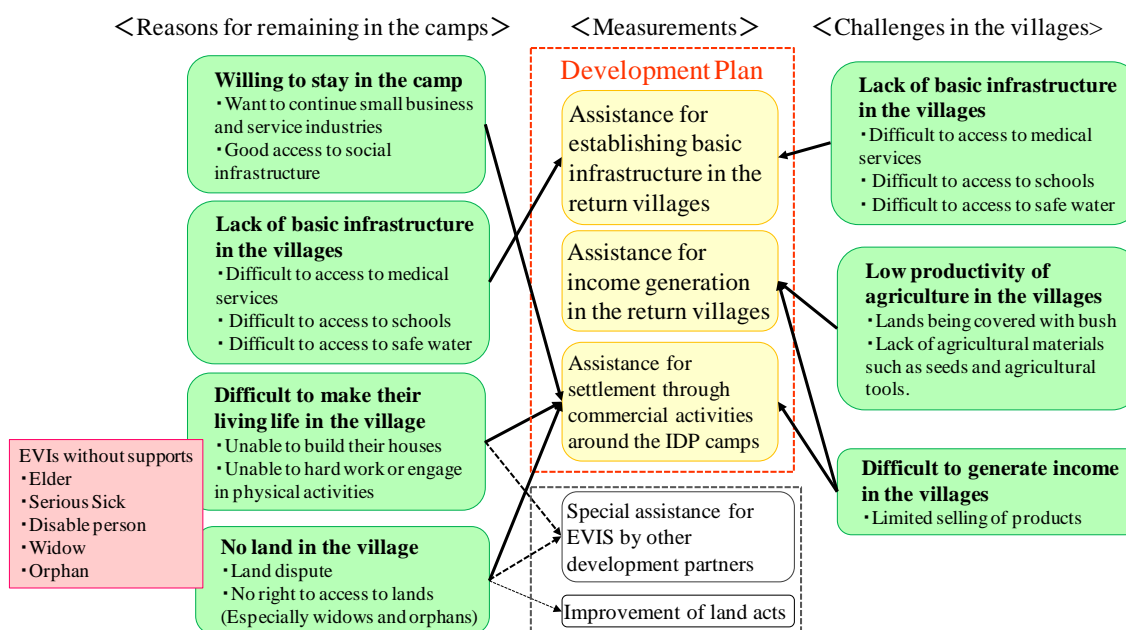


Figure 3.1 Basic Policy on the Development Model

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 concepts of improving "Production and Income Generation" and "Basic Infrastructure"

In order to achieve "Settlement of IDP" as the short term development vision, specific goal shall be set. The basic infrastructure including water supply facilities, schools and health centers were entirely destroyed and the farmland was fully devastated by the two-decade-long insurgency. Taking this situation into consideration, the Study Team set the short term development goal as "Self-sufficiency by improving agricultural production" and "Assuring access to minimum basic infrastructure" until 2015.

For the period 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".

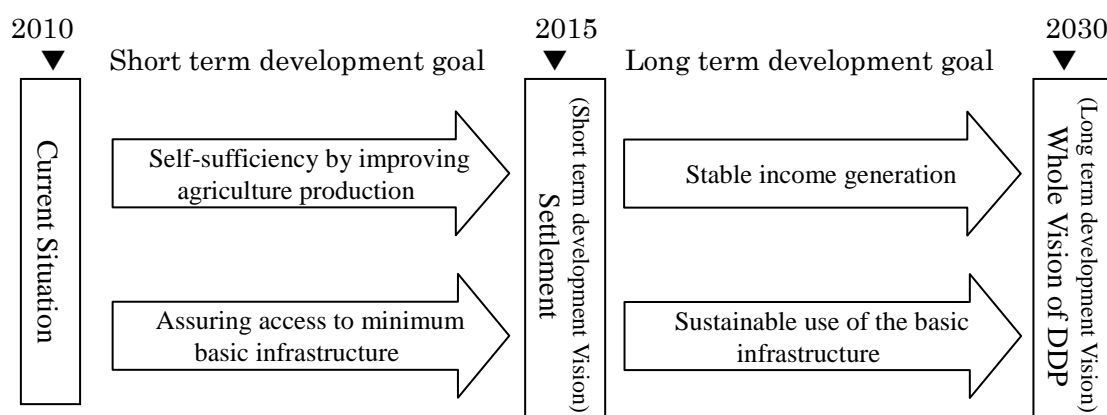


Figure 3.2 Short Term and Long term Development Goal

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).

Table 3.1 Sectors Harmonized with the Upper Plans

Sector in this plan	PRDP program	National Development Plan (NDP)	District Development Plan (DDP)
Admini- -stration	5. Provision of emergency relief	II. Land Management and Administration	Sector 1. Administration
	1. Elimination of terrorists' threat for stability	II. Physical Planning	Sector 2. Finance and Planning
		II. Financial Services	Sector 3. Statutory Bodies
Production & Income Generation	7. Farming with oxen and ploughs for food security and income generation among the poor	I. Agriculture	Sector 8. Natural Resources
		I. Forestry	
	8. Provision of light processing facilities such as rice hurlers and maize millers	I. Manufacturing	Sector 4. Production and Marketing
	11. Vocational / skills trainings especially for young people	II. Co-operatives	
	13. Promotion of industrialization in Northern Uganda by for instance developing the sugar industry	II. Trade Development	
		III. Labor and Employment	
2. Building of security and access to roads	III. Skills Development		
14. Hydro-power development at Karuma and Ayago			
Water	3. Provision of water	II. Water for Production	Sector 7. Works
		III. Water and Sanitation	
Education	4. Revival and re-enhancement of education	III. Education and Sports	Sector 6. Education and Sports
Health	6. Health, immunization and educational outreach including an all-out war against HIV/AIDS	III. Health and Nutrition	Sector 5. Health
		III. HIV/AIDS	
Livelihood	9. Enhanced micro finance for micro business for ex-LRA fighters, victims of the LRA and Auxiliary Forces	I. Housing	Sector 9. Community Based Services
	10. Re-education and re-orientation of the minds and hearts of the population towards peace and development rather than war and psychosocial counseling for children and others rescued from LRA fighting ranks		Cross Sector 2. Environment

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 indispensable. 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.

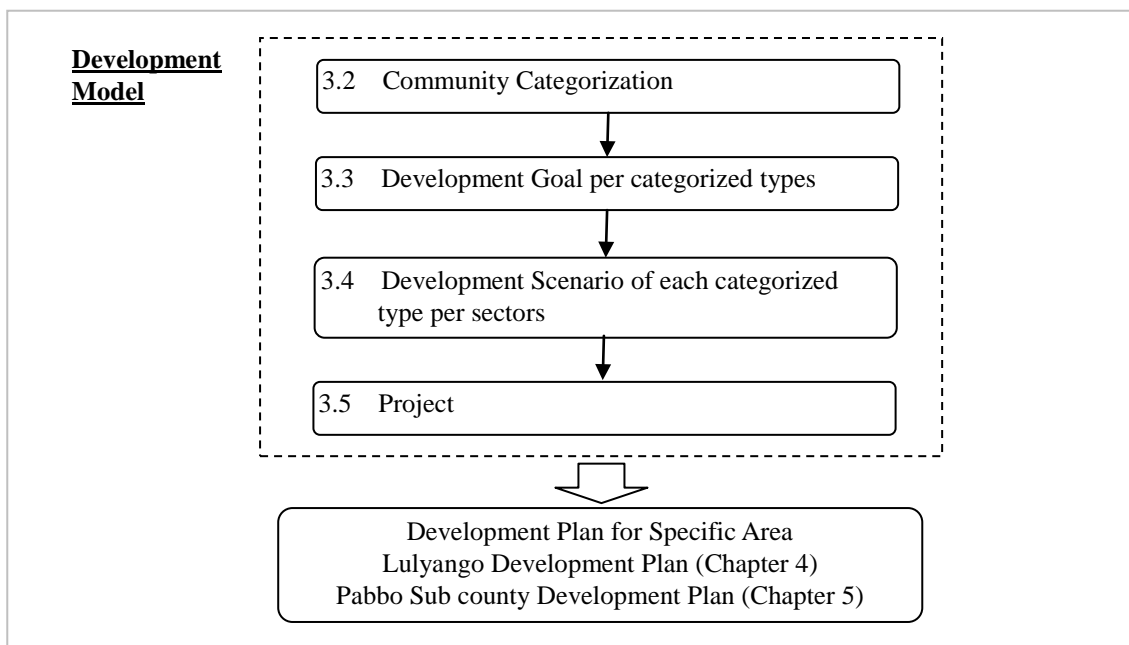
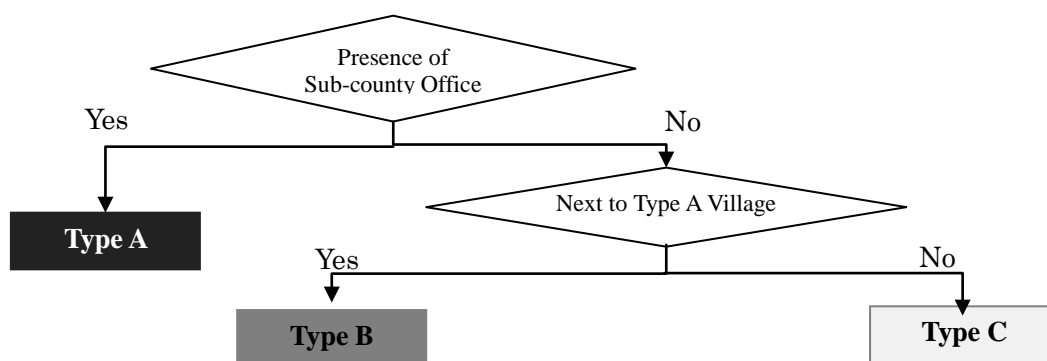


Figure 3.3 Flowchart from the Preparation of the Development Model till the Formulation of the Development Plan

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 3.4 Methodology for Community Categorization

3.2.1 Investigation of method for community categorization

The following is the rationale for the 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: villages with the high return rate accounting for more than 70%, those with the moderate return rate in the range of 50 to 70% and those with the low return rate accounting for less than 50%. It was assumed that there could be a correlation between the progress of returning and regional characteristic such as maintenance situation of basic infrastructure, influence of the insurgency, land use and so on, however, the result of correlation analysis, shows that there was no relationship among them. 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 economic condition and basic infrastructure

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

Table 3.2 Index for Community Categorization

Index	Data
Indicators for economic activities such as access to markets and engaging in small business activities in the villages	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

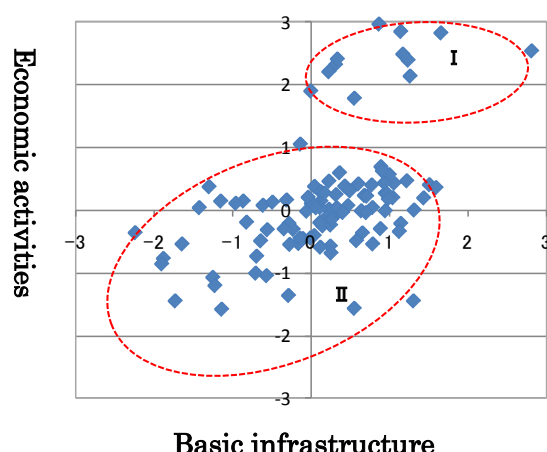


Figure 3.5 Community Categorization based on “economic activities” and “maintenance condition of basic infrastructure”

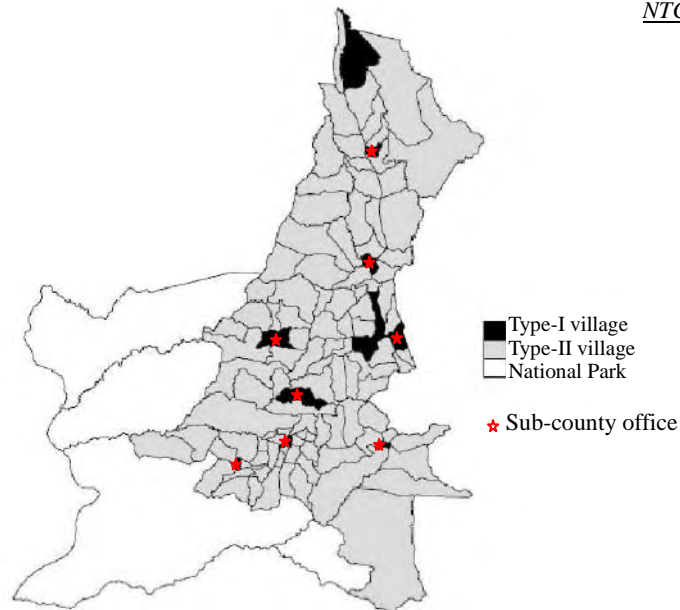


Figure 3.6 Map of Community Categorization based on “Economic Activities” and “Maintenance Condition of Basic Infrastructure”

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.

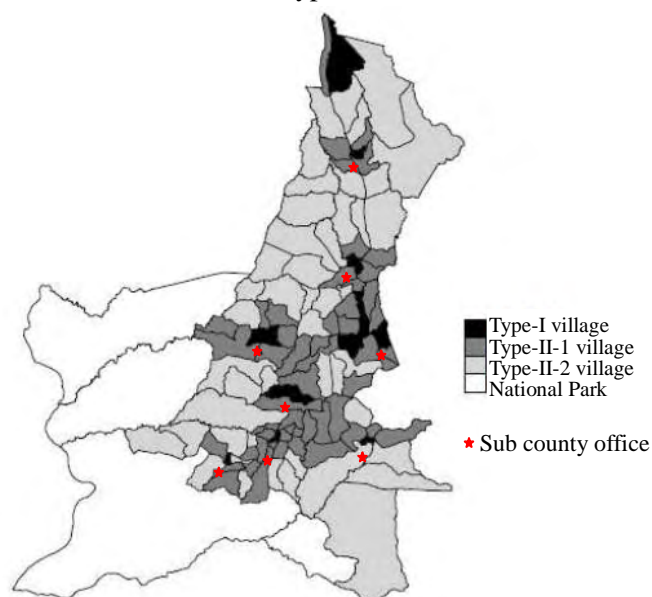


Figure 3.7 Map of Community Categorization based on “Economic Condition” and “Agriculture Condition”

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.

Accordingly, the characteristic of each village type is summarized below.

- 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.

Table 3.3 Result of Community Categorization based on Presence of Sub-county Office

		Type-A	Type-B	Type-C	Total
Amuru District	New Amuru	4 villages	20 villages	37 villages	61 villages
	Nwoya	4 villages	19 villages	31 villages	54 villages
Total		8 villages	39 villages	68 villages	115 villages

According to Figure 3.7 shown 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 3.4 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 Number of workmen per village	4.3 km 46	5.4 km 22	9.6 km 22	2.4 km 50	4.7 km 20	8.3 km 18
<Basic infrastructure> Number of water supply facilities per village Average distance to primary school Average distance to health centre	8.0 3.0 km 3.0 km	4.6 3.5 km 5.6 km	3.1 4.9 km 10.9 km	9.5 2.5 km 3.0 km	5.2 3.4 km 5.6 km	3.1 4.6 km 9.2 km
< Agriculture > Ratio of cultivated land (%)	67.0%	62.0%	9.4%	71.6%	61.7%	15.4%

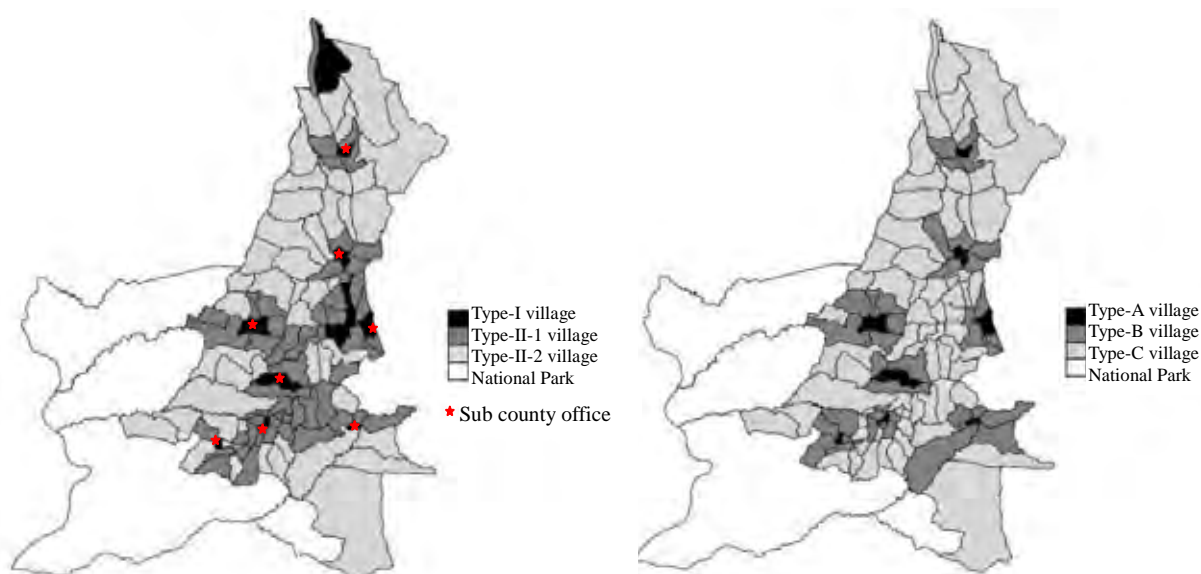


Figure 3.8 Map of comparison with characteristics between type-I, II-1 & II-2 and Type-A, B & C

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.

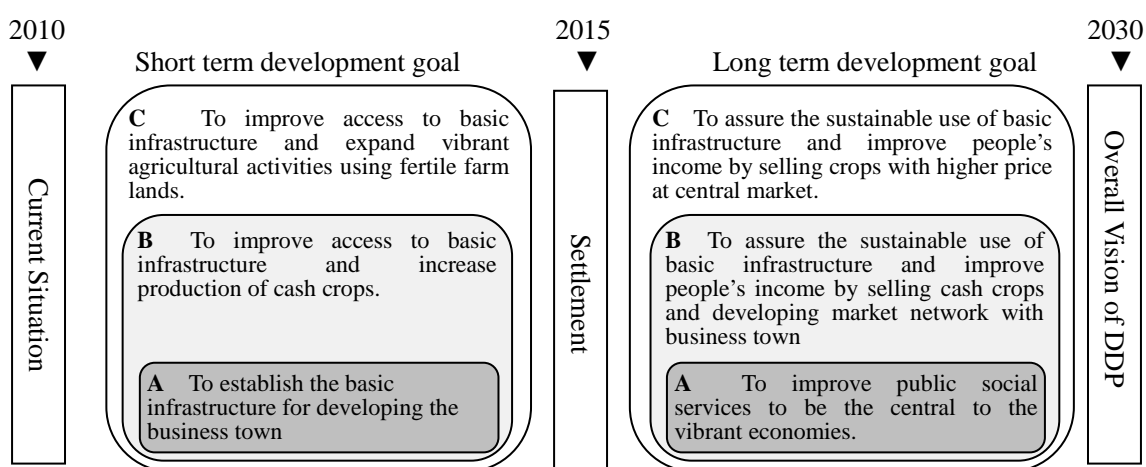


Figure 3.9 Development Vision and Short & Long Term Goal

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.

The vision for Town-type development was set as that Type-A village would be the center of economic and social activities of the area. Developing the infrastructure needed for growth of small-scale business activities and recovering the functions of the sub-counties offices as bases of public and social service is considered the necessary intervention needed.

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.

The vision for Suburb-type village is set to the development of the basic infrastructure needed, aiming at promotion of agriculture in suburbs. The development of basic

infrastructure will promote the agricultural produce making use of the abundant farmland and selling them to the neighboring towns (Type-A villages) and in turn improve access to the existing public and social services in future.

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.

The vision for Rural-type village was considered as the development of new infrastructure, formation of good operation and maintenance system and utilization of the huge area of uncultivated land, aiming at improving the living standard of the community through promotion of agricultural activities.

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 3.5 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 3.6 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 be 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 3.7 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.

Table3.8 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 $5 \text{ kg} \times 365 \text{ days} = 1,825 \text{ kg/year}$ 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 within 1km 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%	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">Secondary School PCR= 1: 40 PTR= 1:40</td> <td style="width: 50%; border: none;">Primary School PCR=1:54 PTR=1:54</td> </tr> </table>	Secondary School PCR= 1: 40 PTR= 1:40	Primary School PCR=1:54 PTR=1:54
		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 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	Distance to the healthcare center: 5.0 km 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 3.9 List of Proposed Projects for Short-term and Long-term Goals

	Sector	Project	
		Short term development	Long term development
A	Production & income generation	<ul style="list-style-type: none"> • Improvement of Technical School • Improvement of Central Market • Improvement of Farm Roads 	<ul style="list-style-type: none"> • Establishment of Marketing Information Network • Enlivenment of Secondary and Tertiary Industries • Expansion of Central Market
	Water Supply	<ul style="list-style-type: none"> • Improvement of Town Water Supply System 	<ul style="list-style-type: none"> • Improvement of City Water Supply System
	Education	<ul style="list-style-type: none"> • Improvement of Secondary School Facilities • Improvement of Primary School Facilities 	<ul style="list-style-type: none"> • Improvement of Secondary Schools Advancement Ratio • Establishment of Primary Schools
	Health	<ul style="list-style-type: none"> • Establishment of Referral System 	<ul style="list-style-type: none"> • Improvement of Facilities of Upper HCIII
	Livelihood	<ul style="list-style-type: none"> • Household Hygiene Improvement 	<ul style="list-style-type: none"> • Promotion of Town Cleaning Activities
	Administration	<ul style="list-style-type: none"> • Enhancement of District Officials-led Activities • Enhancement of Sub-county Officials-led Activities 	<ul style="list-style-type: none"> • Construction of Parish Hall • Utilization of Community Resource Map
B	Production & income generation	<ul style="list-style-type: none"> • Promotion of Commercial Agricultural Products 	<ul style="list-style-type: none"> • Promotion of Group Marketing • Installation of collecting centre for group products
	Water Supply	<ul style="list-style-type: none"> • Installation of Boreholes and Enhancement of Maintenance and Operational System 	<ul style="list-style-type: none"> • Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	<ul style="list-style-type: none"> • Promotion of community school to public school 	<ul style="list-style-type: none"> • Construction and Improvement of Primary Schools
	Health	<ul style="list-style-type: none"> • Capacity Building of VHTs 	<ul style="list-style-type: none"> • Construction and Improvement of HCII
	Livelihood	<ul style="list-style-type: none"> • Nutrition Improvement 	<ul style="list-style-type: none"> • Household Sanitation Improvement
C	Production & income generation	<ul style="list-style-type: none"> • Agriculture Productivity Improvement 	<ul style="list-style-type: none"> • Promotion of Post Harvest and Processing • Installation of storage for group products
	Water Supply	<ul style="list-style-type: none"> • Improvement of Town Water Supply System 	<ul style="list-style-type: none"> • Improvement of City Water Supply System
	Education	<ul style="list-style-type: none"> • Promotion of community school to public school 	<ul style="list-style-type: none"> • Establishment of Primary Schools
	Health	<ul style="list-style-type: none"> • Capacity Building of VHTs 	<ul style="list-style-type: none"> • Establishment and improvement of HCII
	Livelihood	<ul style="list-style-type: none"> • Nutrition Improvement 	<ul style="list-style-type: none"> • Household Sanitation Improvement

3.5.2 Outline of Projects

The following are the outline of the respective projects.

Table 3.10 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
	Administra tion	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: re-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: re-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