Chapter 4 Community Development Plan in Lulyango Village

4.1 Overview of Lulyango Village

Lulyango village is one of the two village found in Paibwor Parish, Alero Sub-county, Nwoya District. There are 13 Tee Rwot Kweri (TRK) in the village. The figure below shows the locations of the TRKs.

There were two transit sites in the village, one located at Lulyango TRK called Lulyango Transit Site and the other, Kinene Transit Site, in Bar Oywelo TRK and partly in the neighboring Palwown Village.

Most of the IDPs of Lulyango Village have returned from former Alero Camp and Anaka Camp. These camps are located approximately 20 km north and 10 km south of Lulyango Transit Site, respectively.

Among the 13 TRK, Twii TRK, located in the far west of the village characterized as commercial farm area. Only few commercial farmers live in this TRK despite its vastness. Since this Study focuses on community development, thus, it decided to exclude Twii TRK from the plan.

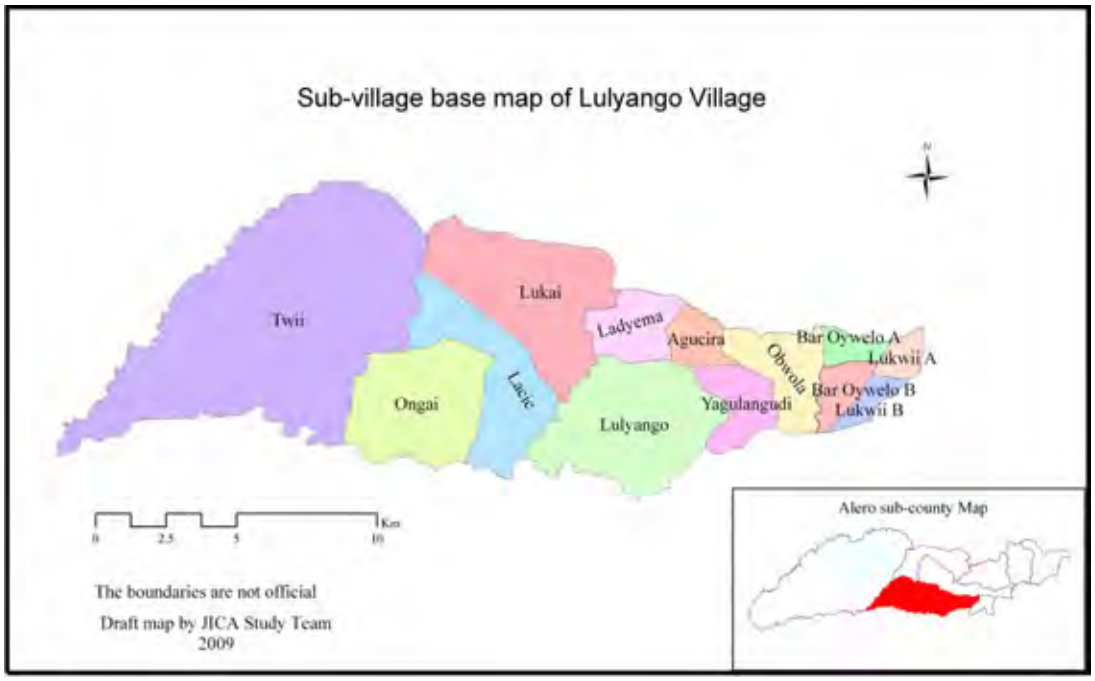


Figure 4.1 Location and Sub-village Base Map of Lulyango Village

The land use pattern of the village is characterized as grassland; woodland; and bush occupying 70 %, 12 % and 10 % of the total area of the village respectively. The grassland is covered with dense savanna grassland of approximately 2 m-tall. The woodland and bush are found in the east and the extreme west of the village. The subsistence farmland is found only in a limited area in the southeast of the village near the transit sites (2005 data). However, the area of subsistent farmland has been expanding with the return of people. The village has

rich water resources provided by many rivers, including the Acwa, Ceke, Cai, Tima, Agucira and Langwel Rivers, which run inside the village towards River Nile.

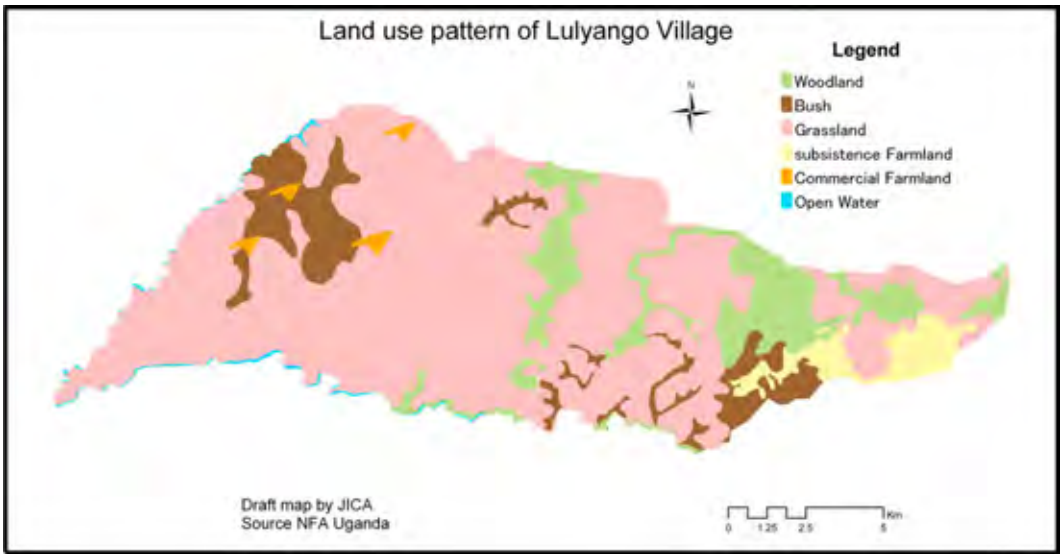


Figure 4.2 Land Use Pattern in Lulyango Village

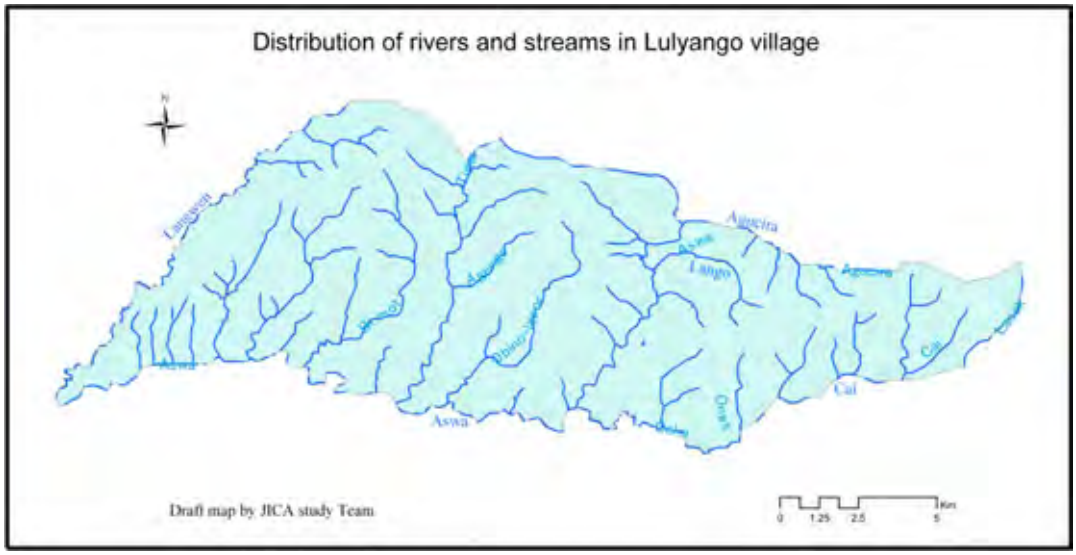


Figure 4.3 Distribution of Rivers and Streams in Lulyango Village

4.1.1 Population and Number of Households

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

Table 4.1 Population and Population Density by TRK in Lulyango Village

	TRK	Households	Population	Total Land area (sq.km)	Population density
1	Lukwii-A	38	185	2.1	87.2
2	Lukwii-B	24	119	2.1	58.0
3	Bar Oywelo-A	70	343	2.0	168.8
4	Bar Oywelo-B	44	226	3.2	70.5
5	Obwola	100	496	8.1	60.9
6	Agucira	62	291	3.6	81.5
7	Yago Langudi	72	303	5.8	51.9
8	Ladyema	*60*	275	6.5	42.6
9	Lulyango	134	605	22.8	26.5
10	Lukai	47	203	23.0	8.8
11	Lacic	60	280	14.9	18.8
12	Ongai	71	379	22.5	16.9
	Total	**782**	**3,705**	**117**	**692**
	Average	**68**	**320**	**10**	**55**

4.1.2 Production and Income Generation

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

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

Table 4.2 Production Amount of Main Crops per Household by TRK in Lulyango Village

	TRK	Rice production (kg/HH)	Maize production (kg/HH)	Beans production (kg/HH)	Sorghum production (kg/HH)	Millet production (kg/HH)	Cassava & Sweet potato production (kg/HH)	Total (kg/HH)
1	Lukwii-A	-	-	-	-	-	-	-
2	Lukwii-B	225	30	75	85	0	150	565
3	Bar Oywelo-A	350	38	65	160	10	250	873
4	Bar Oywelo-B	190	54	46	20	20	250	580
5	Obwola	90	35	28	150	80	200	583
6	Agucira	102	13	40	55	23	300	533
7	Yago Langudi	71	14	64	14	29	500	694
8	Ladyema	144	11	18	22	34	300	531
9	Lulyango	391	25	47	20	63	500	1,046
10	Lukai	159	20	32	123	127	100	560
11	Lacic	56	2	53	30	44	500	685
12	Ongai	177	86	63	56	55	100	537
	Total	**2,133**	**358**	**579**	**802**	**529**	**3,436**	**7,840**
	Average	**178**	**30**	**48**	**67**	**44**	**286**	**653**

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

Table 4.3 Production Amount of Simsim and Basis nuts per Household by TRK in Lulyango Village

	TRK	Simsim production (kg/HH)	G-nuts production (kg/HH)	Total
1	Lukwii-A	-	-	-
2	Lukwii-B	100	128	228
3	Bar Oywelo-A	100	15	115
4	Bar Oywelo-B	162	0	162
5	Obwola	320	80	400
6	Agucira	182	32	214
7	Yago Langudi	319	1	320
8	Ladyema	229	23	252
9	Lulyango	164	21	186
10	Lukai	81	164	246
11	Lacic	61	66	127
12	Ongai	183	126	309
	Total	**2,074**	**732**	**2,808**
	Average	**173**	**61**	**234**

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

4.1.3 Water, Education, and Health

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

Regarding educational facility, inside the village there is only one public school called Lulyango Primary School located at Lulyango transit site. There is also Kinene primary School just outside the eastern periphery of the village, serving children coming from eastern TRKs. Meanwhile, in the west side of the village (across Acwa River) there is no public primary school. The average access to the primary school is about 8.6km, which is very long distance for small children to cover. Although the community of these TRK built temporary classrooms at the community school, it lacks proper staff quarters, latrines and water supply systems, making the school unattractive to community teachers and children in the area. As the result, most of children remain at the transit site and choose to go to Lulyango Primary School or Kinene Primary School at far distance from their return home. On average both the PCR and PTR of Lulyango Primary School is very high at 105. At the same time, it is 139 and 277 at Kinene Primary School, respectively. At both primary schools, the PCR and PTR significantly exceed the national standard, which is “54”.

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

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

Table 4.4 Number of Water Points, Primary School, Health Centre and VHT by TRK in Lulyango Village

	TRK	Water			Education		Health	
		BH	SW	PS	Government P/S	Community P/S	Health centre II	Number of VHT
1	Lukwii-A	-	1	-	-	-	-	0
2	Lukwii-B	-	-	-	-	-	-	0
3	Bar Oywelo-A	-	-	1	（P1-P7）	-	-	0
4	Bar Oywelo-B	-	-	-	-	-	-	0
5	Obwola	-	-	-	-	-	-	2
6	Agucira	-	-	-	-	-	-	0
7	Yago Langudi	-	-	-	-	-	-	0
8	Ladyema	-	-	-	-	-	-	2
9	Lulyango	2	-	-	P1-P7	-	Not-function	3
10	Lukai	-	-	-	-	P1-P4	-	1
11	Lacic	-	-	-	-	-	-	0
12	Ongai	-	-	-	-	-	-	0
	Total	**2**	**1**	**1**	**2**	**1**	**1**	**8**

Figure 4.4 Distribution of Water Points in Lulyango Village

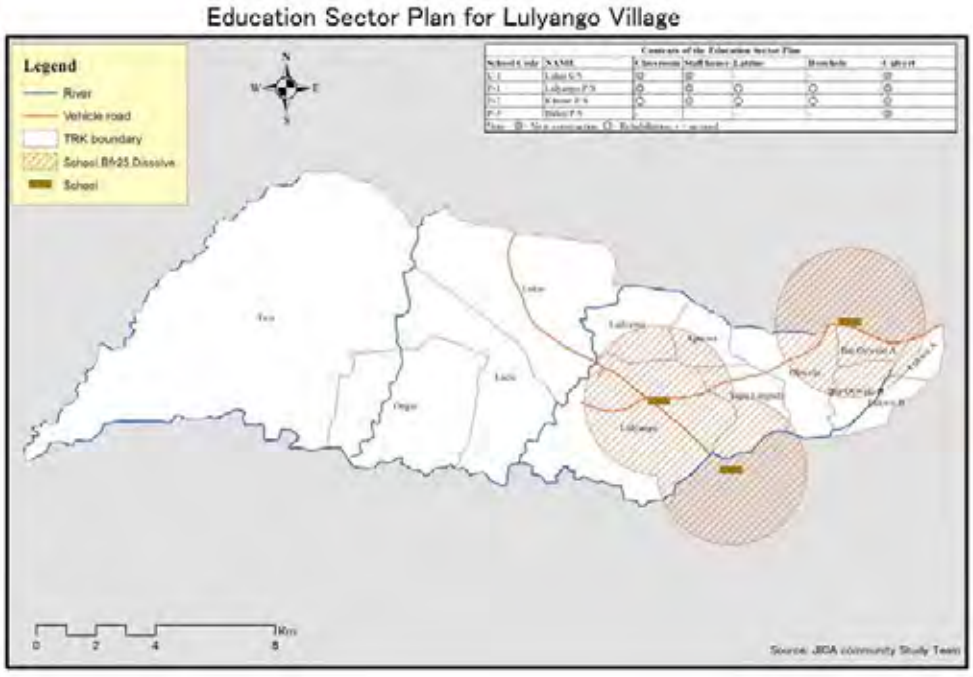


Figure 4.5 Distribution of Primary Schools in Lulyango Village

4.1.4 Livelihood

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

Table 4.5 Ratio of Households Having a Pit Latrine, Bathing Shelter, Rubbish Pit and Plate Rack by TRK in Lulyango Village

	TRK	Ratio of HH with Pit latrine (%)	Ratio of HH with Bathing shelter (%)	Ratio of HH with Rubbish pit (%)	Ratio of HH with Plate rack (%)
1	Lukwii-A	5.0%	15.0%	15.0%	5.0%
2	Lukwii-B	52.9%	17.7%	17.7%	47.1%
3	Bar Oywelo-A	25.0%	30.0%	30.0%	10.0%
4	Bar Oywelo-B	27.3%	9.1%	9.1%	13.6%
5	Obwola	5.0%	25.0%	25.0%	15.0%
6	Agucira	0.0%	5.0%	5.0%	10.0%
7	Yago Langudi	7.1%	7.1%	7.1%	0.0%
8	Ladyema	42.3%	19.2%	19.2%	0.0%
9	Lulyango	22.2%	16.7%	16.7%	0.0%
10	Lukai	25.0%	5.0%	5.0%	5.0%
11	Lacic	0.0%	4.8%	4.8%	4.8%
12	Ongai	5.0%	15.0%	15.0%	25.0%
	Average	**18.5%**	**23.5%**	**14.3%**	**10.9%**

4.2 Community Categorization and Development Vision

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

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

4.2.1 Development Scenario

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

Table 4.6 Development Scenario in Lulyango Village

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income generation	The average volume of products per household per annum is only 653kg (grains and potatoes combined). This is due to shortage of input material and the fact that too many hours spent on reclamation work. This makes difficult for the community to achieve self-sufficiency. Their daily average income is UGX 1,021 (US$0.5) which is very low to cover their daily expense and pay monthly water fee and school fee. Their income comes from the sales of the main cash crops, rice and peanut. Most farmers sells there produce at lower price in the village due to lack of good market access and post harvest technology.	Ox plowing introduced / Expanded. The use of good variety seeds promoted. As the result, the annual agricultural production per household will increase to 750kg, which is the amount needed for self-consumption. They will achieve self-sufficiency.	Post harvest & processing of agricultural products will be promoted by installation of milling machines at the village. Group marketing will be established. As the result, the daily income of the farmers will increase.
	<Current statistics> Crop production per household: 653 kg Area under cultivation per household: 1.09 acres Daily income: UGX1,021	<Targets> Crop production per household: 750kg	<Targets> Daily income per H/H: UGX2,000
Water	In Lulyango village, there are four improved water points of which only three are operational. The distribution of these water points are such that: Lulyango transit site (Lulyango TRK) has 2 deep wells, Lukwii-A TRK has one shallow well and at Kinene transit site (Bar Oywelo-A TRK) one broken well is present. Therefore, of all the 13 TRKs in the village, only two TRKs (which is 15%) currently have access to safe water while people in the other TRK use unsafe water for their daily consumption.	One improved water source will be installed per each TRK. As the result, a greater number of people will have access to improved water system, water borne disease will be reduce. Expenditure for curing such disease will be saved.	One improved water source will be installed for every 300 people at radius of 1km. As the result every people will have access to improved water source. The functionality of the system increase with strong WUC
	<Current statistics> Percentage of TRKs having access to improved water supply facilities: 15%	<Targets> Percentage of TRKs with improved water source: 100%	<Targets> one water point will serve 300 people Access to water point will become 1km

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Education	Children from west part of the village (across Acwa River) either travels more than 8.6km to access primary school or stays in former camps and transit sites. The community school built by the community lacks the necessary facilities for smooth learning practice. Pupils concentrate in the existing primary schools around, resulting in congestion of student in a classroom. The average PCR and PTR of the school around is by far exceeds (more than 120) the national average which is 54.	Community schools promoted to public school and equipped with necessary school environment. As the result, children remaining at camp and transit sites will return to their parents' home and be able to study under appropriate education environment.	One primary school will be placed within 2.5 km radius area. As the result, every child will have access to appropriate primary education.
	<Current statistics> Public school: 1 school within the village PCR: 105 PTR: 105 Access to primary school: 8.6 km	<Targets> Ratio of pupils who go to P/S from their village: 100%	<Targets> PCR, PTR: 54 PLR: 40 Access to primary school: 2.5km
Health	There is one HCII in the village. The center lacks even the basic equipments and drug to serve the community in case of emergency. Therefore, when a person gets sick, he or she has to travel all the way to Anaka Hospital, which is about 16 km from the village. Under the country health system, although there are VHT available for the community at village level to provide basic health and hygiene service, they are few in number. There are only 8 VHT in the village, which makes each VHT to be responsible for 108 household. According to the national standard, each VHT is responsible for 20 to 30 households. Particularly, the west part of the village across Acwa River only one VHT is serving all 178 households, which results in the situation that he or she is not able to conduct any particular activity.	A necessary number of VHTs will be selected and be trained. As the result, each VHT will be responsible for 20 to 30 households and people will be able to get primary healthcare.	One HCII will be established within 5.0 km radius. It will be equipped with sufficient number of medical staff and necessary medical supplies. In addition, VHT will have access to drugs regularly. As the result, people will be able to get proper medical services whenever necessary.
	<Current statistics> Access distance to the healthcare center: 16km The number of households per VHT: 104	<Targets> On VHT will serve 20 to 30 households	<Targets> Access to healthcare center: 5.0 km

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

4.2.3 Proposed Projects

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

Table 4.7 Development Projects in Lulyango Village

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

4.3 Short term Development Project

4.3.1 Production and Income Generation Sector

4.3.1.1 Agriculture Productivity Improvement Project

(1) Objective

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

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

(2) Site

Lulyango Village

(3) Project Details

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

(4) Target Indicator

Annual grain production per household: 750 kg

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

(5) Quantitative Requirement for the Project

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

Table 4.8 Quantitative Requirement for Agriculture Productivity Improvement Project in Lulyango Village

	TRK	Number of households (HH)	Annual production per HH (kg/HH)	Required amount of production per HH (kg/HH)	Required amount of production per village (kg/village)	Necessary land area to be expanded per village (acre/village)	Required number of sets of ox-plough per village (sets/village)
		(a)	(b)	(c) = 750 - (b)	(d)＝(a) x (c)	(e)＝(d) / 600	(f)＝(e) / 40
1	Lukwii-A	38	－	achieved	－	－	1
2	Lukwii-B	24	565	185	4,440	7	
3	Bar Oywelo-A	70	873	achieved	－	－	
4	Bar Oywelo-B	44	580	170	7,480	12	
5	Obwola	100	583	167	16,700	28	
6	Agucira	62	533	217	13,454	22	1
7	Yago Langudi	72	694	56	4,032	7	
8	Ladyema	60	531	219	13,140	22	
9	Lulyango	134	1,046	achieved	－	－	

	TRK	Number of households (HH)	Annual production per HH (kg/HH)	Required amount of production per HH (kg/HH)	Required amount of production per village (kg/village)	Necessary land area to be expanded per village (acre/village)	Required number of sets of ox-plough per village (sets/village)
		(a)	(b)	(c) = 750 - (b)	(d)＝(a) x (c)	(e)＝(d) / 600	(f)＝(e) / 40
10	Lukai	47	560	190	8,930	15	1
11	Lacic	60	685	65	3,900	7	
12	Ongai	71	537	213	15,123	25	
	Total	782	7,840	1,482	87,199	145	3

(6) Cost

The estimated cost of the project is shown below.

Table 4.9 Estimated Cost for Agricultural Productivity Improvement Project in Lulyango Village

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

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

Figure 4.6 Agriculture Productivity Improvement Project in Lulyango Village

4.3.2 Water Sector

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

(1) Objective

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

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

(2) Site

Lulyango Village

(3) Project details

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

(4) Target indicator

Ratio of TRKs with water supply facilities: 100%

Basis: The average population of TRKs is about 300.

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

(5) Quantitative requirement for the project

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

Table 4.10 Quantitative Requirement for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Lulyango Village

	TRK	Population of TRK	Location of Water supply facilities	Existence of water supply facilities	Plan of installing BH
		(a)	(b)	(c)	(d)
1	Lukwii-A	185	SW	Exist	-
2	Lukwii-B	119		Non	Installation
3	Bar Oywelo-A	343	BH (Broken)	Exist	Rehabilitation
4	Bar Oywelo-B	226		Non	Installation
5	Obwola	496		Non	Installation
6	Agucira	291		Non	Installation
7	Yago Langudi	303		Non	Installation
8	Ladyema	275		Non	Installation
9	Lulyango	605	BH	Exist	-
10	Lukai	203		Non	Installation
11	Lacic	280		Non	Installation
12	Ongai	379		Non	Installation
	Total				10

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

(6) Cost

Estimated cost for the projects is shown as below.

Table 4.11 Estimated Cost for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Lulyango Village

Description	Quantity	Unit cost (million US$)	Total cost (million US$)
Construction of BH	9	8,000 US$	72,000 US$
Rehabilitation of BH	1	5,000 US$	5,000 US$
Training of mechanics	1	5,000 US$	5,000 US$
Provision of tool kits	1	1,750 US$	1,750 US$
O&M cost	9	600 US$	5,400 US$
		Sub Total	89,150 US$
Other cost (engineering cost, contingency and administration cost)			930 US$
		Grand Total	**90,080** US$

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

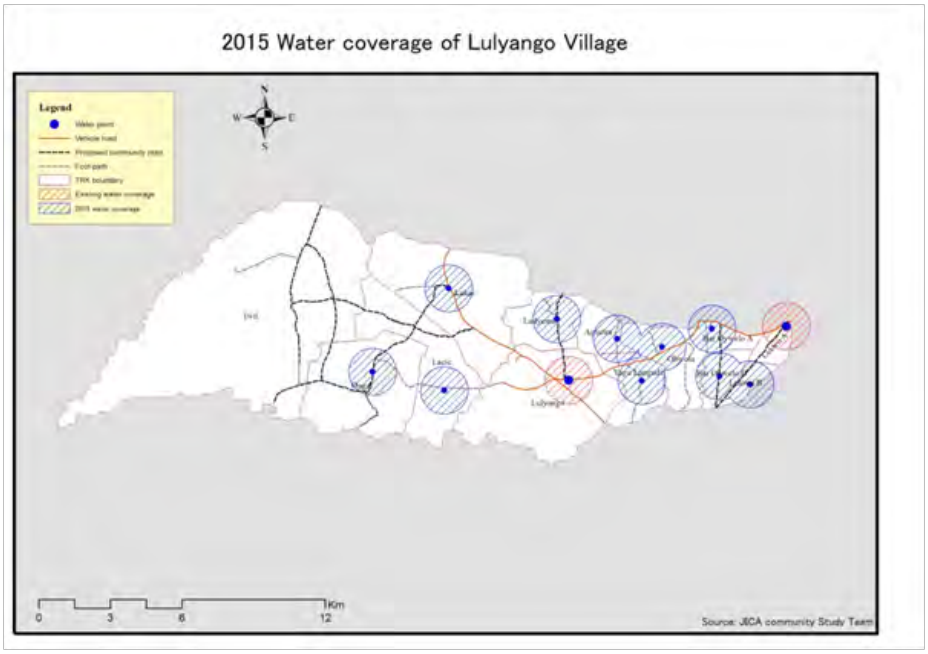


Figure 4.7 Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Lulyango Village

4.3.3 Education Sector

4.3.3.1 Promotion of Community School to Public School Project

(1) Objective

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

(2) Site

Lukai, Ongai and lacic TRK

(3) Project Details

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

(4) Target Indicator

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

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

(5) Quantitative Requirement for the Project

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

Table 4.12 Quantitative Requirement for Promotion of Community School to Public School Project in Lulyango Village

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

(6) Cost

Estimated cost of the projects is shown below.

Table 4.13 Estimated Cost for Promotion of Community School to Public School Project in Lulyango Village

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

Total			74,000 US$

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

Figure 4.8 Promotion of Community School to Public School Project in Lulyango Village

4.3.4 Healthcare Sector

4.3.4.1 Capacity Building of VHTs Project

(1) Objective

Under the country's health system, one Village Health Tam (VHT) is supposed give service to 20 to 30 households and assumed to play a role equivalent to HCI. At the return sites, primary healthcare services are supposed to be provided mainly by VHTs to the community. However, the number of VHTs is insufficient and basic healthcare cannot be delivered to the community. In this project, sufficient number of VHTs will be trained. As the result, each VHT will be able to provide primary healthcare for whenever necessary and each VHT will provide service to 20 to 30 households

(2) Site

Lulyango Village

(3) Project Details

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

(4) Target Indicator

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

(5) Quantitative Requirement for the Project

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

number of required VHT training sessions. In areas for which one training session or less is required from calculation, training shall be provided collectively to more than one village at once.

Table 4.14 Quantitative Requirement for VHT Capacity Building Project in Lulyango Village

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

(6) Cost

Estimated cost of the projects is shown below.

Table 4.15 Estimated Cost for VHT Capacity Building Project in Lulyango Village

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

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

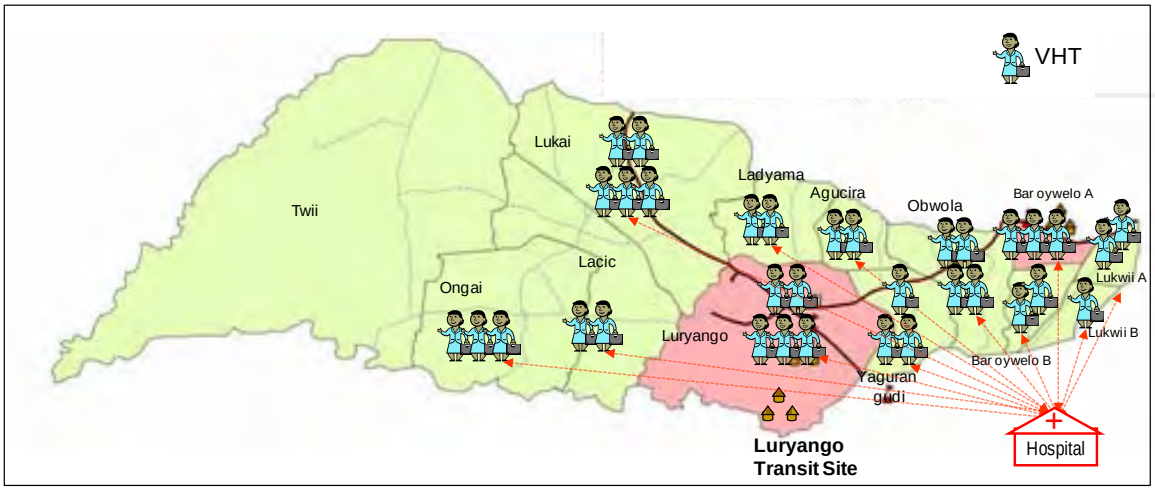


Figure 4.9 Implementation system of VHT capacity building project in Lulyango Village

4.3.5 Livelihood Sector

4.3.5.1 Hygiene and Nutrition Improvement Project

(1) Objective

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

(2) Site

Lulyango Village

(3) Project details

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

(4) Target indicator

—

(5) Quantitative requirement for the project

Cooking competition: once in a year

(6) Cost

Estimated cost for the project is shown as below.

Table 4.16 Estimated Cost for Hygiene and Nutrition Improvement Project in Lulyango Village

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

4.3.6 Summarization of the Projects Cost

Estimated cost of all projects is shown as below.

Table 4.17 Projects Cost in Lulyango Village

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

Sector	Project	Cost
Total		190,890 US$ (112,680 US$)

( ) has been already implemented by pilot project

Chapter 5 Community Development Plan for Pabbo Sub-County

5.1 Community Categorization

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

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

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

Type-C village: Villages far from Kal center

Table 5.1 Result of Community Categorization in Pabbo sub-county

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

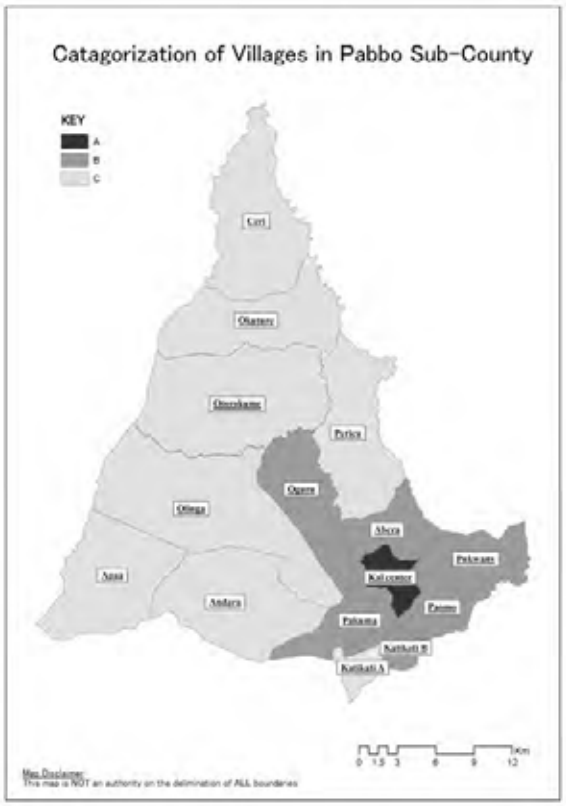


Figure 5.1 Map of Community categorization in Pabbo sub-county

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

5.2 Overview of Pabbo sub-county

5.2.1 Structure of Administrative Unit

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

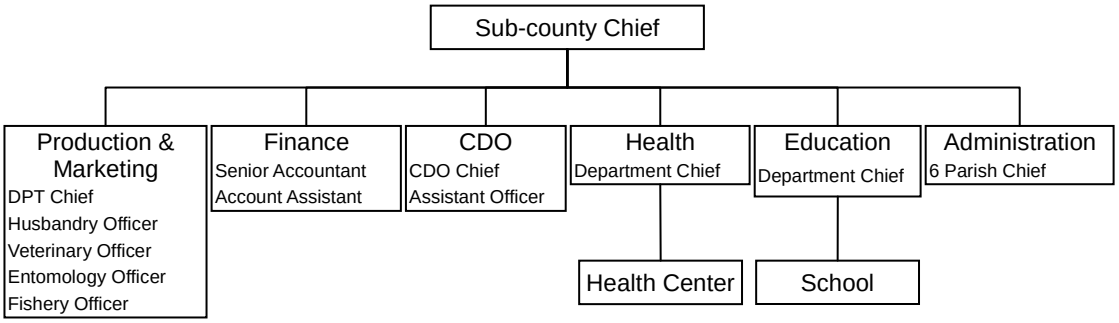


Figure 5.2 Administrative Structure in Pabbo Sub-county

5.2.2 Population

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

Table 5.2 Population, Population Density, Number of Households, Number of TRK, Average Population per a TRK by Villages in Pabbo sub-county

Type	Village	Population in 2009	Population Density in 2009 (people/km^2)	Estimated number of households	Number of TRK	Average population per TRK
A	Kal Center	9,709	713.3	1,942	12	809
B	Oguru	1,594	33.4	319	11	145
	Abera	1,891	73.6	378	12	158
	Pakuma	2,125	79.2	425	11	193
	Kati Kati B	5,414	460.6	1,083	12	451
	Paomo	2,393	108.3	479	9	266
	Pukwany	2,822	87.0	564	13	217
C	Ceri	1,884	26.1	377	8	236
	Okuture	1,138	18.5	228	7	163
	Otorokome	1,394	13.7	279	4	349
	Pericu	4,029	63.0	806	11	366
	Olinga	3,213	28.0	643	8	402
	Andara	2,052	27.1	410	12	171
	Kati Kati A	1,098	112.3	220	6	183
	Apaa	1,055	-	209	-	-
Total		41,811	1,844	8,362	136	4,109
Average		2,911	132	582	10	294

5.2.3 Natural Condition

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

Table 5.3 Land Use by Villages in Pabbo sub-county

Type	Village	Total land area	Ratio of land use (%)			
			Woodland	Grassland & bush	subsistence farm	Others
A	Kal Center	13.6	24.2 %	0.0%	75.4%	0.4%
B	Oguru	47.6	88.3%	2.8%	8.9%	0.0%
	Abera	25.7	39.8%	6.4%	53.8%	0.0%
	Pakuma	26.8	39.6%	15.1%	45.2%	0.1%
	Kati Kati B	11.8	14.7%	9.6%	75.7%	0.0%
	Paomo	22.1	8.5%	14.1%	77.3%	0.1%
	Pukwany	32.4	61.1%	4.1%	34.8%	0.0%
	Apaa	64.0	94.0%	6.0%	0.0%	0.0%
C	Ceri	72.3	4.7%	95.3%	0.0%	0.0%
	Okuture	61.6	21.3%	78.7%	0.0%	0.0%
	Otorokome	101.4	79.2%	20.8%	0.0%	0.0%
	Pericu	64.0	65.3%	31.1%	3.6%	0.0%
	Olinga	114.6	83.1%	16.2%	0.7%	0.0%
	Andara	75.9	95.1%	4.9%	0.0%	0.0%
	Kati Kati A	9.8	74.5%	8.1%	17.4%	0.0%
	Total	***743.6***	***61.9%***	***26.6%***	***11.1%***	***0.3%***

Figure 5.3 Rivers and Streams in Pabbo sub-county

Figure 5.4 Land Use Pattern in Pabbo sub-county

5.2.4 Characteristic of Target Area

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

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

5.2.4.1 Production and Income Generation

(1) Agriculture

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

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

Based on the result of community profile, the average yields of grains per household is 404 kg per annum. Comparing the annual volume of production from of each village type, Type-B villages produce the highest product per year per household with 407 kg, whereas, the volume of product from Type-C and Type-A villages are significantly low, accounting for 361 and 290 kg per household, respectively. The sub county also grows cassavas and sweet potatoes for self-consumption, because the productions of grains are not enough for feeding the entire household. The average annual production of potatoes and cassava combined is 278 kg per household. Similarly the average volume of product coming from Type-B village is higher with 347kg per HH per year, whereas, the average product from Type C is only 198kg per HH per year. The combined average productions of grains potatoes and cassava are 555 in Type A village, 758 in Type B village and 634 kg in Type-C village. It appears that people in Type-B village can achieve the self-sufficiency level required FAO, which is 750kg/HH/year for the entire average family, while, Type C and Type-A village lags behind in self-sufficiency.

Table 5.4 Annual Productions of Grains and Potatoes per a Household by Villages and Types in Pabbo sub-county

Type	village	Production (kg/HH)						Total	
		Rice	Maize	Beans	Sorghum	Millet	Sweet potato & Cassava	By village	By type
A	Kal Centre	82.2	24.9	88.4	42.7	51.6	265	555	555
B	Oguru	74.1	11.7	70.3	68.8	79.8	301.1	606	758
	Abera	186	23.5	94	78.2	41.8	231.8	655	

Type	village	Production (kg/HH)						Total	
		Rice	Maize	Beans	Sorghum	Millet	Sweet potato & Cassava	By village	By type
	Pakuma	96.3	24.1	79	62.3	31	397.4	690	
	Kati Kati B	163.3	12	110.7	64	48.7	479.2	878	
	Paomo	175.3	20.9	220.5	95.9	71.6	243.3	827	
	Pukwany	164.1	30.3	105.2	70	78.4	444.7	893	
C	Ceri	183	66	90.3	47.5	20	107.1	514	
	Okuture	332.5	18.8	76.9	68.8	131.3	225	853	
	Otorokume	59.2	5	90.8	96.2	119.2	193.6	564	
	Pericu	74.1	35.2	135	77.8	35.4	338.9	696	634
	Olinga	173.1	29.4	84.9	53.8	56.7	162.5	560	
	Andara	60.5	15.5	82.5	73.2	67.5	187.5	487	
	Kati Kati A	116.7	10.7	186.7	93.3	46.7	311.1	765	
Total		1940.4	328	1515.2	992.5	879.7	3888.2	9544	-
Average		138.6	23.4	108.2	70.9	62.8	277.7	643	-

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

Table 5.5 Annual Production of Simsim and Ground-nuts per a Household by Villages and Types in Pabbo sub-county

	Village	Simsim production (kg/HH)	Gnuts production (kg/HH)	Total	
				By village	By type
A	Kal Centre	42.9	122.1	165.0	165
B	Oguru	10.0	102.0	112.0	
	Abera	42.9	75.7	118.6	
	Pakuma	28.7	178.0	206.7	
	Kati Kati B	0.0	151.8	151.8	220
	Paomo	141.2	205.9	347.1	
	Pukwany	171.4	131.4	302.9	
C	Ceri	16.7	68.3	85.0	
	Okuture	83.3	95.0	178.3	
	Otorokume	8.3	73.3	81.7	
	Pericu	60.0	90.0	150.0	148
	Olinga	31.3	141.3	172.5	
	Andara	42.7	121.8	164.5	
	Kati Kati A	150.0	150.0	300.0	
Total		829.4	1706.6	2536.1	-
Average		59.2	121.9	181.2	-

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

vegetables.

Table 5.6 Ration of Households' Cultivation Vegetables, Greens, Okra, Tomato, Eggplant and Cabbage by Villages and Types in Pabbo sub-county

	Village	Ratio of HH cultivating (%)						
		Greens	Okra	Tomato	Eggplant	Cabbage	Total vegetable (%)	
							By village	By type
A	Kal Centre	87.8	67.4	26.5	22.5	8.2	87.8	84
B	Oguru	80.0	57.8	40.0	26.7	9.1	95.5	88
	Abera	83.6	63.6	27.3	25.5	7.3	84.5	
	Pakuma	84.9	69.7	31.8	21.2	7.6	83.6	
	Kati Kati B	88.9	61.1	38.9	38.9	5.6	86.8	
	Paomo	86.4	65.9	34.1	25.0	15.9	91.1	
	Pukwany	93.4	70.5	37.7	26.2	3.3	95.2	
C	Ceri	89.3	64.3	35.7	21.4	10.7	79.7	79
	Okuture	84.0	60.0	52.0	20.0	8.0	74.6	
	Otorokume	77.8	38.9	16.7	16.7	11.1	79.0	
	Pericu	79.0	76.3	39.5	23.7	5.3	78.1	
	Olinga	87.0	59.4	34.8	27.5	5.8	84.7	
	Andara	82.5	62.5	17.5	35.0	2.5	85.4	
	Kati Kati A	95.5	77.3	31.8	36.4	4.4	85.1	
Average		85.7	63.9	33.2	26.2	7.5	85.1	-

(2) NAADS (National Agricultural Advisory Services)

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

According to the sub county coordinator NAADS's budget for Pabbo sub-county was 68,000K UGX in 2009 and it increase to 126,000K UGX this year. The scale of their activities and the number of registered famer groups are also growing. Registered under the sub county Farmer Forum, a total of 300 farmer groups, 50 groups from each parish, are currently receiving supports from NAADS. The primary responsibility of Farmer Forum is planning, priority setting, resource use and assessing the quality of service provision. NAADS coordinator is responsible for organizing group, technical support, and preparation of budget plan for NAADS activity.

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

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

(3) Market

In the sub county, beside many local markets found at each village, there is one public market registered by the district as grade-A market. This market is located in Type-A village (Kal Center). Most agricultural products are sold at this market. There are about six milling machines around the market. Farmers from Type-B village bring their products to the center for processing and selling with higher price in the market. Fresh vegetables are more often sold at low prices in the local market at the village. Access to central market is very poor and the cost of transporting vegetables to market is high due to a small quantity of harvest.

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

Table 5.7 Selling Price of Main Crops and Vegetables at Market in Pabbo sub-county

	Kinds of products	PabboCentral Market Price(UGX/kg)	Olamnyongo Local Market Price (UGX/kg)
Crop	Rice	900~1,200	450~500
	Maize	600~1,000	-
	G-nuts	1,200	1,000
	Simsim	1,500	600~1,000
	Bean	700	600
	Sorghum	500	300
	Millet	900	300
Vegetable	Tomato	50-100	50
	Eggplant	50	40
	Okra	40	20
	Greens	100	50
	Cabbage	700-1,000	400-600

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

Table 5.8 Number of Workmen by Villages and Types in Pabbo sub-county

	Village	Number of blacksmiths	Number of bicycle repairmen	Number of motorcycle repairmen	Number of carpenters	Total	
						By village	By type
A	Kal Centre	4	22	4	10	40	40.0
B	Oguru	2	6	0	6	14	37.3
	Abera	19	14	0	8	41	
	Pakuma	7	25	5	15	52	
	Kati Kati B	3	15	0	14	32	
	Paomo	3	16	2	10	31	
	Pukwany	9	25	4	16	54	

	Village	Number of blacksmiths	Number of bicycle repairmen	Number of motorcycle repairmen	Number of carpenters	Total	
						By village	By type
C	Ceri	7	8	1	6	22	
	Okuture	6	8	1	7	22	
	Otorokume	5	8	2	7	22	
	Pericu	16	22	6	14	58	30.6
	Olinga	10	7	0	7	24	
	Andara	12	32	0	22	66	
	Kati Kati A	0	0	0	0	0	
Total		103	208	25	142	478	
Average		7.4	14.9	1.8	10.1	34.1	

Average daily income per person is 1,077 UGX/, (0.5US$) which is much less than the poverty line (1.0US$ per day per person). A person living in Type-C village get the lowest income, 994 UGX/day, than that lives in Type-A village with 1,622 UGX. The source of income from agriculture is lower in Type-A village than that of Type-B and Type-C villages. People residing in Type-A village get additional income from off-farm activities such as running restaurant, kiosk and small business.

Table 5.9 Main Income Source and Daily Income of Households by Villages and Types in Pabbo sub-county

	Village	% of HH with main income from farming	Daily Income By village (UGX/day)	Daily Income By type (UGX/day)
A	Kal Centre	89%	1622	1622
B	Oguru	100%	1078	
	Abera	97	1161	
	Pakuma	97	950	1041
	Kati Kati B	97	958	
	Paomo	96	1105	
	Pukwany	95	1098	
C	Ceri	97	999	
	Okuture	96	1054	
	Otorokume	100	1115	
	Pericu	93	982	994
	Olinga	94	979	
	Andara	100	922	
	Kati Kati A	100	909	
Average		96%	1077 UGX/day	

5.2.4.2 Water

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

Table 5.10 Number of Water Supply Facilities Installed in Villages of Pabbo sub-county

	Village	Functional water points					Non-functional water points					Total
		BH	PS	SW	Other	Sub total	BH	PS	SW	Other	Sub total	
A	Kal Centre	10	9	2	6	27	0	0	0	0	0	27
B	Oguru	1	3	3	0	7	0	0	0	0	0	7
	Abera	1	1	2	0	4	1	0	0	0	1	5
	Pakuma	2	0	0	0	2	2	2	1	0	5	7
	Kati Kati B	2	4	0	1	7	4	0	0	0	4	11
	Paomo	3	0	3	1	7	0	0	0	1	1	8
	Pukwany	2	1	2	0	5	7	0	1	1	9	14
C	Ceri	0	0	0	0	0	0	0	0	0	0	0
	Okuture	2	0	0	0	2	2	0	0	0	2	4
	Otorokume	2	0	0	0	2	1	0	0	0	1	3
	Pericu	4	1	0	0	5	0	0	0	1	1	6
	Olinga	1	0	0	0	1	2	0	0	0	2	3
	Andara	0	0	0	0	0	2	0	0	1	3	3
	Kati Kati A	0	1	0	0	1	0	0	0	0	0	1
Total		34	20	12	8	74	21	2	2	4	29	103

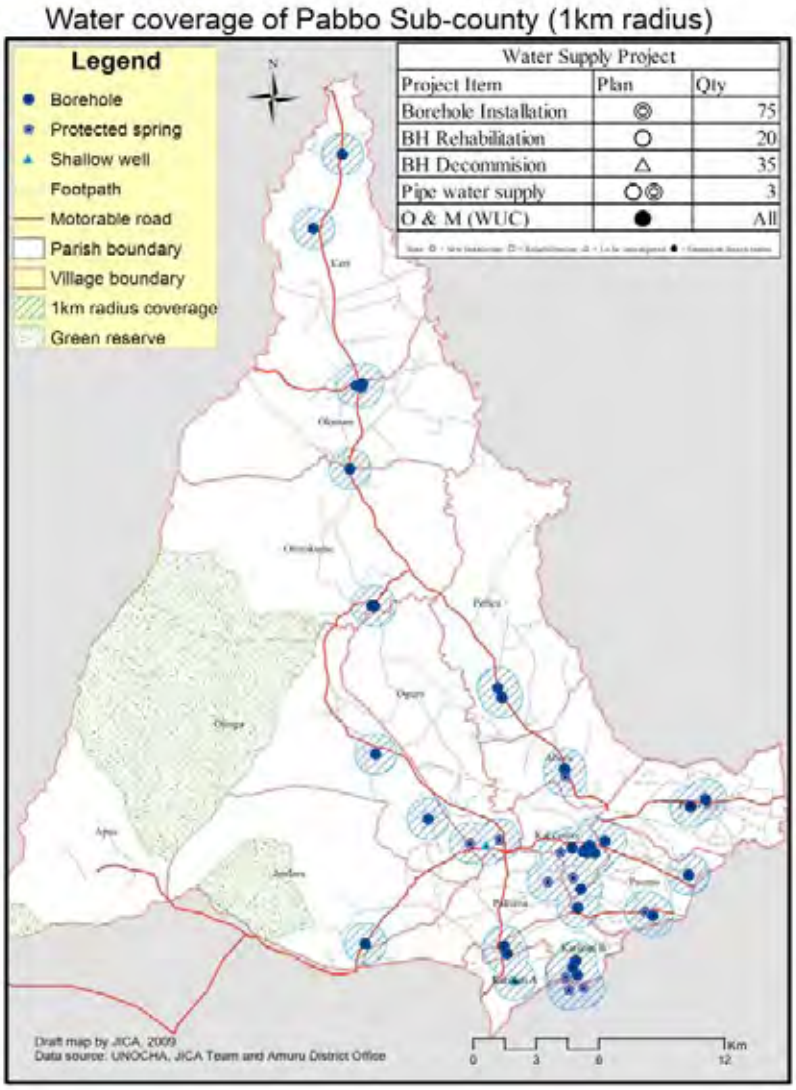


Figure 5.5 Distribution of Water Points in Pabbo sub-county

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

Table 5.11 Ratio of TRK with Water Supply Facilities by Villages and Types in Pabbo sub-county

	Village	Number of TRK	Number of TRK with water points	Ratio of TRK with water points	
				By village (%)	By type (%)
A	Kal Centre	12	11	92%	92%
B	Oguru	11	2	18%	20%
	Abera	11	2	18%	
	Pakuma	11	2	18%	
	Kati Kati B	12	3	25%	
	Paomo	9	3	33%	
	Pukwany	12	1	8%	
C	Ceri	9	0	0%	16%
	Okuture	9	3	33%	
	Otorokume	10	1	10%	
	Pericu	11	1	9%	
	Olinga	9	2	22%	
	Andara	13	2	15%	
	Kati Kati A	5	1	20%	
Average		7.4	14.9		34.1

5.2.4.3 Education

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

Table 5 .12 Number and Situation of Public Primary Schools by Villages and Types in Pabbo sub-county

Name of School	Village	Enrollment	Payroll Teacher	Staff Q		Classroom		Latrine	Borehole
				Perm	Temp	Perm	Temp		
Abera	Pericu	772	12	1	11	7	0	10	1
Abbot	Abera	377	8	4	0	4	0	8	1
Paminalwak	Pakuma	738	9	0	12	5	2	10	1
Palwong	Katikati B	1028	14	0	8	7	0	10	1
Agole	Kal Center	1319	23	2	0	6	4	20	Broken
Pabbo	Kal Center	2020	27	2	4	10	4	15	Broken
Otong	Pukwany	869	14	3	0	8	0	8	0
PogoOkuture	Okuture	442	4	0	12	4	3	9	1
Olinga	Olinga	0	0						0
Olaa Amilobo	Oguru	483	7	3	8	5	3	10	1
Labala	Andara	542	13			5	4	2	Broken
Maro Awobi	Andara	335	8			2	7	9	0

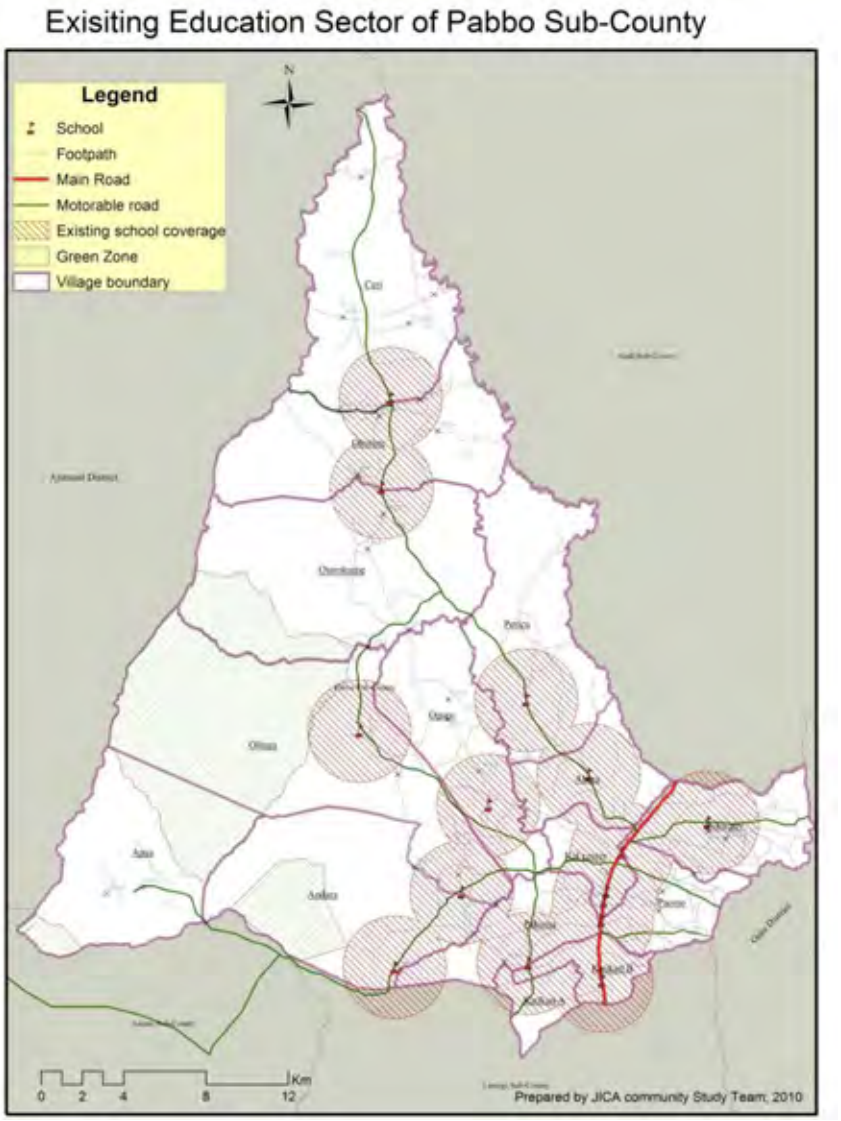


Figure 5.6 Distribution of Primary Schools in Pabbo sub-county

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

Table 5.13 Number and Situation of Community School in Pabbo sub-county

Name of School	Village	Enrollment	Community Teacher	Staff Q		Classroom		Latrine	Borehole
				Perm	Temp	Perm	Temp		
Paomo	Paomo	250	7	0	0	0	4	4	0
Lawange Kwar	Paomo	134	4	0	0	0	0	0	0
Otorokume	Otorokume	383	6	0	0	2	4	2	Broken
Ceri	Ceri	149	4	0		0	3	0	0

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

Table 5.14 PCR, PLR and PTR by Villages and Types in Pabbo sub-county

	Village	Government / Community	PCR (%)		PLR (%)		PTR (%)	
			By village	By type	By village	By type	By village	By type
A	Kal Centre	G	220	211	66	101	57	66
		G	202		135		75	
B	Oguru	G	97	119	48	74	69	67
	Abera	G	94		47		47	
	Pakuma	G	148		74		82	
	Kati Kati B	G	147		103		73	
	Paomo	C	-		-		-	
		C	-		-		-	
	Pukwany	G	109		109		62	
C	Ceri	C	-	121	-	108	-	65
	Okuture	G	111		49		111	
	Otorokume	C	-		-		-	
	Pericu	G	110		77		64	
	Olinga	G	-				-	
	Andara	G	108		271		42	
		G	168		37		42	
	Kati Kati A	-	-		-		-	
Average			134		105		66	

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

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

5.2.4.4 Health

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

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

Table 5.15 Location of Health Center II in Pabbo Sub-county

No.	Health Center	Parish	Village	Status
1	St Augustine	Pabbo Kal	Kal Centre	Functioning
2	Otong	Gaya	Pukwany	Functioning
3	Odokonyero	Palwong	Pakuma	Not functioning
4	Jeng gari	Palwong	Kati-Kati B	Functioning
5	Bira	Parubanga	Pericu	Functioning
6	Pogo	Pogo	Okuture	Functioning
7	Olinga	Labala	Olinga	Not functioning

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

Table 5.16 Number of Households, Number of VHTs and Number of Households per a VHT by Villages and Types in Pabbo Sub-county

	Village	Number of household	Number of VHT	Number of household per a VHT	
				By village	By type
A	Kal Centre	564	5	388.4	388.4
B	Oguru	220	5	45.6	97.7
	Abera	319	7	63.0	
	Pakuma	378	6	85.0	
	Kati Kati B	425	5	120.3	
	Paomo	1083	9	159.7	
	Pukwany	479	3	112.8	
C	Ceri	377	2	188.5	82.7
	Okuture	228	3	76.0	
	Otorokume	279	3	93.0	
	Pericu	806	13	62.0	
	Olinga	643	10	64.3	
	Andara	643	13	51.3	
	Kati Kati A	410	8	44.0	
Average		586.4	6.5	111.0	

5.2.4.5 Livelihood

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

HH have pit latrine, 76% bathing shelter, 23% rubbish pit and 40% plate rack, whereas, it Type-C village the number is 33, 31, 11 and 23% respectively.

Table 5.17 Number of Household with Pit Latrine, Bathing Shelter, Rubbish Pit and Plate Rack by Villages and Types in Pabbo Sub-county

	Village	Ratio of HH with Pit latrine (%)		Ratio of HH with Bathing shelter		Ratio of HH with Rubbish pit		Ratio of HH with Plate rack	
		By village	By type	By village	By type	By village	By type	By village	By type
A	Kal Centre	71.4	71.4	75.5	75.5	40.8	22.5	22.5	40.8
B	Oguru	22.7	37.9	40.9	37.3	18.2	10.1	18.2	25.2
	Abera	27.6		60.3		34.5		13.8	
	Pakuma	43.3		26.9		19.4		7.5	
	Kati Kati B	15.8		23.7		21.1		7.9	
	Paomo	40.0		31.1		33.3		20.0	
	Pukwany	45.2		40.3		19.4		8.1	
C	Ceri	34.5	33.3	34.5	31.1	17.2	11.4	10.3	22.8
	Okuture	38.5		65.4		30.8		19.2	
	Otorokume	31.6		15.8		21.1		5.3	
	Pericu	29.3		34.2		17.1		14.6	
	Olinga	27.8		27.8		26.4		15.3	
	Andara	43.9		17.1		22.0		0.0	
	Kati Kati A	56.5		34.8		28.3		0.0	
Average		38.9		38.0		25.5		11.5	

5.3 Development Goal

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

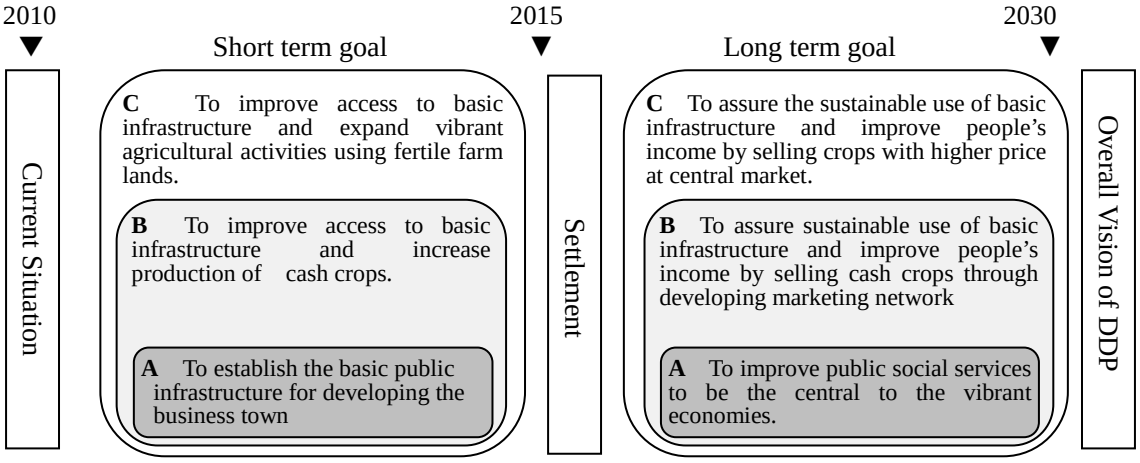


Figure 5.7 Development Vision and Short & Long Term Goal

5.4 Development Scenario

5.4.1 Development Scenario of Type-A Villages

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

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

Table 5.18 Development Scenario of Type-A Village in Pabbo Sub-county

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income Generation	The population density of this village is high and accesses to various services are relatively good. This village will attract more agricultural products and people. The public market in the trading centre has annual tax revenues of about UGX 5,000,000. It consists of about 1,000,000UGX from market fee and 4,000,000UGX from tax collected from the businesses activities operating in the trading centre. These businesses activities include mainly restaurants and shops. Bicycle repairing, tailoring and blacksmith are also active in the area. Once a month (the first Monday of the month) there is auction day where a huge marketing activity is held. It attracts many marketer and merchandize from the district and the surrounding area, as far as Gulu town. It is on this day that the sub-county gets its maximum revenue. However, this public market lacks facilities such as warehouse, enough plots, drainage system and so on. The area has a number of other issues related to its development, such as access to production area, skilled person dealing with carpentry, blacksmiths, and repairmen. The district has a technical school in Atiak to train such skilled person, but it was destroyed during the insurgency.	The public market will be improved. Access road to production area (Type-B and C village) will be improved. The technical school will be upgraded to be able to provide proper skills to the community. As 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 grow. The trading center will flourish with other business activities; the skilled manpower will provide various services to the people. As the result, people will be able to access to various services in the town.
	<Current statistics> Revenues of the public market: UGX5,000,000	<Targets> 100% of the business	<Targets> Revenues from public market: GX12,000,000

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	(Breakdown: Market fee: UGX1,000,000 and revenues from other service business: UGX4,000,000)	community will have access to public market facilities	(Breakdown: Market fee: UGX4,000,000 and revenues from other businesses: UGX8,000,000)
Water	A total of 27 water points are available in this village distributed within 11 of its 12 TRK. However, since the area has high population density compared to other village, the existing water facilities are not enough to satisfy the water need of the area. Access to improved water source in this village is 51% which is much lower than the national average, 64%.	Town water supply systems such as solar powered water facility with public tap-stand will be installed. As the result, many people and diverse service sector will have access to safe water.	Town water supply system will be improved and expanded to serve more people and business activities.. As the result, water will be supplied efficiently to most of the service industry that demands a large volume of water.
	<Current statistics> Access to safe water: 51%	<Targets> One water point serves 150people Access to safe water: 77%	<Targets> Distance to improved water source: 200 m
Education	There are two public primary schools and a secondary school in the village. The school condition is generally poor compared to the national standard. The PCR and PTR of the secondary school, for example, is 68 and 52, which is significantly lower than the national average, 40. In Amuru District about 7% of the pupils graduate from p7 and of which only 27% join to secondary school. The facility in the secondary school makes it unable to receive student from remote area. Meanwhile, many pupils are still remains in the former IDP camp for schooling. As the result, the school gets overcrowded and PCR, PTR and PLR become too large with 211, 66 and 110 respectively.	Dormitory will be established in the secondary school. As the result, a system will be established to receive pupil from remote area to join the secondary school	A system to support pupils from remote area advance to secondary school will be established; community school at return site will be up-graded to public school. As the result, one primary school within a 2.5 km radius will be available. Primary level student will be able to return to their village, therefore, the stress in PS of Kal Center will be relieved; educational level in the region will be improved.
	<Current statistics> Secondary school Primary school -PCR: 68 -PCR: 211 -PTR: 52 -PTR: 66 -Ratio of pupils advancing to secondary school: 27%	<Targets> Secondary school -Ratio of pupils advancing to secondary school: 50%	<Targets> Secondary Primary -PCR: 40 PCR: 54 -PTR: 40 PCR: 54
Health	A HCIII is located in the village serving 110 patients per day. A total of 11 staffs including one clinical officer, one	A necessary number of medical staffs at	Proper medical system will be established and services defined by the

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	midwife, 2 nurses, 5 nursing aids and 2 supporting staffs are present at the facility. The health system is not well organized or the system is not properly functioning. Thus communities are not receiving proper medical services. The maternal mortality ratio of the district is about 1.2 times higher than the county average, at 610 deaths per 100,000 live births. The child mortality rate is also twice that of the national average, at 172/1,000	HC II and III will be trained and assigned. As the result, the community will get basic medical services.	government for hospital, health center IV and III will be provided properly. As the result, people will get proper service from the medical centers, the health of the people will improve.
	<Current statistics> Maternal mortality rate: 610/100,000 Child mortality rate: 172/1,000 (Amuru District)	<Targets> —	<Targets> Maternal mortality rate: 131/100,000, Child mortality rate: 88/1,000
Livelihood	The overcrowded and congested nature of live at the trading center creates unhealthy sanitation condition of the area. The area/people lacks in proper sanitary facilities, such as latrine, rubbish pit, etc. According to the national standard, it is considered desirable for a household to have pit latrine, bathing shelter, a rubbish pit and a plate rack, but in this villages, only 71% of total households have a pit latrine, 76% bathing shelter, 41% rubbish pit and 23% have plate rack.	Most basic sanitary and hygiene facilities will be installed at each household. As the result, the livelihood condition of the people will be improved.	Required sanitary facilities will be installed and rubbish disposing system will be established at the trading center. As the result, the center will be clean and sanitation condition of households will be improved.
	<Current statistics> Coverage of pit latrine: 71% Coverage of bathing shelter: 76% Coverage of rubbish pit: 41% Coverage of plate rack: 23%	<Targets> Coverage of Pit latrine: 100% Bathing shelter: 100%	<Targets> Coverage of Pit latrine, Bathing shelter, Rubbish pit, Plate rack: 100%
Admini -stration	Proper public services have not been provided due to a number of issues such as: 1) lack of staff house for government personnel; 2) shortage of meeting rooms; and 3) shortage of office facilities/supplies. In addition, since there is no proper inventory on demographic statistics and social infrastructures, the authorities are not in a position to meet people's needs appropriately.	Facilities for providing basic public service will be established. As the result, work environment for administrative officers will be improved.	A forum for opinion exchange will be in place for diverse interested parties at the district, sub-county and parish levels. As the result, proper public services which meet community needs will be provided to all people.

5.4.2 Development Scenario of Type-B Villages

In Type-B village, initially, the basic public services and social infrastructure will be improved as well as a system of promoting the production of cash crop will be established.

Secondary, an operation and maintenance system will be strengthen on the public services and social infrastructure established at first stage. The economic activities will be expanded by developing marketing network with the trading centre (Type-A village).

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

Table 5.19 Development Scenario of Type-B Village in Pabbo Sub-county

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income generation	The people in this category have been commuting from the IDP camps to their farmland during the conflict. Therefore, they have the highest annual crop production per family, which is 823kg, which is enough for self consumption. They also are growing vegetable, mainly tomato, eggplant, okra and cabbages, on rather a small scale. Their income comes from the sale of agricultural products but they often sell vegetables at lower prices within the village because of little amount of production. In addition, only a few farmers have skills to grow different kinds of vegetables. As the result, their average daily income amounts to only UGX1,041 (US$0.5), which is below the poverty line, and they have difficulty to pay the daily cost of living.	Training on cultivation techniques of cash crops such as vegetables will be provided to farmers. As the result, production of cash crops will be promoted.	A system of group marketing and collecting centers will be established. As the result, farmers will be able to sell group products with higher price to the central market and their daily income will improve.
	<Current statistics> Daily income: UGX1,041	<Targets> Annual production of vegetables: 1.8 ton per household	<Targets> Daily income: UGX2,000
Water	Although a total of 33 improved water points are in place in Type-B village, most of these WP (24) are located in the former IDP camps and transit sites. The average number of water supply facilities per village is 6.8 and only 20% of TRKs have water supply facilities in the return sites. Therefore, the return sites are suffering from improved water source. The communities are drinking river water which result in many cases of water borne diseases.	Improved water point will be installed at each TRK. As the result, a greater number of people will have access to safe drinking water and the sanitary conditions will be improved.	Improved water point will be installed at every 1km radius for 300 people. As the result all the community will have access to safe drinking water.
	<Current statistics> Percentage of TRKs having any water supply facilities: 20%	<Targets> Percentage of TRKs with improved water point: 100%	<Targets> One water point serves: 300 people Access to improved water point: 1 km
Education	All the 5 primary school in Type-B village are located inside transit site which is relatively far from return sites. The average distance to the school is 8.6 km, which is difficult for lower grade students	Community schools will be promoted to public primary school. As the result, children	A primary school will be available within 2.5 km radius. As the result, every child

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	(P1 to P3) to cover. At these public primary schools, PCR is 119, PTR is 67, and PLR is 74. These ratios are significantly higher than the national average. Meanwhile, there are 2 community schools in these villages. However, since the education environment is not well developed, the pupils remain at the transit sites for schooling. This condition creates overcrowding in the school, which leads to poor level of education.	remaining at transit sites will be able to return to their home. The appropriate education environment will be improved which leads to better level of education	will have access to appropriate primary education.
	<Current statistics> Public school: 5 public primary school in 6 villages PCR: 119, PTR: 67, PLR: 74 Access distance to primary school: 8.6 km	<Targets> Ratio of pupils attending P/S from their parents home: 100%	<Targets> PCR, PTR: 54 PLR: 40 Access distance to primary school: 2.5km
Health	There are only 3 HCII facilities in this category. These HC usually suffer from shortage of medical staffs, drugs and materials. The Average distance to the HC is 6.2 km. Many people are unable to get appropriate medical service from these facilities. The VHT who was supposed to provide basic health service at remote area are few in number. The ratio is 1 VHT to 98 household which is far higher than the national average which is 1 to 20-30HH. Therefore, VHTs are not able to offer appropriate medical services to the community.	Necessary number of VHTs will be selected and trained for each area. As the result, each VHT will cover 20 to 30 households and people will be able to get primary healthcare.	A HCII will be available within 5.0 km radius and it shall have sufficient number of medical staff. The necessary medical materials and drugs will be supplied regularly through VHTs. As the result, the community will be able to get proper medical services.
	<Current statistics> Average distance to healthcare center: 6.2 km The number of households per VHT: 98	<Targets> The number of households per VHT: 20 to 30	<Targets> Distance to the health center: 5.0 km
Livelihood	At return sites, child malnutrition is prevalent. In addition, basic sanitary facilities are not available even around their house. According to the national standard, a household should possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack. However, in Type-B villages only 38% of household have a pit latrine, 37% bathing shelter, 25% rubbish pit and 10% have plate rack which are extremely lower than the national standard.	Sensitization on child nutrition through workshop and cooking competition will be implemented. As the result, the nutrition condition of people will be improved. The community will start to prepare nutritional food from locally available food stuffs.	The necessary facilities for good sanitation condition will be installed. As the result, the living environment of the village will be improved, as each household will possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack.

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	<Current statistics> Coverage of pit latrine: 38% Coverage of bathing shelter: 37% Coverage of rubbish pit: 25% Coverage of pate rack: 10%	<Targets> —	<Targets> Coverage of Pit latrine, Bathing shelter, Rubbish pit, Plate rack: 100%

5.4.3 Development Scenario of Type-C villages

In this category, first, the basic public services and social infrastructure will be improved and a system of promoting agricultural activities will be established. This will result in the promotion return and resettlement in the return site. Secondly, a system of operation and maintenance for the basic public services and social infrastructure established during the short term period will be established, and diversified agricultural products will be produced and sold at high price in the central market of the sub-county. As the result, the daily income of the community will increase.

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

Table 5.20 Development Scenario of Type-C village in Pabbo Sub-county

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
Production and Income generation	The area grows rice, millet, sorghum, maize, cassava and sweet potato with the total volume accounting for 643 kg per household, annually. The source of income comes from sales of excess agricultural products. Out of the total 8 villages categorized into Type-C, only 3 villages have rice and flour mills. The rice product often sold untreshed with lower prices. As the result, they are forced to engage in the sale of firewood and charcoal and building material (wood and grass) to cover the cost of their living. The average daily income is only UGX 994 (US$0.5) which is by far lower than the poverty line.	Ox-plough will be introduced and the use of improved mother seeds is promoted. As the result, agricultural production per household will increase and their grain self-support will be achieved to 750kg per HH	Post harvest processing of crops will be promoted, group marketing established. As the result, farmers can engage group sell with added value product and their daily income will improve.
	<Current statistics> Crop production per household: 643 kg Daily income: UGX 994	<Targets> Crop production per household: 750kg	<Targets> Daily income per H/H: UGX2,000
Water	In this category a total of 24 improved water points exist which are mainly located in the transit sites, public institution (school and HC). On average, only 16% of TRKs have water supply facilities. Therefore, most of the returnees are dependent on river water and unprotected spring which result in many	Water supply facility will be installed at each TRK. As the result, a greater number of people will have access to improved	Improved water point will be available within 1km distance for 300 people. As the result every people will have access to

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	cases of water borne diseases.	water resource.	safe drinking water
	<Current statistics> Percentage of TRKs with water supply facilities: 16%	<Targets> Percentage of TRKs with water supply facilities: 100%	<Targets> One water point serves 300 people; Access to water point: 1km
Education	There are a total of 5 public primary schools inside Type-C village of Pabbo sub-county. The average distance to the school is 8.6 km which is difficult to be accessed by lower grade students. These primary schools have 121 PCR, 65 PTR and 108 PLR. Presently there are 2 community schools in the villages which are lacking the basic school infrastructures. Therefore, most of the pupils often remain at transit sites for schooling. As the result, the schools are overcrowded and proper teaching-learning environment is not achieved.	Community schools will be promoted to public primary school. As the result, children will be able to return to their home from where they can commute to the school.	A primary school will be available within a 2.5 km radius area. As the result, every child will have access to appropriate primary education.
	<Current statistics> PCR: 121 PTR: 65 PLR: 108 Access to primary school: 8.6 km	<Targets> Ratio of pupils who go to P/S from their parents home: 100%	<Targets> PCR, PTR: 54, PLR: 40 Access distance to primary school: 2.5km
Health	There are a total of three HC is available for all 7 villages which are categorized as Type-C. Two of these HC are not functional due to lack of health staffs. Even at the functional HC, the centre is suffering from shortage of medical drugs and equipments. The average distance to the HC is 16.5 km. Many people are unable to access appropriate medical treatment. In addition, the ratio of VHT to household is 1 to 83 which is extremely small. These VHT are not able to provide appropriate medical service to the community.	Additional number of VHTs will be selected and trained for each village. As the result, the ratio of VHT to household will reduce to the national average, which is 1:20 to 30 household. .	A HCII will be established within 5.0 km radius and equipped with sufficient number of medical staff. Medical materials and drugs will be supplied regularly through VHTs. As the result, the community will be able to get proper medical services.
	<Current statistics> Distance to healthcare center: 16.5km The number of households per VHT: 83	<Targets> The number of households per VHT: 20 to 30	<Targets> Distance to the health center: 5.0 km
Livelihood	Child malnutrition and lack of food is prevalent in the return village. In addition, basic sanitary facilities are not available even around their house. According to the national standard, a household should possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack. However, in Type-C villages only 33% of household have a pit latrine, 31% bathing	Sensitization on child nutrition through workshop and cooking competition will be implemented. As the result, the nutrition condition of people will be	The necessary facilities for good sanitation condition will be installed. As the result, the living environment of the village will be improved, as each household will

Sector	Current status	Short term development scenario (2015)	Long term development scenario (2030)
	shelter, 23% rubbish pit and 11% have plate rack which are extremely lower than the national standard	improved. The community will start to prepare nutritional food from locally available food stuffs.	possess a pit latrine, a bathing shelter, a rubbish pit and a plate rack.
	<Current statistics> Coverage of pit latrine: 33% Coverage of bathing shelter: 31% Coverage of rubbish pit: 23% Coverage of pate rack: 11%	<Targets> —	<Targets> Coverage of Pit latrine, Bathing shelter, Rubbish pit, Plate rack: 100%

5.4.4 Projects

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

Table 5.21 Proposed Project in Pabbo Sub-county

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

	Livelihood	Nutrition Improvement	Household Sanitation Improvement
C	Production & income generation	Agriculture Productivity Improvement	Promotion of Post Harvest and Processing Installation of storage for group products
	Water	Installation of Boreholes and Enhancement of Maintenance and Operation System	Installation of Boreholes and Enhancement of Maintenance and Operation System
	Education	Promotion of community school to public school	・ Establishment of Primary Schools
	Health	Capacity Building of VHTs	・ Establishment and improvement of HCII
	Livelihood	Nutrition Improvement	・ Household Sanitation Improvement

5.5 Short Term Development Projects

5.5.1 Production and Income Generation Sector

5.5.1.1 Agriculture Productivity Improvement(Type-C Village)

(1) Objectives

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

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

(2) Site

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

(3) Project Details

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

can easily obtain high-quality seeds will be established by making it mandatory for a group member who has received the seeds to return the same volume seed from the harvested.

(4) Target Indicator

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

(5) Quantitative Requirement for the Project

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

Table 5.22 Quantitative Requirement for Agriculture Productivity Improvement Project in Pabbo sub-county

TRK	Number of household (HH)	Annual production per HH (kg/HH)	Required amount of production for per HH (kg/HH)	Required amount of production per village (kg/village)	Total size of land area to be expanded per village (acre/village)	Required number of sets of ox-plough per village (sets/village)
	(a)	(b)	(c) = 750 - (b)	(d)＝(a) x (c)	(e)＝(d) / 600	(f)＝(e) / 40
Ceri	757	514	236	178,652	298	7
Okuture	367	853	achieved	-	-	-
Otorokume	912	564	186	169,632	283	7
Pericu	2,034	696	54	109,836	183	5
Olinga	635	560	190	120,650	201	5
Andara	781	487	263	205,403	342	9
Katikati A	743	765	achieved	-	-	-
Total	**6,229**	**4,439**	**929**	**784,173**	**1,307**	**33**
Average	**890**	**634**	**186**	**156,835**	**261**	**7**

(6) Cost

Estimated cost for the projects is shown below.

Table 5.23 Estimated Cost for Agriculture Productivity Improvement Project in Pabbo sub-county

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

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

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

(1) Objective

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

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

(2) Site

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

(3) Project Details

1) Assistance to the registration of farmers' group under NAADS: The project will assist

in the registration of farmers' group in cooperation with staff of NAADS and the sub-county. Workshops shall be implemented in order to explain NAADS's activities, details of the assistance and the registration procedures.

2) Establishment of training farm plot: Part of the farmland owned by model farmers (five in each parish) will be used as training fields.
3) Training on cash crop production: Technical training focused on vegetable farming will be provided to model farmers on the training farm plot once a week for 3-4 months
4) Dissemination of the technologies: Trained farmers will transfer the learned technologies to other members of their groups. Farmers in the neighborhood of a trained farmer can also learn the technologies by seeing.

(4) Project Target

Annual production of vegetables per household: 1.8 ton

Basics: An increase in income by US$ 0.5/person by 2030 is a target of this project. Achieving this target will require each household (with average of five people) to increase income by US$ 2.5. Since vegetables, such as okras, tomatoes, eggplants and cabbages, are sold at US$ 0.5/kg, each household will have to sell 5 kg of vegetable per day. Therefore, each household will have to produce 5 kg x 365 days = 1,825 kg/year of vegetables.

(5) Quantitative Requirement for the Project

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

Table 5.24 Quantitative Requirement for Promotion of Commercial Agricultural Products Project in Pabbo sub-county

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

(6) Cost

Estimated cost of the projects is shown below.

Table 5.25 Estimated Cost for Promotion of Commercial Agricultural Products Project in Pabbo sub-county

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

5.5.1.3 Improvement of Technical Schools (Type-A Village)

(1) Objective

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

(2) Site

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

(3) Project Details

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

(4) Target Indicator

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

Motorcycle mechanics

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

Carpenters

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

Tailors/dressmakers

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

Construction workers

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

(5) Quantitative Requirement for the Project

(a) The total number of households not only in the village but also in the entire sub-county will be established.
(b) Required numbers of motorcycle mechanics, carpenters, tailor/dressmakers and basic construction workers will be calculated by dividing the total number of households by 600, 120, 80 and 1,000, respectively.

(c) In the calculation of required quantities of equipment and sizes of classrooms, the required numbers of carpenters and tailor will be divided by two and five, respectively, because the training in carpentry and tailoring/dressmaking is to be conducted for two and five years, respectively, because of the large numbers of required carpenters and tailors/dressmakers. (When preparing a development plan for other areas, implementation of vocational training on a certain trade for more than one year will be considered as described above, if a required number of skilled workers in the trade concerned are large, and required numbers of equipment will be calculated accordingly.)

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

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.26 Estimated Cost for Improvement of Technical School Project in Pabbo sub-county

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

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

(7) Implementation System

1) District (District Education Officer: DEO): Organize workshops for explaining the project, publicity campaign, dispatching of teachers and periodical visits.
2) Sub-county: Supporting for association of PTAs, organizing workshops after association of PTA and monitoring for PTA activities.

3) PTA: Selection of members of PTA, making plans of operation and maintenance for facilities, equipments and tools and revision of lectures, curriculums and programs.

(8) Operation and Maintenance System

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

5.5.1.4 Improvement of Central Market (Type-A Village)

(1) Objective

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

(2) Site

Kal Centre

(3) Project Details

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

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

(4) Target Indicator

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

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

market facility. Therefore, the provision of additional infrastructure will bring access to public market facility to 100%.

(5) Quantitative Requirement for the Project

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

Table 5.27 Quantitative Requirement for Improvement of Central Market project in Pabbo sub-county

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

(6) Cost

Estimated cost for the projects is shown below.

Table 5.28 Estimated Cost for Improvement of Central Market project in Pabbo sub-county

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

5.5.1.5 Improvement of Farm Road (Type-A Village)

(1) Objective

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

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

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

(2) Site

Pabbo Sub-county

(3) Project Details

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

(4) Target Indicator

All villages will have access to transport agricultural product to the central market

Basics: Agricultural products which are produced in Type-B and C Villages should be efficiently and smoothly transported to the central market.

(5) Quantitative Requirement for the Project

(a) Identify the existing roads and target routes in relation to locations of the public market and the village.

(b) Obtain the extensions of roads, etc. Identify the relation of the target routes to other projects (see Table 6.29).

As shown in this table, there are 13 target routes with total length of 175 km. The project shall cover the six routes (68.5 km) shown in the table below, excluding the routes that have already been constructed and those planned to be constructed in DDP.

Table 5.29 Quantitative Requirement for Improvement of Farm Road Project in Pabbo sub-county

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

(6) Cost

Estimated cost for the projects is shown below.

Table 5.30 Estimated Cost for Improvement of Farm Road Project in Pabbo sub-county

Road Code	Road Name	Length (km)	Type of River Crossing	Width (m)	Project cost[1] (million UGX)			
					Road construction	River crossing	Other[2]	Total
R-002	Obur Durkan - LalwanKwar	5.7	1 bridge	6~7	1,169	817	496	2,482
R-004	Pabbo-Otong-Pawel	3.9	1 bridge	6~7	800	817	404	2,021
R-006	Pakono-Pamin Lalwak	7.9	1 Culvert	6~7	1,620	60	420	2,099
R-007	Pakono-Olinga-Otorokume	20.8	4 Culvert	6~7	4,264	240	1,126	5,630
R-008	Pabbo-Oguru-Otorokume	17.7	1 Bridge; 4 Culvert	6~7	3,629	1,057	1,171	5,857
R-009	Olannyongo-Ceri	12.5	Non	6~7	2,563	0	641	3,203
Total		**68.5**	**3 Bridge; 9 Culverts**		**14,043**	**2,991**	**4,258**	**21,292**

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

Table 5.31 Plan for Improvement of Farm Road Project in Pabbo sub-county

Road Code	Road Name	Length (km)	Road Type	River Crossing		
				River	Width	Plan
R-001	Juba road	12.5	Main Road	-	-	-
R-002	Obur Durkan-Lalwan Kwar	5.7	Motorable road	Atiabar	15 m	Construction
R-003*	Pabbo-Awoo	5.5	Motorable road	Atiabar Aworanga PaminOcaka	15 m 8 m 8 m	Construction Rehabilitation Rehabilitation
R-004	Pabbo-Otong-Pawel	3.9	Motorable road	Atiabar	15 m	Rehabilitation
R-005	Pabbo-Okalcwan-Okojo-Apar	47.2	Motorable road	Omee Jan Ceri	15 m 10 m	Construction
R-006	Pakono-Pamin lalwak	7.9	Motorable road	Akore	10 m	Rehabilitation
R-007	Pakono-Olinga-Otorokume	20.8	Motorable road	Olok Atil Apaka	8 m 10 m 10 m	Rehabilitation Construction Rehabilitation
R-008	Pabbo-Otorokume	17.7	Footpath	Acakala Ayugi	8 m 15 m	Construction

Road Code	Road Name	Length (km)	Road Type	River Crossing		
				River	Width	Plan
				Atil Apaka Acii	10 m 10 m 10 m	
R-009*	Pabbo-Olamyongo-Ceri	38.6	Motorable road	Ayugi	15 m	Rehabilitation
R-010*	Olamyongo-Atiak	4.4	Footpath	Ayugi Mujuk	15 m 8 m	Construction
R-011	Olamyongo-Ajumani	5.7	Motorable road	Jan acmon Lacmon Jan Ceri Ceri	6 m 10 m 6 m 15 m	Construction
R-012	Ceri-Muruli	1.7	Footpath	Ayugi	15 m	Construction
R-013	Ceri-Ajumani	3.2	Motorable road	Ceri	15 m	Construction
Total		174.7				

* Selected as Priority project by Road network Team

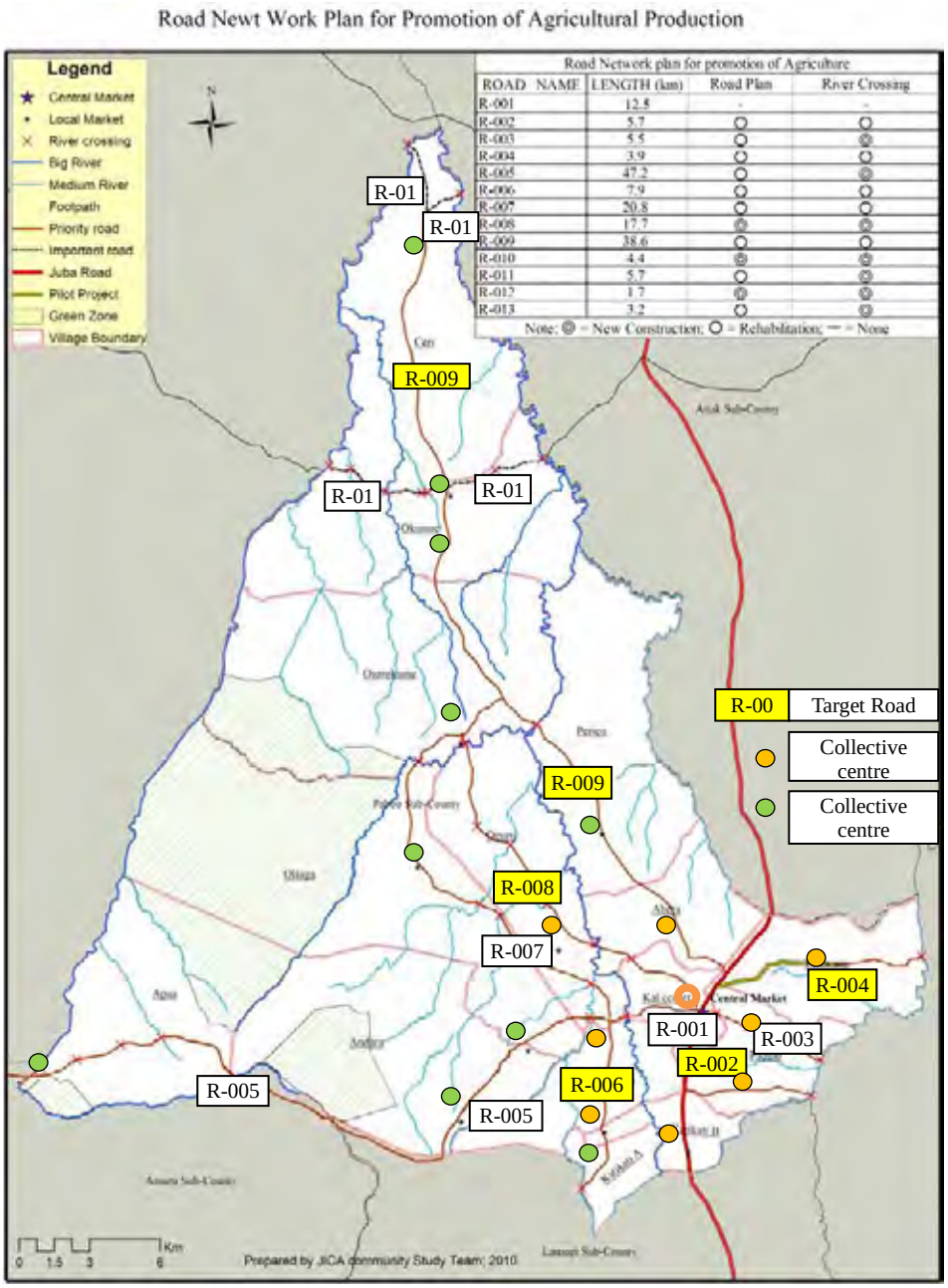


Figure 5.8 Plan for Improvement of Farm Road Project in Pabbo sub-county

(7) Implementation System

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

(8) Operation and Maintenance System

Sub-county should establish a system of operation and maintenance of the road, and

mobilize people in villages to open feeder roads by community work. Sub-county should regularly report their activities to District Engineer.

5.5.2 Water Sector

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

(1) Objective

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

(2) Site

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

(3) Project Details

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

(4) Target Indicator

Percentage of TRKs with water supply facilities: 100%
Basics: The average population of TRKs is about 300.
The Ugandan standard specifies that it is ideal to provide one water point per 300 persons. It is advisable that a water facility is maintained and managed jointly by the same community. A TRK is considered to be the ideal unit for this joint management.

(5) Quantitative Requirement for the Project

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

Table 5.32 Quantitative Requirement for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Pabbo sub-county

Village Type/Name		No. of TRK	No. TRK with facilities	Current situation		Plan
				Water points	Condition	Rehab/Decom/New
		(a)	(b)			(c) = (a) – (b)
B	Oguru	11	2	2BH; 2PS; 3SW	2 Functional 5 broken	9 points (8 New WP,1 Rehab,4 Decom)
	Abera	11	2	2 BH; 1PS, 2SW	1 Functional; 4 Broken	9 points (9 New WP , 1 Rehab,3 Decom)
	Pakuma	11	1	4 BH; 2PS, 1SW	1 Functional 6 broken	10 points (10 New WP, 2 Rehab, 4 Decom)
	KatiKati B	12	3	7BH; 4PS	3 functional 8 Broken	9 points (9 New WP, 6 Decom)
	Paomo	9	3	4 BH; 3SW	2 Functional 5 Broken	6 points (6 New WP, 3 Decom)
	Pukwany	12	1	10 BH; 1PS; 3SW	2 Functional 12 Broken	11 points (10 New WP, 1 Rehab, 11 Decom)
C	Ceri	8	0 (PP2)	2BH	Functional	8 points (8 New WP)
	Okuture	7	2	4BH	2 functional 2 Broken	5points (7 New WP, 2 Rehab)
	Otorokume	4	1	3 BH	1 Functional 2 Broken	3 points (3 New WP)
	Pericu	11	1	5 BH, 1PS	1 functional 5 Broken	10 points; (8 New WP, 2 Rehab, 3 Decom)
	KatiKati A	5	0	1 SW	Broken	5 points (4 New WP, 1 Rehab)
	Olinga	9	3	3 BH	1 Functional 2 Broken	6 points (5 New WP, 1 Rehab)
	Andara	13	2	3 BH	1 Functional 2 Broken	11 points (10 New WP, 1 Rehab)
Total		144	67	77	18 Functional 55 Broken	97 New WP, 12 Rehab, 35 Decom

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

(6) Cost

Estimated cost for the projects is shown below.

Table 5.33 Estimated Cost for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Pabbo sub-county

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

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

(7) Implementation System

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

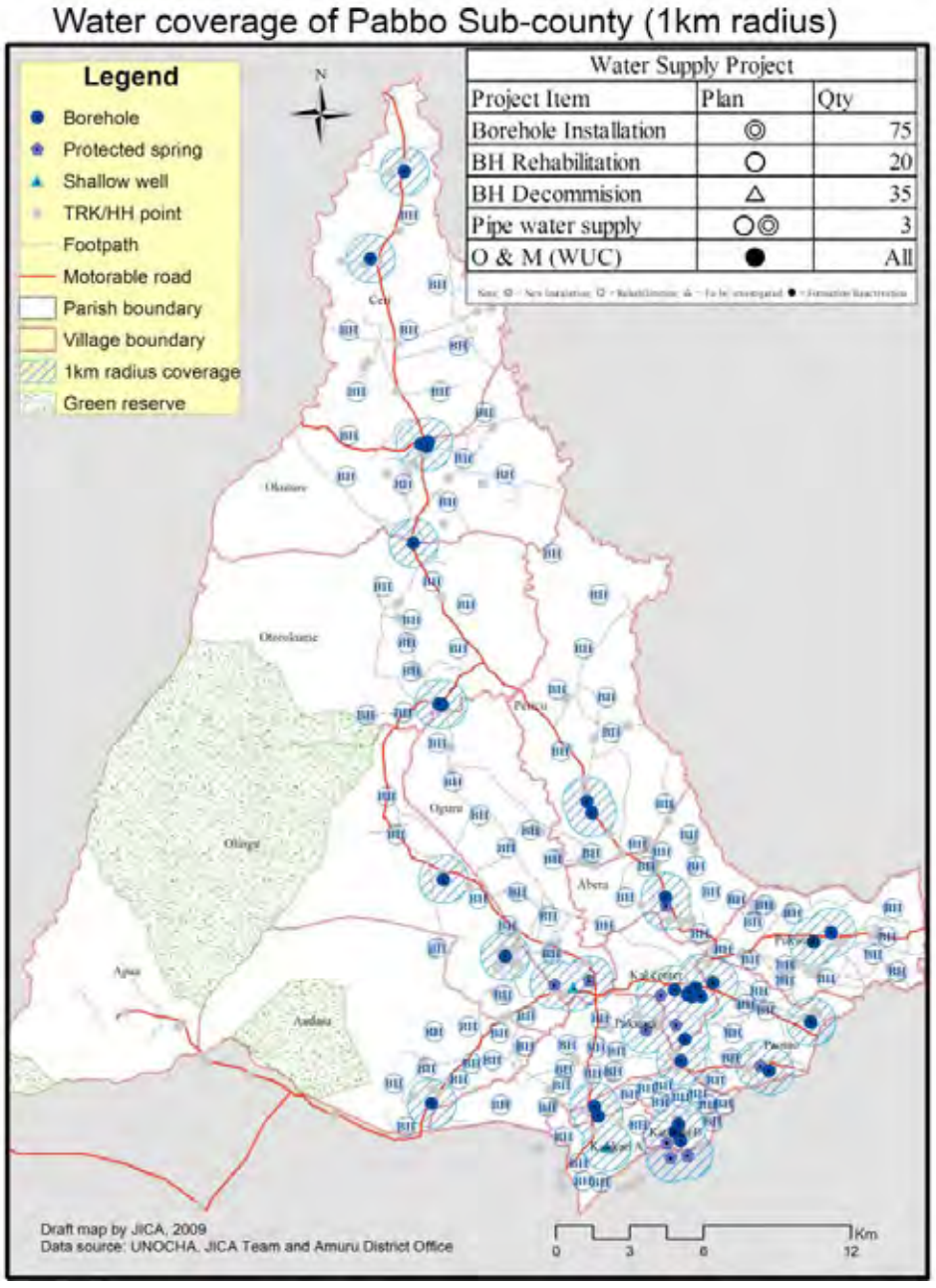


Figure 5.9 Plan for Installation of Boreholes and Enhancement of Maintenance and Operational System Project in Pabbo sub-county

(8) Operation and Maintenance System

WUC will elect a treasurer and a caretaker who are responsible for the management of the system. Water fee will be collected and a bank account will be opened by WUC. Caretaker will be responsible in routine maintenance, cleaning the area, and collecting water fee from users. In time of breakage, WUC will make contact with the pump mechanics and they will pay for the correction made by the pump mechanics. They will also implement awareness activities for improving sanitation condition of the community. WUC should regularly report their activities and condition of boreholes to DWO through parish and sub-county chief.

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

(1) Objective

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

(2) Site

Kal Centre

(3) Project Details

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

(4) Target Indicator

One water supply facility will serve 150 people and water coverage shall be 77%

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

(5) Quantitative Requirement for the Project

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

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

Table 5.34 Quantitative Requirement for Improvement of Town Water System Project in Pabbo sub-county

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

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

(6) Cost

Estimated cost for the projects is shown below.

Table 5.35 Estimated Cost for Improvement of Town Water System Project in Pabbo sub-county

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

(7) Implementation System

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

(8) Operation and Maintenance System

Sub-county and WUC will be responsible for the operation and maintenance of the water system. The payment shall be according to the amount of water consumed by the customer. Especially for pipe water system, Public Water Kiosk shall be set at certain points inside Kal center. Each water kiosk shall be equipped with one water meter and 4 taps. The kiosk shall be managed by a kiosk attendant. He shall run the kiosk as his own private business where he sells water to the community at a certain fixed rate. 40% of the water fee shall be given to the kiosk attendant and the remaining 60% is collected by the sub-county and saved into the town council bank account (sub-county water account). This money shall be used for O&M of the water system.

The kiosk attendant shall register the water meter every morning and evening and the sub-county staff shall check the reading of the water meter and cross check with the amount of cash at hand. The money shall be collected every three days by the sub-county staffs and kept in a bank.

A public water kiosk shall be installed with the request of the public and where there are many people to be served and where it shall be beneficial to the kiosk attendant. The price of water fee shall be determined depending upon the sustainability of the system. The kiosk attendant shall be selected by the beneficiaries of the water or chosen by tendering it.

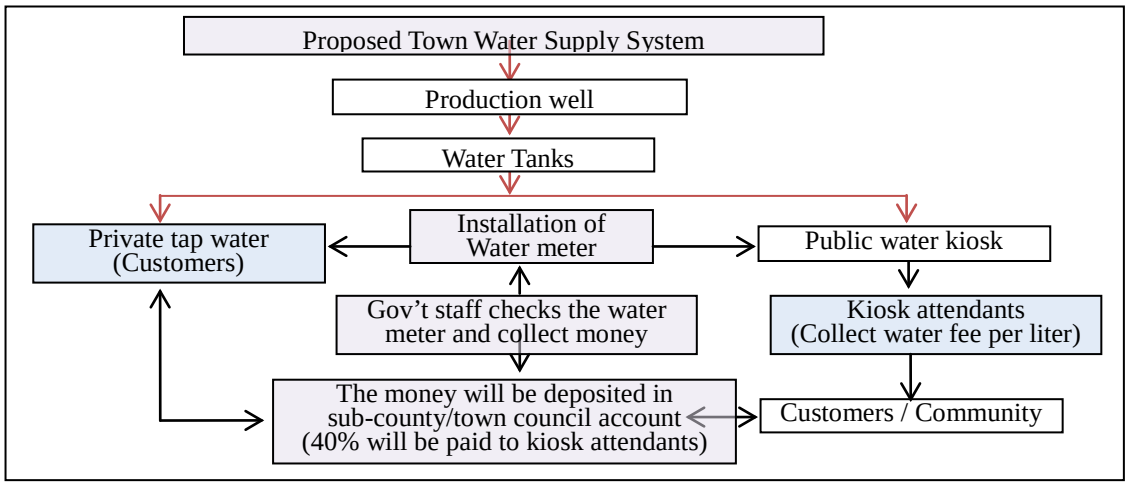


Figure 5.10 Implementation System for Installation of Boreholes and Enhancement of Maintenance and Operational

5.5.3 Education Sector

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

(1) Objective

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

(2) Site

Paomo, Otorokume and Ceri

(3) Project Details

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

(4) Target Indicator

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

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

(5) Quantitative Requirement for the Project

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

Table 5.36 Quantitative Requirement for Promotion of Community School to Public School Project in Pabbo Sub-county

Village	Name of the community school	Current status of the community school	Plan of constructing community school
	(a)	(b)	(c)
Paomo	Paomo CS	Classroom: Temporary	Classroom: 2

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

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.37 Estimated Cost for Promotion of Community School to Public School Project in Pabbo Sub-county

Item for cost	Unit	Quantity	Total
Construction of classroom	20,000 US$	6classrooms	120,000 US$
Construction of staff quarter	6,000 US$	8 teachers	48,000 US$
Installation of latrine	1,000 US$	30 latrine	30,000 US$
Installation of borehole	8,000 US$	3 boreholes	23,000 US$
Rehabilitation of borehole	1,000 US$	1 borehole	1,000 US$
Construction of river crossing	8,000 US$	3 site	24,000 US$
Total			246,000 US$

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

(7) Implementation System

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

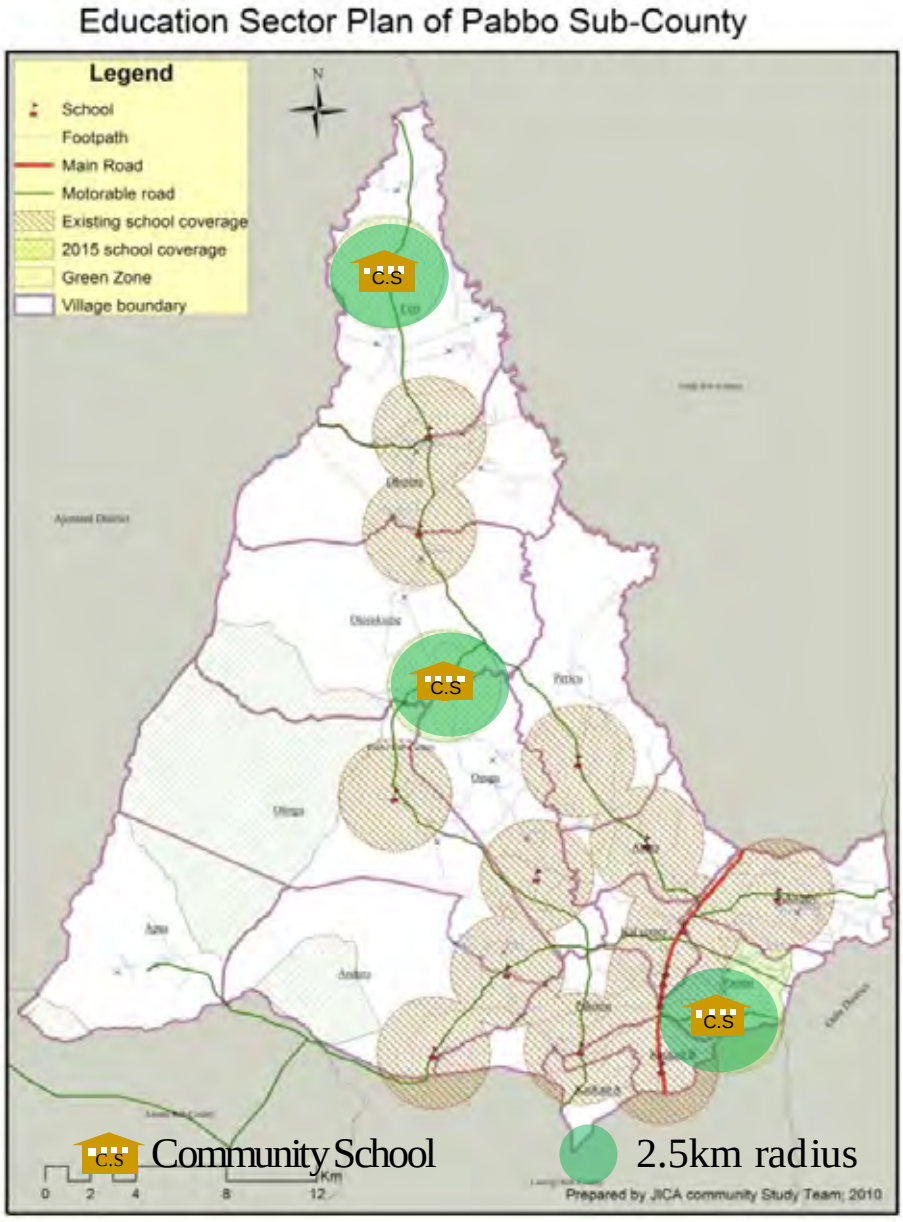


Figure 5.11 Plan for Promotion of Community School to Public School Project in Pabbo Sub-county

(8) Operation and Maintenance System

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

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

(1) Objective

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

(2) Site

Kal Centre

(3) Project Details

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

(4) Target Indicator

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

(5) Quantitative Requirement for the Project

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

Table 5.38 Quantitative Requirement for improvement of secondary school facilities project in Pabbo sub-county

	Name of the School	Number of pupils	Number of P7 pupils	Number of advancing to secondary school
		(a)	(b)=(a)x 0.07	(c)=(b)x0.5
B	Abera	772	54	27
	Abbot	377	26	13
	Paminalwak	738	52	26
	Palwong	1,028	72	36
	Otong	869	61	30
C	PogoOkuture	442	31	15
	Olinga	-		-
	Olaa Amilobo	483	34	17
	Labala	542	38	19

	Name of the School	Number of pupils	Number of P7 pupils	Number of advancing to secondary school
		(a)	(b)=(a)x 0.07	(c)=(b)x0.5
	Maro Awobi	335	23	11
Total		5586	391	195

(6) Cost

Estimated cost for the projects is shown below.

Table 5.39 Estimated Cost for promotion of community school to public school project in Pabbo sub-county

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

5.5.4 Health Sector

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

(1) Objective

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

(2) Site

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

(3) Project Details

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

(4) Target Indicator

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

(5) Quantitative Requirement for the Project

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

Table 5.40 Quantitative Requirement for VHT Capacity Building Project in Pabbo sub-county

Type	Parish	Village	Number of households	Needed number of VHTs	Needed number of VHTs for training
			(a)	(b)＝(a)／25HH	(c)＝(b)／30
C	Pogo	Ceri	377	15	0.5
	Pogo	Okuture	228	9	0.3
	Pogo	Otorokome	279	11	0.4
	Parubanga	Pericu	806	32	1.1
	Labala	Olinga	643	26	0.9
	Labala	Andara	410	16	0.5
	Palwong	Kati Kati A	220	9	0.3
B	Kal	Oguru	319	13	0.4
	Parubanga	Abera	378	15	0.5
	Palwong	Pakuma	425	17	0.6

Type	Parish	Village	Number of households	Needed number of VHTs	Needed number of VHTs for training
			(a)	(b)＝(a)／25HH	(c)＝(b)／30
	Palwong	Kati Kati B	1,083	43	1.4
	Gaya	Paomo	479	19	0.6
	Gaya	Pukwany	564	23	0.8
		Total	6,211	248	8.3

(6) Cost

Estimated cost for the projects is shown below.

Table 5.41 Estimated Cost for VHT Capacity Building Project in Pabbo Sub-county

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

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

(7) Implementation System

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

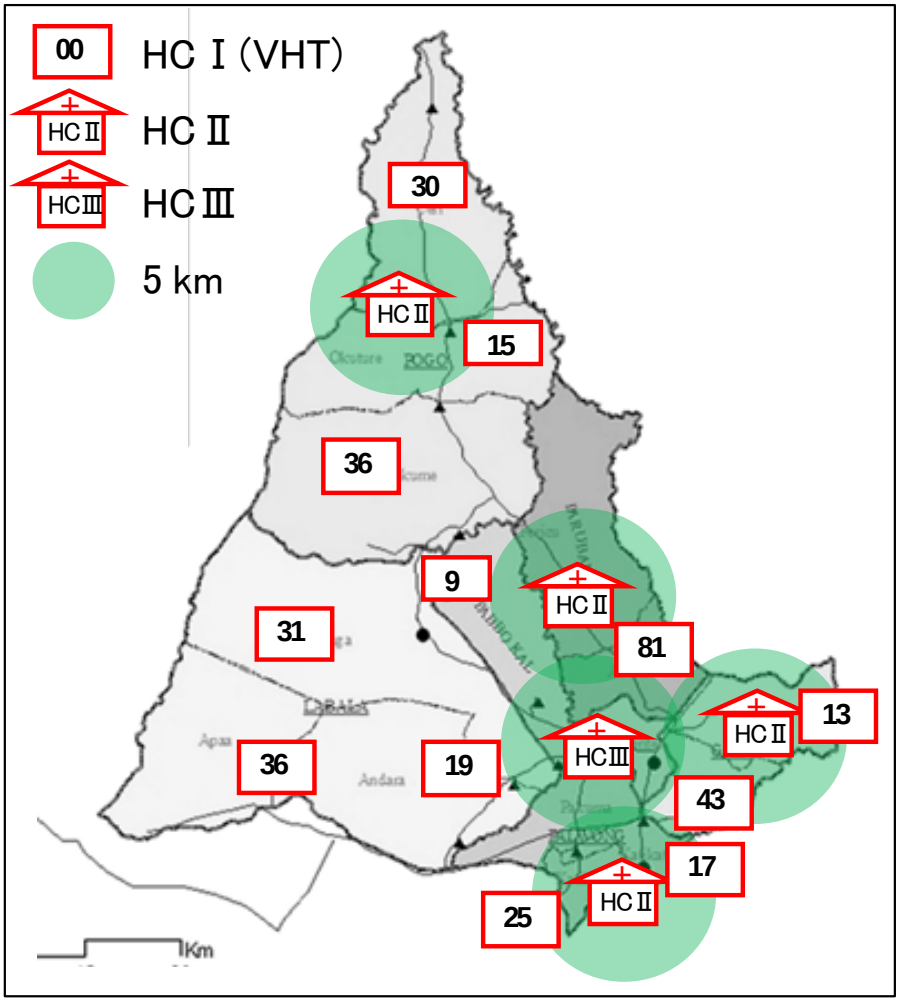


Figure 5.12 Implementation System for VHT Capacity Building Project in Pabbo Sub-county

(8) Operation and Maintenance System

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

5.5.4.2 Establishment of Referral System (Type-A Village)

(1) Objective

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

(2) Site

Kal Centre

(3) Project Details

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

.

(4) Target Indicator

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

(5) Quantitative Requirement for the Project

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

Table 5.42 Quantitative Requirement for Establishment of Referral System Project in Pabbo sub-county

		Number of staffs working at HCIII	Number of staffs working at HCII	Need number of VHTs		Total number of people for training
		(a)	(b)	(c)		(d)=(a)+(b)+(c)
1	Pabbo Kal	11	－	13	13	24
2	Parubanga	－	2	32+15	47	49
3	Palwong	－	2	9+17+43	69	71
4	Gaya	－	2	19+23	42	44
5	Pogo	－	2	15+9+11	35	37
6	Labala	－	0	26+16	42	42
	Total	11	8	－	248	278

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.43 Estimated Cost for Establishment of Referral System Project in Pabbo sub-county

Item of cost	Unit	Quantity	Total
Lecture for training for HCIII and HCII staffs (District Officer: 30US$ x 5 days)	150 US$	19 times	2,850 US$
Lecture for training for HCII staffs and VHT (HCIII staffs: 20US$x 2 days)	40 US$	6 times (Once in a parish)	240 US$
Stationary and tools for training	20 US$	278	5,560 US$
Total			8,650 US$

(7) Implementation System

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

(8) Operation and Maintenance System

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

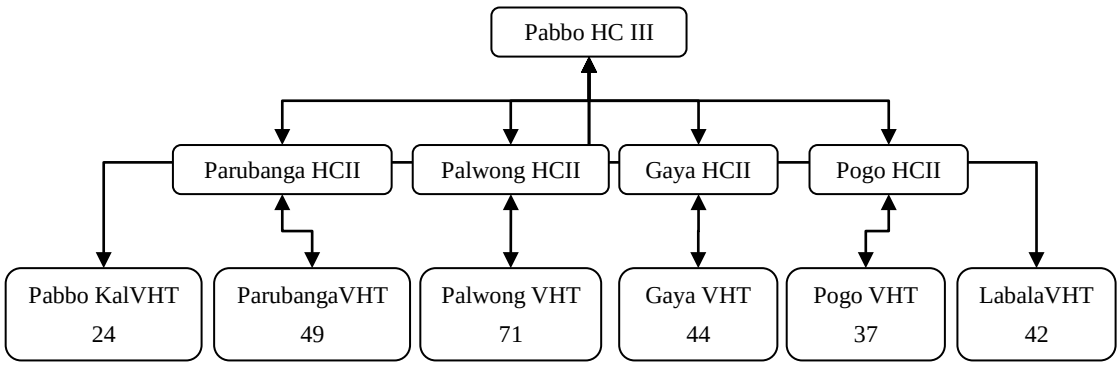


Figure 5.13 Implementation System for Establishment of Referral System Project in Pabbo sub-county

5.5.5 Livelihood Sector

5.5.5.1 Hygiene and Nutrition Improvement Project

(1) Objective

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

(2) Site

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

(3) Project Details

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

(4) Target Indicator

—

(5) Quantitative Requirement for the Project

Cooking competition: once in a year

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.44 Estimated Cost for Hygiene and Nutrition Improvement Project in Pabbo sub-county

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

(7) Implementation System

1) District (Community Development Officer: CDO): Organizing workshops for explaining the project to the community, provision of materials for cooking

2) Sub-county: Implementation of the competition, invitation of the owners of restaurants and supporting for activities of people for improving nutrition.

(8) Operation and Maintenance System

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

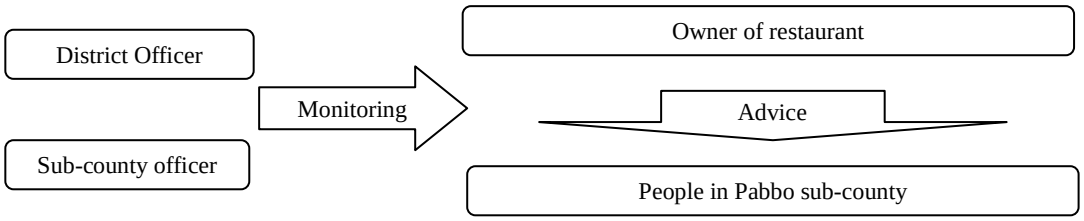


Figure 5.13 Implementation System for Hygiene and Nutrition Improvement Project in Pabbo sub-county

5.5.6 Administration Sector

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

(1) Objective

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

(2) Site

Kal Centre

(3) Project Detail

1) Construction of staff quarters for the sub-county officers
2) Construction of public service hall
3) Installation of water supply system
4) WS for operation and maintenance of constructed facilities
5) Investigation into development, continuation and management of the project by the sub-county staffs

(4) Target Indicator

—

(5) Quantitative Requirement for the Project

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

(6) Cost

Estimated cost for the projects is shown as below.

Table 5.45 Estimated Cost for Enhancement of Sub-county Officials-led Activities Project in Pabbo sub-county

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

(7) Implementation System

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

(8) Operation and Maintenance System

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

5.5.7 Summarization of the cost of projects

Estimated cost of all projects is shown as below.

Table 5.46 List of Cost for Projects in Pabbo sub-county

Sector	Projects	Cost
Production & income generation	Agriculture Productivity Improvement	49,500 US
	Promotion of Commercial Agricultural Products	7,200 US$
	Improvement of Technical School	169,500 US$
	Improvement of Central Market	185,000 US$
	Improvement of Farm Roads	9,700,000 US$

Sector	Projects	Cost
Water	Installation of Boreholes and Enhancement of Maintenance and Operation System	912,580 US$
	Improvement of Town Water Supply System	367,350 US$
Education	Promotion of community school to public school	246,000 US$
	Improvement of secondary school facilities	300,000 US$
Health	Capacity Building of VHTs	40,440 US$
	Establishment of Referral System	8,650 US$
Livelihood	Household Hygiene Improvement	3,500 US$
Administration	Enhancement of Sub-county Officials-led Activities	618,000 US$
Total		12,669,220 US$

Chapter 6 Priority Project

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

6.1 Selection of the Priority Projects

6.1.1 Selection Criteria

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

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

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

Table 6.1 Selection Criteria for Priority Project

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

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

6.1.2 Result of the Selection of Priority Projects

(1) The Result of the Priority Ranking

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

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

Table 6.2 Priority Project from Pabbo Sub County Community Development Plan

Sector		Project	Criteria								
			I	II	III	IV	V	VI	Total	Rank	Priority
Type A	Administ-ration	Enhancement of District Officials-led Activities	-	-	2	2	1	2	7/8		○
		Enhancement of Sub-county Officials-led Activities	-	-	2	2	1	2	7/8		○
		Enhancement of Parish Officials-led Activities	-	-	2	2	1	2	7/8		○
		Utilization of Community Resource Map	-	-	2	2	1	2	7/8		○
	Production & Income Generation	Improvement of Technical Colleges	2	1	2	2	2	2	11	1	○
		Enlivenment of Secondary and Tertiary Industries	2	1	2	0	1	1	7	14	
		Improvement of Central Market	1	1	2	2	1	1	8	7	
		Expansion of Central Market	1	1	2	2	1	1	8	7	
		Improvement of Farm Roads	1	1	2	2	1	2	9	6	○
		Establishment of Marketing Information Network	1	1	2	2	1	1	8	7	
	Water	Improvement of Town Water Supply System	1	2	2	2	2	1	10	4	○
		Improvement of City Water Supply System	1	2	2	2	2	1	10	4	○
	Education	Improvement of Secondary School Facilities	0	1	2	2	1	2	8	7	
		Improvement of Secondary School Entering Ratio	0	1	2	2	1	2	8	7	
		Improvement of Primary School Facilities	0	1	2	2	1	2	8	7	
		Construction of Primary School	0	1	2	2	1	2	8	7	
	Health	Establishment of Referral System	2	1	2	2	2	2	11	1	○
		Construction and Improvement of HCII	2	1	2	2	2	2	11	1	○
	Livelihood	Household Hygiene Improvement	2	0	2	0	1	1	6	16	
		Promotion of Town Cleaning Activities	2	0	2	1	1	1	7	14	
Type B	Production & Income Generation	Promotion of Commercial Agricultural Products	2	1	2	1	1	1	8	6	
		Promotion of Group Marketing	2	1	2	1	1	1	8	6	
		Installation of Collecting Centre for Group Products	2	1	2	1	1	1	8	6	
	Water	Installation of Boreholes and Enhancement of Maintenance and Operational System	2	2	2	1	2	1	10	3	○
	Education	Promotion of Community School to Public School	2	2	2	2	2	1	11	1	○
		Construction of Primary School	1	1	2	2	1	2	9	5	○

Sector		Project	Criteria								
			I	II	III	IV	V	VI	Total	Rank	Priority
	Health	Capacity Building of VHTs	2	2	2	2	2	1	11	1	○
		Establishment and Improvement of HC II	1	1	2	2	2	2	10	3	○
	Livelihood	Nutrition Improvement	1	0	2	0	1	1	5	10	
		Household Sanitation Improvement	1	0	2	1	1	1	6	9	
Type C	Production & Income Generation	Agriculture Productivity Improvement	1	1	2	2	2	1	9	5	○
		Promotion of Post Harvest and Processing	1	1	2	2	1	1	8	7	
		Installation of Storage for Group Products	1	1	2	2	1	1	8	8	
	Water Supply	Installation of Boreholes and Enhancement of Maintenance and Operation System	2	2	2	1	2	1	10	2	○
	Education	Promotion of Community School to Public School	1	2	2	2	2	1	10	2	○
		Construction of Primary School	1	1	2	2	1	2	9	5	○
	Health	Capacity Building of VHTs	2	2	2	2	2	1	11	1	○
		Establishment and Improvement of HC II	1	1	2	2	2	2	10	2	○
	Livelihood	Nutrition Improvement	0	0	2	0	1	0	3	10	
		Household Sanitation Improvement	1	0	2	1	1	1	6	9	

Table 6.3 Priority Project from Lulyango Village Community Development Plan

Sector		Project	Criteria								
			I	II	III	IV	V	VI	Total	Rank	Priority
Type C	Production & Income Generation	Agriculture Productivity Improvement	2	1	2	2	1	1	9	5	○
		Promotion of Post Harvest and Processing	1	1	2	2	1	1	8	7	
		Installation of Storage for Group Products	1	1	2	2	1	1	8	7	
	Water Supply	Installation of Boreholes and Enhancement of Maintenance and Operation System	2	2	2	1	2	1	10	2	○
	Education	Promotion of Community School to Public School	1	2	2	2	2	1	10	2	○
		Construction of Primary School	1	1	2	2	1	2	9	5	○
	Health	Capacity Building of VHTs	2	2	2	2	2	1	11	1	○
		Establishment and Improvement of HC II	2	1	2	1	2	2	10	2	○
	Livelihood	Nutrition Improvement	1	0	2	0	1	1	5	9	
		Household Sanitation Improvement	0	0	2	1	1	1	5	9	

(2) Selected Priority Project

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

Table 6.4 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 Establishment of O&M system	Installation of Boreholes and Establishment of O&M system
Education	-	Upgrading the Community School to Public School	Upgrading of Community School to Public School
Health	Establishment of Referral System Household Hygiene Improvement	Capacity Building of VHTs Improvement of Health Center II	Capacity Building of VHTs Improvement of Health Center II

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

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

6.2 Outline of the Proposed Projects

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

6.2.1 Installation of Boreholes and Establishment of O&M System

(1) Objective of the Project

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

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

(2) Outline of the Project

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

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

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

(3) Component

There are a total of 63 water points in the sub county of which 78% are functional. About 14 water sources are not functional due to technical failure or other reason. The water coverage of the sub county is far below the national average at 47%. Therefore, to bring the water coverage to 77% by 2015, about 72 water points will be installed anew and 4 water systems shall be rehabilitated.

Table 6.5 Current Use of Water Supply System

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

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

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

Table 6.6 Plan of Water Supply Facilities

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

(4) Project Details

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

6.2.2 Promotion of Community School to Public School

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

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

(1) Objective of the Project

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

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

The implementation policy is as follows;

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

(2) Outline of the Project

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

Table 6.7 Profile of Primary Schools and Required Numbers of Class Rooms

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

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

Table 6.8 Public Primary Schools with Minimum School Facilities

Sub-county	Name of P/S	No. of Pupil		No. of Teacher		Temporary Classroom	Planned Intervention
		Male	Female	Male	Female		
Pabbo	Maro-Awobi	410	320	6	2	7	2 classroom by SFG
Pabbo	Olaa Amilobo	207	203	4	2	3	4 classroom by NUTI
Total		610	523	10	4	10	6 classroom

Note: P/S= Primary School

(3) Project Details

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

Chapter 7 Pilot Project

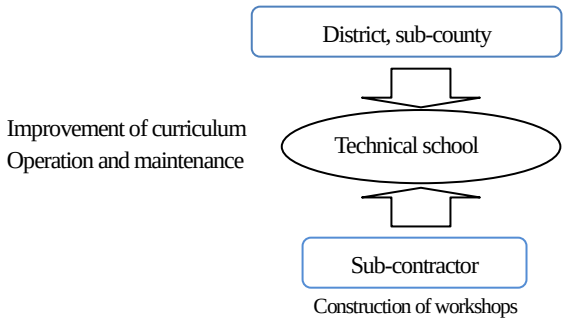
7.1 Pilot Project

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

Table 7.1 List of Proposed Pilot Projects

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

7.1.1 Production & Income Generation Sector

PP1 Improvement of Technical College	
Target area	Kal Center village
Background/ purposes	Small-scale businesses (e.g. repairmen, needlecraft and blacksmith) are flourishing in type-A village where the area is densely populated. Conesquently, it is expected that the importance and chance of these business in this area will be increased. Attiak Technical School is located inside Amuru district. The school has a very important role in training and producing skilled-person in the District. Presently, the school has 4 training courses such as: Motor vehicle maintenance, BCP, Carpentry and Tailoring. Pesently, there are 97 students study in these courses, 6 of them came from the target area, `Pabbo sub-county. In this PP, workshop for technical training will be constructed and workshop equipment will be provided. The project will enable the schools to offer practical training within the curriculum. At the same time, this project contributes to strengthening the capability of the students to cultivate human resource development. The school also conducted technical training for EVIs, therefore, the improvement of the technical school will also improved training contents for EVIs.
Contents	<Rehabilitation of workshop> (1) Construction of workshop for practical training (A=200m^2) <Provision of equipment> (2) Provision of the necessary equipment for practical training <Others> (3) Discussion between district educational officer and school staff about progress and sustainability and management of this project
Structure of Implementation	 <u>Major Role of Organizations concerned</u> ・ District: Management of school, Coordination with other school project, monitoring ・ Sub-Contractor: Construction of the Workshop ・ Study Team: election of the sub-contractor, provision of equipment、Monitoring ・ Technical School: improvement of curriculum, operation and maintenance, sustaining the project
Input	(1) Sub-contractor (rehabilitation of the workshop) (2) Provision of equipments for practical training (3) District Educational Officer, school staff
Expected Outcome	・ The number of applicants to technical school will increase. ・ The number of students who gain better technical skill will increase. ・ Sustainable management system of technical college will be established. The District Education Officer and school administration shall take the responsibility of school management. District conducts periodic monitoring and supporting the management of the school. Budgeting assistance will be provided by the central government to rehabilitate and construct the main part of school.

	June	July	August	Sept	Oct	Nov
Baseline Survey		▬				
Preparation for contract		▬	▬			
Construction work			▬	▬	▬	
Provision of equipments				▬		
Monitoring/Evaluation					▲	

Verified items by implementation of the project

(1) Change of course contents

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

School days (Monday to Friday): all courses follow the following curriculum

Four days: general education (Math, English, Agriculture, Home-economic etc) and the technical course

One day: : technical training for one full day

Comparison of course contents before and after the project

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

(2) Change on the number of students

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

(3) Change of the curriculum

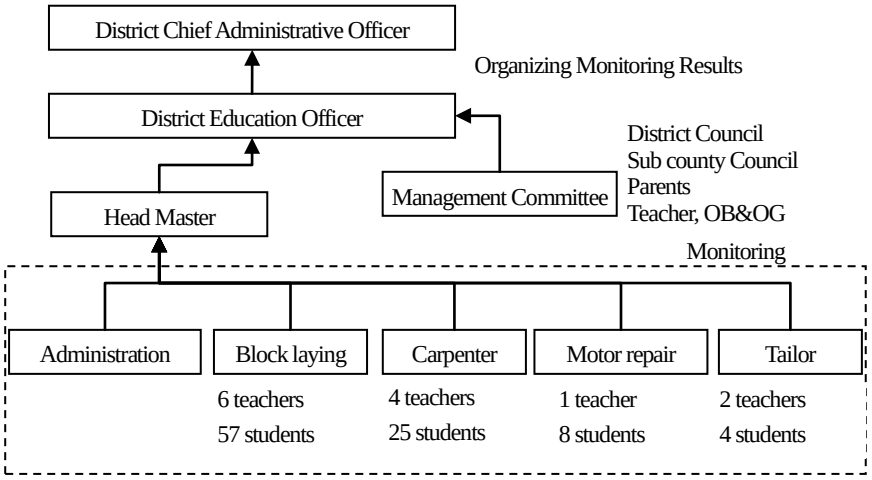
In line with availability of technical equipments, and facility construction, the school could open a new course on Craft in consultation with the school management committee and PTA. Furthermore, it offers short-term courses for those who have difficulty in reading and writing* P7-graduates, EVIs such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

*Generally, the country technical schools accept only S4-graduates or those who have equivalent educational status.

Monitoring

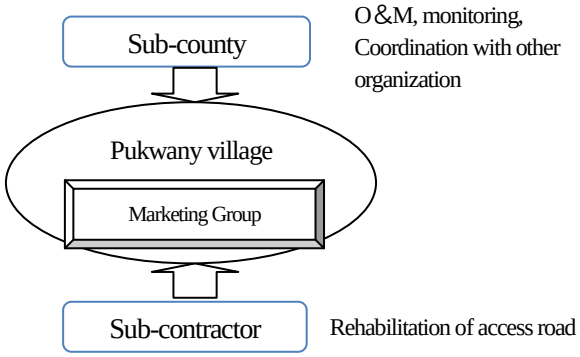
Management committee of the technical school records class activities in accordance with the monitoring items under the guidance of district Chief Administrative Officer.

The school head master is responsible for submission of monitoring result to District Education Officer (DEO) once a year at the end of the school year (December). District Education Officers are responsible for compiling the monitoring results and propose further improvement plan. The monitoring items shall consist the following:

<table>
<tr><td></td><td>
・ Contents of classes and technical training
・ The number of female student registered after the project
・ Change in the ratio of tools/equipment to the number of student in each course
・ Implementing situation of special curriculum for socially vulnerable people and former child soldiers
・ Operation and management system of equipments and facilities


</td></tr>
<tr><td>Operation and Maintenance System</td><td>Members of PTA should implement operation and maintenance of facilities, equipments and tools, support for teachers and establishment of special course for EVIs. PTA should regularly report their activities to DEO.</td></tr>
<tr><td>Reflection to the guideline</td><td>・Selection of Constructors
【Case Study】
The local contractor executing works in Attiak Technical School lacks the financial management capacity. Construction period was delayed due to the fact that the contractor had used the advance payment for other purpose unrelated to the project. Furthermore, casual laborer protested for nonpayment at the end of works, since contractors did not pay remuneration for its laborers and lack money at hand. Inappropriate response of the contractors resulted in catching press attention. Afterwards, JICA study team resolved the problems by paying the required amount of money.

【Lessons Learned】
QBS (quality based selection) system shall be adapted during the identification of the contractors. During which emphases shall be given mainly to past performance, financial strength of the firm and financial management system and technical capabilities of the company. The price and cost must not be the major selection criteria of the contractor, they may be considered during contract negotiation</td></tr>
</table>

PP2. Improvement of Farm Roads	
Target area	Pukwany village
Background/ purposes	The Target area, Pukwany village (Type B village), accounts for relatively large agricultural production per household. In addition, the area is located close to the central market of Pabbo sub-county, at a distance of 2 to 6 km. This means that the area is located in strategically good condition to sell agricultural products. However, the access is so bad that it is difficult for the community to transport products to the central market properly. The idea of income generation through group marketing is not common within farmers group. In this pilot project, rehabilitation of road to central market and installation of culvert will be conducted for the improvement of access to the market. This pilot project aims at verifying the increase in volume of marketed agricultural product through the improvement of market access road
Contents	＜Road rehabilitation, installation of culvert＞ (1) Reach at mutual understanding on road rehabilitation between UNRA（Uganda National Road Authority）and the Sub-County and in turn with the community (2) Consensus building of the scope of O & M among sub-county officials and beneficiaries (3) Rehabilitate 6 km long section of the road (4) Installation of culverts along rivers where people have difficulties in crossing. (5) Initiation of group marketing by the sub-county. (6) Monitoring activities by sub-county
Implementing Structure	 Major Role of Organizations concerned ・Sub-county: Establishment of group marketing, coordination among developing partners, operation and maintenance of the road, monitoring the project ・Sub-contractor: rehabilitation of road, installation of culvert ・Study team: sub-contract, monitoring activities
Input	(1) Sub-contract（road rehabilitation, installation of culvert） (2) Sub-county officer, NAADS coordinator
Expected Outcome	・The amount of transported products to the market will increase. ・The condition of transportation will be improved ・Income gains through selling agricultural products will increase. ・Access road to central market will be maintained by the community and sub-county. After this pilot project, community groups take charge of operation and maintenance of the road. Sub-county monitors these activities and gives technical supports to them.

	June	July	August	Sep	Oct	Nov
Baseline Survey		━				
Preparation for sub-contract		━				
Rehabilitation of road and installation of culvert			━	━	━	
Strengthening farmers group			━	━	━	
Monitoring/Evaluation					━	━

Verified Items by Implementation of the Project

(1) Traffic density

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

Transition of Traffic Before and After Road Maintenance and Improvement

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

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

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

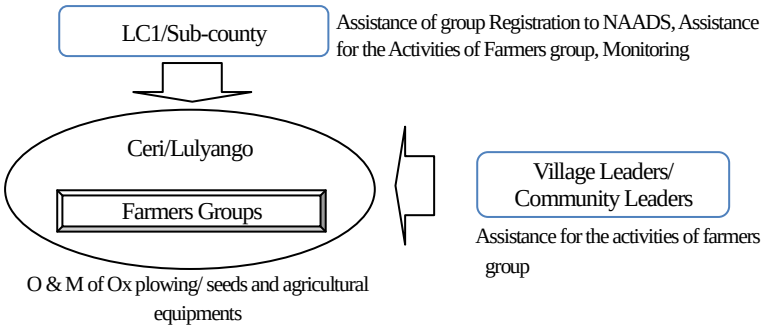
(2) Road maintenance and improvement by community

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

Situation of EVI and Former Child Soldiers on Community Road Maintenance

Name/Sex/Age	Background	Situation／Relationship to community ／Participation to group
Mwa Binancy Male/23 (Former child soldier・physical disability)	・Abducted by LRA ・Married and blessed with 5 children ・Physically disable after gunned by LRA,	・Participate in community activity and they helped him in cultivating his farm land. ・Participated in road opening, but he was incharged of grass cutting because other works were too heavy to him.
Opoka Patrick Male／25 (Former child soldier・physical disability)	・Long term abductee by LRA ・Married and blessed with 3 children ・Serious injured by violence and bombing	・Unable to engaged in heavy work such as agriculture. ・Participate in community activity and the communit helped him in cultivating his farm land. ・He was assigned to complete 14m section of the road, but he could only finish 10m. Then other members helped with the remaining 4 m.

Monitoring	The study team in collaboration with Sub-county staffs, Village leaders and Rwot Kweri shall record traffic and sales volume of agricultural products according to the monitoring items. The sub-county chief shall submit the monitoring result to district community development officer. The district community development officer shall compile the results and make use of it for future planning. Regarding the operation and maintenance of the main road, the information shall deliver to Sub-county chief from LCI through Parish Chief. The information shall be compiled at district level and reaches UNRA (Uganda National Road Authority) for allocation of road maintenance budget. Otherwise, feeder road shall be maintained by the community. Mobilization shall be made by LC1 and Rwot Kweri. Monitoring items are: ・Traffic Density (Volume of traffic) ・Selling frequency of agricultural products ・Road operation and maintenance system
Operation and Maintenance System	Sub-county should establish a system of operation and maintenance of the road, and promote people in villages to open feeder roads by community work. Sub-county should regularly report their activities to the District.
Reflection for the guideline	Feeder road or Community access road shall be opened and maintained by the community themselves.

PP3. Agriculture Productivity Improvement	
Target area	Ceri/Lulyango village (Lacic, Lukai and Ongai TRK)
Background/Purposes	In the target area, agricultural productivity per household is limited, not only because the material and techniques necessary for agricultural development is insufficient, but also because the farm lands have been abandoned during the prolonged conflict. People cannot make their living only by selling agricultural products, hence engaged in the sell of firewood and charcoal for complementing their income, which is below the poverty line. This PP will assess the potentiality of the increased agricultural production through introducing Ox plowing and distributing seeds/agricultural equipments, and extract the challenges of agricultural development assistances by local governments.
Contents	< Distribution of Agricultural Equipments and Seeds> (1) Formation of farmers group and registering them with NAADS (2) Distribution of agricultural equipments and seeds to all farmers` group. (3) Formulation of bylaws by farmers groups on the system of use of the agricultural equipments and distributed seeds (4) Provision and distribution of seeds and equipments < Introduction of Ox plowing> (1) Selection of active famers groups from among all group in the Target area (2) Consensus formation on the introduction of ox plow among stakeholders (agricultural extension staffs in district, functionaries at sub-county level, and farmers` group) (3) Formulation of implementation plan and establishment of regulations (bylaw) with respect to rights and responsibility of each group member; the method of management of the ox plow; and system of renting for other groups. This shall be done by group member themselves with the support from the sub-county (4) Executions of training on ox plow management by the district. (5) Implementation of demonstration of ox plow on farmers field (6) Monitoring by Sub-counties
Structure of Implementation	 Major Role of Organizations concerned (Ceri Village) ・ Sub-county: Assist group registration under NAADS program, help group activity, and Monitoring of the project ・ Farmers group: management of ox-plow, formulate bylaw on how to use the agricultural input provided, implementation of the agreed bylaw of the group ・ The Study Team: Provide of agricultural input, monitoring of each activities (Lulyango Village) ・ Village leader/Community Leaders: Assist the activities of farmers groups ・ Farmers group: management of the ox plow, operation of rental system, management of agricultural equipments and seeds ・ The Study Team: Provide equipments and materials, Monitoring and assistance of

	each activities The agricultural inputs will be managed by farmers groups for the sustainability of the project. The groups shall establish bylaw, have book keeping skill and each activity shall be recorded. The project aims at provision of appropriate seed to the group and to establish a structure whereby the seed can be revolved among the community.
Input	(1) Agricultural equipments and seeds (2) The oxen and the plow (3) External advisers on ox plow (4) Training of ox plow (5) Involvement of sub-county staffs
Expected Outcome	・ Structure will be set up for utilizing agricultural assistances from NAADS. ・ Size of cultivated land and amount of production will be improved. ・ Farming through ox plowing will increase in the community. ・ Income of farmers group will increase through renting of the ox plow.

	June	July	August	Sept	Oct	Nov
Organization and strengthening of ox plow management committee	━	━				
Baseline Survey		━	━			
Procurement of Oxen and the plow		━				
Implementation of trainings for ox plow		━				
Implementation of ox plowing			━	━		
Distribution of agricultural equipments and seeds			━	━	━	
Monitoring/Evaluation			━	━	━	

Verified items by implementation of the project

＜Ox plow＞

(1) Expansion of agricultural area

Annual cultivated land area: 36 ~40acre

(Ox plowing period extends from April to September. Cultivated land area per month is estimated to be six acre.)

(2) Promotion of ownership by establishing rental system

Farmers group rents ox-plow with 50,000UgS/acre for non-group members and 25,000UgS/acre for group members

<Distribution of good quality seeds>

(1) Increase in the yields of agricultural products

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

Cultivation of High Quality Seeds in Ceri

Variety of seeds	Distribution amount to farmers group	For Group Fields	Cultivation area in the group field	Yields	Remarks
Rice	75 kg	-	-	-	Too late to saw seeds
Grand Nut	90 kg	30 kg	3200 m^2	50~75 kg	Seriously damaged by white ant
Soya beans	45 kg	-	-	-	Not germinated due to poor quality of seeds
Simsim	15 kg	5 kg	2400 m^2	150 kg	Harvested at the same level as the usual year
Millet	45 kg	-	-	-	Too late to saw seeds

Cultivation of High Quality Seeds in Lulyango

Variety of seeds	Distribution amount to farmers group	For Group Fields	Cultivation area in the group field	Yields	Remarks
Rice	75 kg	25 kg	4000 m^2	80~120 kg	Harvested at the level of usual year
Grand nut	90 kg	45 kg	6000 m^2	50 kg	Seriously damaged by white ant
Soya beans	45 kg	-	-	-	Not germinated due to poor quality of seeds
Simsim	15 kg	5 kg	4000 m^2	200~225 kg	Full harvest
Maize	60 kg	20 kg	4000 m^2	20~30 kg	Seriously damaged by white ant

(2) Sustainable seed distribution system (revolving seeds among member)

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

(3) Establishment of operational system for group fund

Group members attempt to increase group fund by selling agricultural products cultivated from the group field. The group fund is to be raised for voluntarily created action plan.

- Traditional micro credit（Bolicup）
- Purchase of oxen for ox plowing
- Purchase of goats. Farmers are encouraged to raise goats, applying similar system as that of seeds distribution
- Installment of community storage for agricultural products
- Improvement of apiculture with modern beehive

(4) Harmonizing EVIs and former child soldiers to the community

Village people with HIV positive, former child soldier and physically disadvantaged people will participate in farmers' group (e.g. Wakonyo Gang Kipur） of Lulyango.

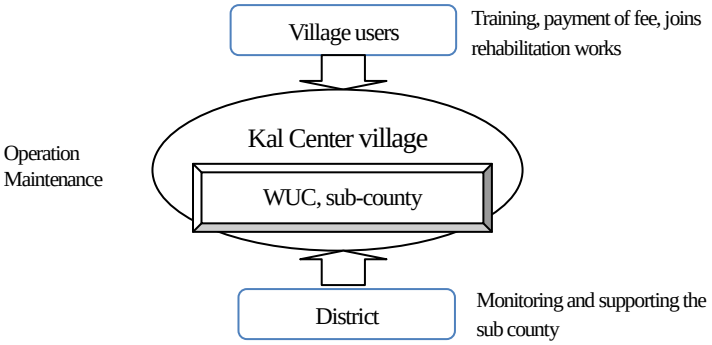
Situation of EVIs and Former Child Soldiers in Wakonyo Gang Kipur

Name/Gender /Age	Background	Situation/Relationship with other people in the village/Participation of the group activities
Oluba Saverio Men／50 （Former child soldiers with physical disability）	・Deaf ・Live with 5 children	・Before implementing the project, he did not communicate with people in the villages and was segregated from the community. ・He decided to participate in the group activities after seeing the workshop for distribution of good quality seeds. ・He become active in communicating with group members. In this sense, the activities contributed to include EVIs for better relationship with community.
Ladwong Pillimena Women/54 （widow/HIV positive）	・HIV positive ・Live with 5 children	・She used to refrain from communicating with other people because of the taboo of AIDS in the community thus she was isolated from the community. ・Female leader of a group encouraged her to join the activities. ・She participated and start actively communicate with people of the surrounding area.

Furthermore, for people with physically disabled and elders, it was confirmed that the community in the village voluntary establish support system for the purpose of assisting reclamation of farm land. They also plan to pool part of the benefit from agricultural product cultivated in the group field.

Monitoring	The Study Team in collaboration with the target farmers' groups shall record activities in the monitoring sheets with the help of Community Based Facilitator. Monitoring result shall be submitted to District NAADS coordinator through sub-county NAADS and other staffs for further adjustment. <Ox Plowing> ・Change in the size of farm land ・Implementing status of rental farming ・Condition of management of oxen ・Implementing condition of bylaw and action plan < Distribution of qualified seeds > ・Change in the number of household which use qualified seeds ・Implementing condition of bylaw and action plan ・Social condition of EVIs and former child soldiers in the group activities
Operation and Maintenance System	NAADS coordinator should arrange training on oxen-plough and transfer skills to farmers groups. And those farmers groups should establish a rental system of oxen plough by which other group can access the facility and further extend farm lands.
Items to be included in the guideline	・Selection of farmers' group 【Case Study】Lulyango village In this project, workshop was organized with all 8 farmers group in the target TRK. The Study Team, after explaining the purpose of the pilot project, requested the community to decide one group who will participate in the ox plow project. However, it was proved to be difficult to get a decision by community and they let the decision be made by JICA study team. Although the team initially attempted to promote autonomous discussion by the community themselves, it was rather arduous to select the beneficiaries. The LCI chairman played important role in encouraging them to select beneficiaries group. Finally, they stick to a draw system which was unanimously agreed. 【Lessons Learned】 Since the communities have lived in IDP camps for long period of time during which they used to receive humanitarian support from NGOs, they rely mostly on out siders for their decision (i.e. the Community Development Team). In securing sustainability of the project, it is important to strengthen ownership of the project through community driven development projects.

7.1.2 Water Sector

PP4 Improvement of Town Water Supply System	
Target area	Kal Center village
Background/ purposes	In the Target area, water coverage is only 55% which is lower than the national average (64%) and the demand for construction of water facilities is high. To supply safe water efficiently and improve the functionality of the facilities, it is indispensable to revitalize the management system of water facilities. This PP establishes operation and maintenance system for water facilities installed by urgent pilot projects. It targets the community that will be benefiting from the extra discharging water from the system after the sub-county uses it. This PP aims to verify the establishment and strengthening of WUC and its sustainability effects.
Contents	＜Participatory construction work＞ (1) Participatory construction work, such as rehabilitation of tap stand ＜Activity on operation and maintenance of water facilities＞ (2) Establishment of WUC and security system for water facilities (3) Discussion between Local government (sub-county) and WUC about operation and maintenance of water facilities, collecting water charge, setting rules for O/M (4) Training on water management, O&M, water charging system to the community (5) Test the operation of water facilities by WUC and users to decide efficient water supply system (hours of water supply, amount of water supply) (6) Management of the project by District Water Oficer and local government (sub-county level) (7) Monitoring by District (sub county)
Implementing Structure	 Major Role of Organizations concerned ・ Sub-County: supports the establishment of WUC, workshop with WUC, educational activity on sanitation, monitoring, maintenance of equipment for sustainable use of water facilities ・ Study Team: Monitoring of each activities, supporting sub-county, providing equipment ・ District: monitoring and supporting sub-county In this pilot projects, the Study Team provided required tools and supplies for sustainable use and operation and maintenance of water facilities. After the pilot project is finished, sub-county shall manage and own the water system.
Input	(1) Participatory construction works of water facilities (2) District officials in charge of water supply, sub-county officers (3) Training on water management, O/M, water charging system to users (4) Tools and equipments needed for operation and maintenance of water facilities

<table>
<tr><td>Expected Outcome</td><td>・ Water fee will be paid and sub-county will raise budget for operation and maintenance of water facilities.
・ The WUC will establish operation and maintenance system for sustainable use of water facilities
・ Improve access to safe water
・ The community will be able to repair water facilities through participatory method.

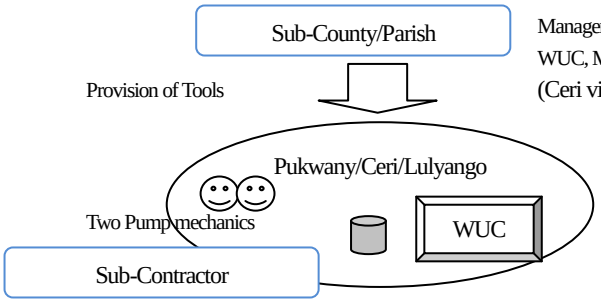
After this pilot project, WUC plays a central role in operation and maintenance of water facilities. Sub-county monitors WUC's activities and support them when needed. If water supply facilities are broken, WUC will contact the pump mechanics of the sub-county for rehabilitation, and expense will be paid from water fees collected by WUC and from the sub-county budget.</td></tr>
<tr><td></td><td>
<table>
<tr><th></th><th>June</th><th>July</th><th>August</th><th>September</th><th>October</th><th>November</th></tr>
<tr><td>Baseline Survey</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Urgent pilot project work</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Establishment of WUC</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Tentative operation</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Training of WUC</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Monitoring/Evaluation</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>
</td></tr>
<tr><td>Verified items by implementation of the project</td><td>(1) Bylaw of Town Water Supply Facilities
Different levels of water fee are set in the use of water facility during the preparation of bylaw. The Study Team, in consultation with WUCs, decided to collect 200UgS/month (approximately 8yen/month) per household from regular residents; and 50UgS/20 (approximately 2yen/20 ℓ) from those who run restaurant.

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

Through this PP, establishing operation and maintenance of shared faucet proved to be difficult. Currently, introducing the water sales system through installation of water kiosk practiced in Kitgum town is under review.</td></tr>
<tr><td>Monitoring</td><td>The WUC keep the record of activities evaluated by the monitoring items under the guidance of the Sub-County chief. The Sub-County is responsible for submitting monitoring result to District Water Engineer responsible for analyze the monitoring results and design better way of implementation of the project.
・Condition of operation and maintenance of facilities
・Amount of water fee collected
・Number of town water users</td></tr>
<tr><td>Operation and Maintenance System</td><td>Sub-county and WUC will collect the contribution fee and water fee from the community; open bank account and save the money; make contact to mechanics when the system failed and implement awareness activities for improving sanitation condition. Sub-county should regularly report their activities and condition of boreholes to District Water Officials.</td></tr>
<tr><td>Items to be reflected to the guideline</td><td>N/A</td></tr>
</table>

<table>
<tr><th colspan="2">PP5 Installation of Boreholes and Enhancement of Maintenance and Operational System</th></tr>
<tr><td>Target area</td><td>Pukwany village/Ceri Village/Lulyango Village</td></tr>
<tr><td>Background/ purposes</td><td>The water supply coverage of the target areas are far below the national average (51% in Pukwany village, 0% in Ceri village, and 20% in Lulyango village). Approximately, only half of Type-B village and 30% of C-type village have improved water point per TRK. Therefore, most of the returnees use river water for drinking and are suffering regularly from water borne diseases.
This PP aims at installing boreholes and establishing WUC initiated by local government. At the same time, two candidates from each village shall be selected for the training as pump mechanics.
This PP aims to verifies the sustainability of water project with established WUC; and extracts challenges in local government driven (Pukwany and Ceri) or community driven (Lulyango) O&M .</td></tr>
<tr><td>Contents</td><td><Rehabilitation of Boreholes>
(1) Submission of application by the community to sub county office
(2) Conduct workshop on the management of water facility
(3) Rehabilitation of boreholes

<Establishment of WUC>
Along with the rehabilitation of boreholes, implement the following activities with the assistance of sub-county.
(1) Election of WUC members (chairman, secretary, treasurer etc.) from the beneficiaries
(2) Formulation of WUC activities and bylaws
・Registration of the beneficiaries of the facility (Name list)
・Decision on amount of community contribution and monthly water fee
・Designing of self-controlling mechanism of water fee
・Training of the community and WUC on sanitation and hygiene control
(3) Establishment of operation and maintenance plan with WUC and water users
(4) Monitoring on the usage of boreholes

<.Training of the pump mechanics>
(1) Selection of two candidates per village
(2) Training of them for 5 days
(3) Discussion and consensus building on the O&M of boreholes among sub county and pump mechanics
(4) Provision of basic pump tool kit to Pabbo sub-county office
(5) Consensus formation on the maintenance methods among WUC and pump mechanics</td></tr>
<tr><td>Implementing Structure</td><td> 

Rehabilitation of Boreholes and shallow wells

<u>Major roles of Organizations concerned</u>
・Sub-county:Support for the establishment of WUC, educational activities, monitoring, maintenance of basic tools for boreholes
・Sub-Contractor:Rehabilitation of boreholes, training for pump mechanics, procurement of basic tools
・The Study Team: Monitoring of each activities, support for sub-county
The study team will make contract agreement with the job to rehabilitate boreholes and</td></tr>
</table>

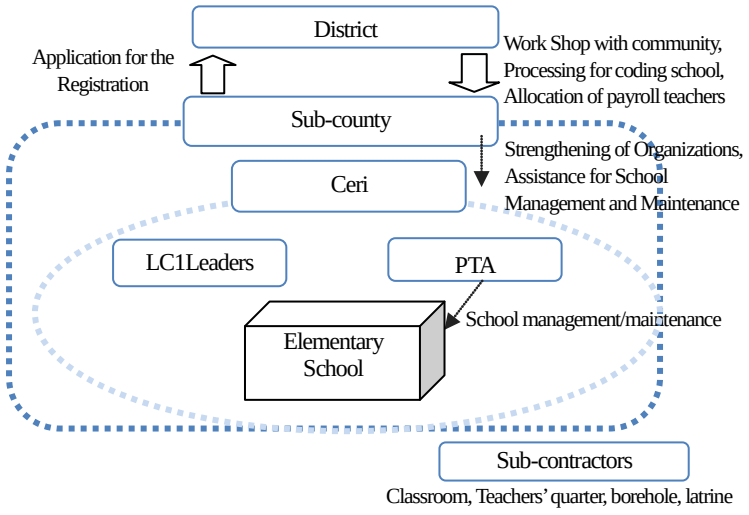
	to procure basic tools necessary for its maintenance. Sub-county will manage the tool kits for maintenance of the boreholes after the completion of this PP.
Input	(1) Sub-contract: (Rehabilitation of boreholes and shallow wells, training of pump-mechanics, procurement of tool kits) (2) District and sub-county staffs during training and WUC formation (3) Stationary goods for workshops (writing materials)
Expected Outcome	・The water coverage of the village will improve ・Water users' fee will be collected and well managed ・WUC will set up O&M system of the facility and self-controlling mechanism ・Household sanitation will improve After this pilot project, WUC will play a central role in operation and maintenance of water facilities. Sub-county will monitor WUC's activities and support them. In the time of breakage of water facilities, WUC will contact the pump mechanics who will in turn inform sub-county and borrow the necessary tool kits. The pump mechanics will rehabilitate the facility together with WUC, and the expense will covered from water fee collected by WUC.

	June	July	August	Sep	Oct	Nov
Baseline Survey	▬					
Preparation for contract	▬	▬	▬			
Rehabilitation of borehole		▬	▬	▬	▬	
Establishment of WUC		▬	▬	▬	▬	
Strengthening O/M system		▬	▬	▬	▬	
Training		▬	▬	▬	▬	
Monitoring/Evaluation				▬	▬	▬

Verified items by implementation of the project	**(1) Procedure and requirement for Improved water system for the community** Although there are procedures set by government on provision of borehole to the community, they are not frequently and practically used by the stakeholders in water supply system. The procedure is consists of: 1) Application by the community for water supply, 2) Establishment of WUC, 2) Collection community contribution, 3) Creating Operation and Management (O&M) Plan, 4) selection of site and 5) installation of boreholes. However, in this pilot project, the procedure was fully met, WUC were established, community contribution was appropriately collected and O&M system was designed. **(2) Establishment of Operation & Maintenance System** Since the management of the collected water users' fee is the major inhibiting factors for successful operation and maintenance of the community water supply system, this PP attempt to establish a system by which the community can ensure the auditing of the collected money and self-controlling mechanism. The system includes: ・ Hold audit meeting every three months ・ Create water users' fee card to check whether a water user is paying the fee on a monthly basis. Water will be available for those who have paid water fee and get signature by treasurer and caretaker. ・Water fee collected shall be saved in to water users' bank account every three month. ・ Three signatories from the group members are required to withdraw the money. In this PP, the community agrees on the arrangement and bank account was opened appropriately for each water facility installed.
Monitoring	In collaboration with Sub-County staffs, monitoring shall be conducted in the target WUC. The Sub-county is responsible for submitting monitoring result to District Water Engineers. District Water Engineers will use the result to modify O&M system.

	Monitoring itmes are ・Operation and management of the facilities ・Collected Water fee ・Number of beneficiaries ・Frequency of use of bank account
Operation and Maintenance System	WUC will collect the contribution fee and water fee from the community; save the money on water users account, make contact to pump mechanics when boreholes get broken and implementing awareness activities for improving sanitation condition. WUC should regularly report their activities and condition of boreholes to DWO.
Reflection for the guideline	・Selection of Committee Members 【Case Study】 In Pukwany village, a borehole installed during the IDP camp has been abandoned for a long period. Initially the owner of the land was the caretaker and his family member secretary and treasurer of the borehole. After rehabilitation, the owner insisted to keep the same arrangement without the involvement of the other community. The Study Team persuaded him that installed boreholes were owned by all the community members. Finally, with the involvement of all the community and chairman LC1 a new election was held after the land is officially declared the property of the community with the written consent of the land owner and his families. 【Lessons Learned】 In selecting WUC committees, it is advisable that the committee should involve the representatives from all the community according to the settlement pattern and the full consent of the community. ・Selection of the Sites 【Case Study 】 During the installation of water supply system in Lulyango village (Ongai TRK), at first a workshop was organized and consequently the community agrees on the selected site. Once the drilling work is started disagreements pop up between the beneficiaries of the project on the selected site. Even though the main cause of the disagreement traced back to land conflict that exists between two settlements; the major cause was believed to be due to the voice of influential person during the workshop. The Study Team believes that the voice of every member of the community shall be heard during the workshop and also afterwards. Therefore, the Study Team suspended the execution of the work temporarily until the two families settle the matter peacefully. After concert agreement was reached the installation work proceed. 【Lessons Learned】 In securing the sites for village water supply facilities, planners should bear in mind that some influential people dominates the workshop and the project end up serving only a certain portion of the community. ・Operation and Management System 【Case Study】 In Ceri village, the Study Team convinced the community on the need for community contribution for installation of water supply facility. The community agrees accordingly they start collecting the money. However, LCI made WUC to return the collected money back to the community on the basis claiming that other donors did not collect community contribution, why JICA is insisting. The Study Team discussed the issue with LC I and local people through parish chiefs, and explained the importance of operation and maintenance system and local contribution. As a result of this, local contribution was recollected from the member 【Lessons Learned】 All donor communities and the district shall obey the requirement set by the government during the provision of water facility to the community.

7.1.3 Education Sector

PP6 Up-grading of Community School to Public School	
Target area	Ceri village, Lulyango village (Lukai, Racic and Ongai TRK)
Background/ purposes	In the target area, a community school is established in the villages with approximately 4 to 5 km walking distance. However, the facility in the school is not favorable for the child to stay in. Therefire, pupils are forced to stay away from their families in the transit sites or IDP camps for schooling. This PP attempts to upgrade the community schools by providing borehole, classroom, teachers' house and school sanitation facilities. In addition, it will assist the process of upgrading the community school to public schools and organize Parents Teachers Association (PTA) in collaboration with the sub-county. PTA will be responsible for the operation and maintenance of school infrastructure until the school is coded to be public school with government budget. This PP will examine the effects of upgrading the community school on the enrolment ratio and the promotion of resettlement of school children to their village. It will also examine the process and challenges of upgrading community school to public school in collaboration of sub-county and district education office.
Contents	<Construction of classrooms, teachers quarter, borehole and school sanitation facility > (1) Submission of application to sub-county with respect to upgrading of community schools. (2) Construction of classrooms, teachers quarter, borehole and sanitation facilities <Strengthening of PTA> (1) Re-organization and strengthening of existing PTA with the sub-county initiative in collaboration with LCI leaders (2) Establishment of the activities of PTA PTA will conduct the following activities in collaboration with the sub-county ・ Consultation and consensus formation on the registration of public primary schools ・ Registration of the pupils and creation of school name list ・ Application for coding of the school as public elementary schools through the sub-county. ・ Assigning of community teachers ・ Preparation of bylaw on the school fee and teachers monthly salary ・ Establishment of school management and maintenance system for school facilities including school books
Implementing Structure	

	Major Roles of Organizations （*indicates the role which will not be implemented during the project, but will be required in the future） ・District: Organization of community WS by LCIII counselors to confirm the opinions of rural residents on upgrading the school *Allocation of payroll teachers, distribution of school text books, management of facilities though securing budget for maintenance, regular inspections ・Sub-county: support for the establishment of PTA, WS after the organization of PTA, support for the application of school coding, submission of the application to district education office, assistance for community teachers, and regular inspection. ・PTA：assistance for school management and housing for teachers ・LCI：Re-organization of PTA, mobilization for workshops, support for the livelihood of community teachers, facility inspection *Involve in school management, maintenance of facilities, implementation of backup support for teachers, execution of facility repair plan and submission to sub-county ・Sub-contractors: construction of classrooms, teachers' quarter, school latrine and borehole ・Study team: Monitoring of each activities, support for sub-county
Input	(1) Sub-contract (Construction of new classrooms and housing, latrine and borehole) (2) Full participation of district staffs and sub-county staff including parish chief
Expected Outcome	（*indicates the outcome which will not be achieved during this PP, but will be expected as an outcome in the future ） ・School enrolment ratio of pupils will be improved ・Sub-county will implement support for the system of school management/operation and maintenance ・PTA will set the structure of school management/ operation and maintenance ・Resettlement of school aged children will be promoted *Pupils will enjoy improved quality of educational services through the distributed school texts by district and assignment of full time teachers receiving various supports, such as housing provision and back up support by PTA

	June	July	August	Sept	Oct	Nov
Baseline Survey						
Preparation of sub-contract						
Maintenance of facilities						
Organization of PTA						
Assistance for the registration of public elementary schools						
Establishment of structure of school management/ maintenance and operation						
Monitoring/Evaluation						

Verified items by implementation of the project

(1) Change in the number of pupils

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

Change in the Number of Children

Name of Village	Number of children to attending community school	
	Before	After
Ceri village	0	>166
Lulyango village	21	84

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

<table>
<tr><td>Verified items by implementation of the project</td><td>

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

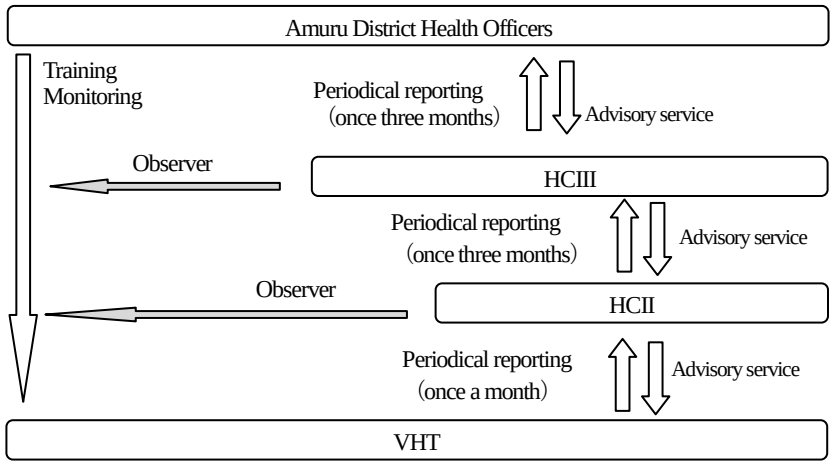
<table>
<tr><th></th><th>Before</th><th>After</th></tr>
<tr><td>PCR</td><td>70</td><td>58</td></tr>
<tr><td>PTR</td><td>84</td><td>69</td></tr>
</table>

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

(2) Maintenance of school road

Access road to the school was solely opened by the community, consequently operation and maintenance of the road will be community's responsibility. However, some structure such as river crossing which could not be made by the community was conducted by this pilot project. In this PP, it was verified that self-reliance of the community was promoted by respecting the independence of the community through group work once a week during community day. They manage to open about 12km of road by them in Lulyango village.
</td></tr>
<tr><td>Monitoring Items</td><td>In collaboration with Sub-county Chief and target PTA the activity shall record according to the monitoring items.
・The number of resettled children
・Education environment of public primary school at transit site
・Operation and management system
・Assigning of Payroll teachers by the district</td></tr>
<tr><td>Operation and Maintenance System</td><td>PTA should prepare and follow on the coding of the school, establish livelihood support systems for teachers, formulate bylaws for operation and maintenance of educational equipments, and update of pupil registration. PTA should regularly report their activities to DEO.</td></tr>
<tr><td>Reflection to the guideline</td><td>Community road shall be opened and maintained by the community themselves</td></tr>
</table>

7.1.4 Health Sector

PP7 Capacity Building of VHTs	
Target area	Ceri village/ Lulyango village
Background/ purposes	Health care service in Uganda consists of five levels of health center from village level health center I (HCI) to district level Health Center V (HCV). In the target village, only one HCII exists, where only nurses are working, and is located far in the south end of the village. Besides VHT (HCI) services, whose purpose is to distribute medicine and provide fundamental health services to village people, are not properly working in the target area. Thus improvement of health services can be regarded as urgent matter. This PP will verify the improvement in the prevention of diseases and health services in close collaboration with VHT and HCII (Ceri) and the extent of improvement of disease prevention and primary health care service delivery through educational activities of VHTs (Lulyango). At the same time, it will evaluate challenges for sustainability of the activities.
Contents	(1) Selection of VHT trainees (2) Implementation of training by technical team of district health department (15days) (3) Discussion and agreement on operation and maintenance of medical kit between VHT and HCII staffs (4) Provision of medical kit and bicycles (5) VHT activities (sensitization of village people, primary care) with HCII (6) Monitoring of VHT activities by study team and HCII
Implementing Structure	 Major Role of Organizations concerned ・ District health department：implementation of VHT training ・ HCII：monitoring of VHT activities (including maintenance and supply of medical kit) , technical support ・ VHT：Sensitization activities、primary care activities ・ Study team：monitoring of activities, supports In this project fundamental medical kit and bicycles will be provided to promote VHT activities. And these materials will be maintained fundamentally by VHT team. Consumption of medical materials will be supplied by HCII or district according to the Ugandan system. Sustainable system is expected to be made by this project, working together with existing system.
Input	(1) Implementation of training by technical team of district health department (2) Stationary materials for training (note, pen etc.) (3) Material for VHT activity (fundamental medical kit, bicycles)

Expected Outcome	・VHT staffs are trained and start working. ・VHT activities start in cooperation with HCII. ・Health services and condition of health and hygieneinf the village will be improved. ・Patients of HCII will decrease. ・Cost of fundamental health care will decrease.

	June	July	August	Sept	Oct	Nov
Baseline Survey				━	━	
Selection of VHT					━	
Training of VHT					━	
Sensitization activity						━
Monitoring/Evaluation						━

Verified Items by Implementation of the project	**(1) Selection of Candidate VHTs** In Lulynago village, a candidate from each gender was selected. The Rwot Kweri took the lead in the workshop with community for the selection, accordingly and one men and women were selected in TRK. Selected women from Lukai TRK were sub literate. However, she understood the training well. If she was literate, it would be possible to give her proficiency exam after the training. **(2) Period of training** Previously, the training period was for 15 days. In the newly edited VHT training manual of the country the length of the training was reduced to 5 or 6 days and some additional days if necessary. This PP also offered 6 days training, mainly about basic contents. The trainees could attend the entire period and keep concentration, which brought improvement of understanding. Additionally, many of them continued to work on VHT activity even after training. Therefore, relevancy of training period and contents were confirmed by this PP. **(3) Educational activity after training** For VHT in Lukai, resource map has been made to show the settlement of local residents. It provides the location of 54 residents in Lukai. In addition, individual household survey has been made, which was linking to the resource map. It provides understanding of living environment and sanitary condition of household. One month after the training, monitoring was conducted. It provided information on 10 out of 54 households. More information can also be gathered.
Monitoring	In collaboration with HCII, and target VHT record of the contents of the activities shall be conducted following the monitoring items. It shall submit to HSIII through HCII and finally be gathered by district health officer. ・Status of VHT activity ・Improvement of knowledge on community health ・Status of report to HCII ・Status of operation and management of materials and equipments
Operation and Maintenance System	VHT should continue to implement awareness activities for basic health and sanitation to people, to visit home of people for primary healthcare and to report regularly their activities to DHO though HCIII or HCII.
Reflection to the Guideline	N/A

7.2 Verification of Relevancy of Development Model by Pilot Projects

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

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

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

Table7.2 Draft Indicator of Resettlement

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

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

Chapter 8 Urgent Pilot Project

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

8.1 Amuru District

8.1.1 Present Situation and Analysis of the Facility

(1) Present Situation

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

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

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

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

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

Department	No.of staffs	Facility			Main activity
		Room	Desk	PC	
Administration,	54	11	18	8	Planning, administrative, budgeting,

Department	No.of staffs	Facility			Main activity
		Room	Desk	PC	
financing & planning					procurement, supervision and human resource
Engineering	13	4	8	3	Building, mechanics, construction and supervision
Education	9	2	3	3	Inspection and supervision of educational activities
Health	11	2	3	2	Health service delivery
Production& Marketing	13	1	2	0	Food security activities
Community Development	9	1	1	1	Community mobilization
Natural Resources	16	0	0	1	Management of natural resources
Secretary	12	0	0	12	General secretary work
Typist	12	0	12	12	Typing and printing
Others 1 (drivers)	12	0	0	0	Driving and maintenance of cars
Others 2 (Porters)	3	0	0	0	Cleaning compound
Total	164	21	25	42	

8.1.2 Outline of the Facility

(1) Multi Purpose Hall

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

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

(2) Staff House

There is no accommodation in and around the district headquarter. Most of the staffs commute from Gulu, which consumes most of their working hours. This has lowered the productivity of administrative function. Out of the 15 blocks (for 30 units) planned for the staffs quarters, 4 blocks are under construction by NUTI. However, there has not been any plan for the remaining 11 blocks. Therefore 4 blocks (8 units) are planned in this project as urgent project. The following district personnel's will occupy the facilities under construction.

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

8.1.3 Contents and Dimensions

(1) Multi Purpose Hall

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

Table 8.2 Planned Meetings per Year

Conference name	Frequency per year	Number of participants	Participants
Social service meeting	4	250	Health section 100, Education 80, Community development,70
Finance and Administration, Works and Technical Services, Production, Marketing, and natural Resources committee meetings	4	291	Administration 10, Finance 20, Internal audit 5, Planning 5, Civil engineering 40,Water and sanitation 40, Crops 50, Fishery 30, Land 51, Forestry 20, Environment 20
Full council meeting	4	541	All of the above
End year party	1	541	All of the above
Days of African Child,	1	400	School children, Parent, Teachers, Development partners
Youth day,	1	500	Working youth, Youth group, Young businessmen, Farmers, etc
Women's day	1	600	Women
Labor day	1	1,000	All working people
Independence day	1	2,000	Every one
World AIDS day	1	1,000	AIDS based organization
Sensitization of farmers	3	350	Farming groups and stakeholders

Conference name	Frequency per year	Number of participants	Participants
Training of Contractors and Providers	2	200	Interested contractors
Public dialogue on land issues, peace and reconciliation, etc	5	300	Concerned parties

Table 8.3 Size of Meetings in District based on Planned Meetings per Year

Number of participants	Less than 200	Less than 300	Less than 500	Less than 600	Less than 1000	More than 1000	Total
Number of meetings	2	13	5	6	2	1	29

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

Office-1	Manager's office	1(person)×5m^2	=	5 m^2
	Accountant's office	1×5 m^2	=	5 m^2
	Storekeeper's office	1×5 m^2	=	5 m^2
	CDO's office	4×5 m^2	=	20 m^2
	Secretary	1×5 m^2	=	5 m^2
	Sub-total			40 m^2
Office-2	District Production Coordinator	1×5 m^2	=	5 m^2
	Agricultural extension staff	1×5 m^2	=	5 m^2
	Veterinary officer	1×5 m^2	=	5 m^2
	Entomology officer	1×5 m^2	=	5 m^2
	Fisheries officer	1×5 m^2	=	5 m^2
	Sub-total			25 m^2

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

8.1.4 Design of the Facility

(1) Multi Purpose Hall

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

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

(2) Staff Quarter

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

(3) Water Facility

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

(4) Sanitation Facility

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

(5) Power Distribution Installation

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

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

(6) Other Facilities

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

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

(7) Exterior Work

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

8.1.5 Layout

(1) Multi- purpose Hall

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

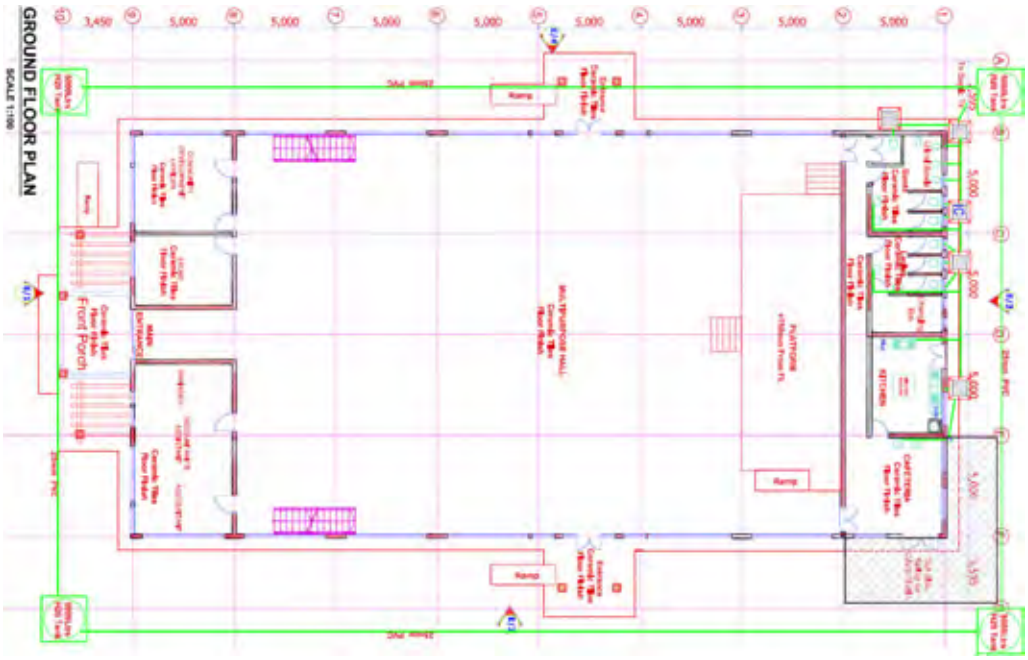


Figure 8.1 Ground Floor Plan of the Multi-purpose Hall

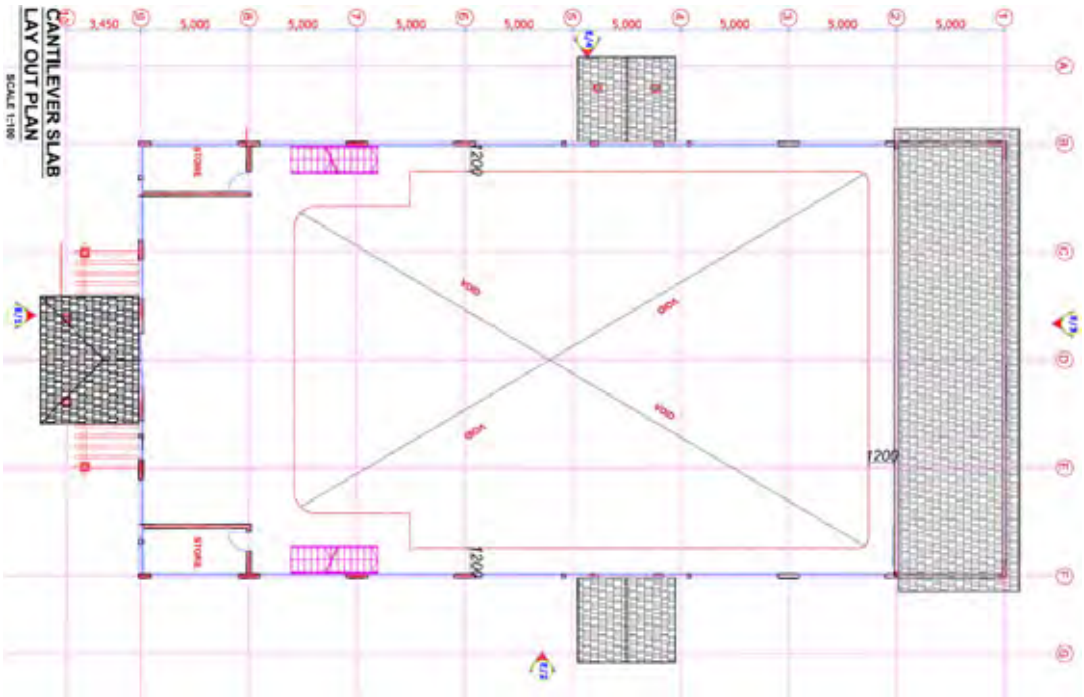


Figure 8.2 Mezzanine Floor Plan of the Multi-purpose Hall

Figure 8.3 Elevation of the Multi-purpose Hall

(2) Staff Quarters

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

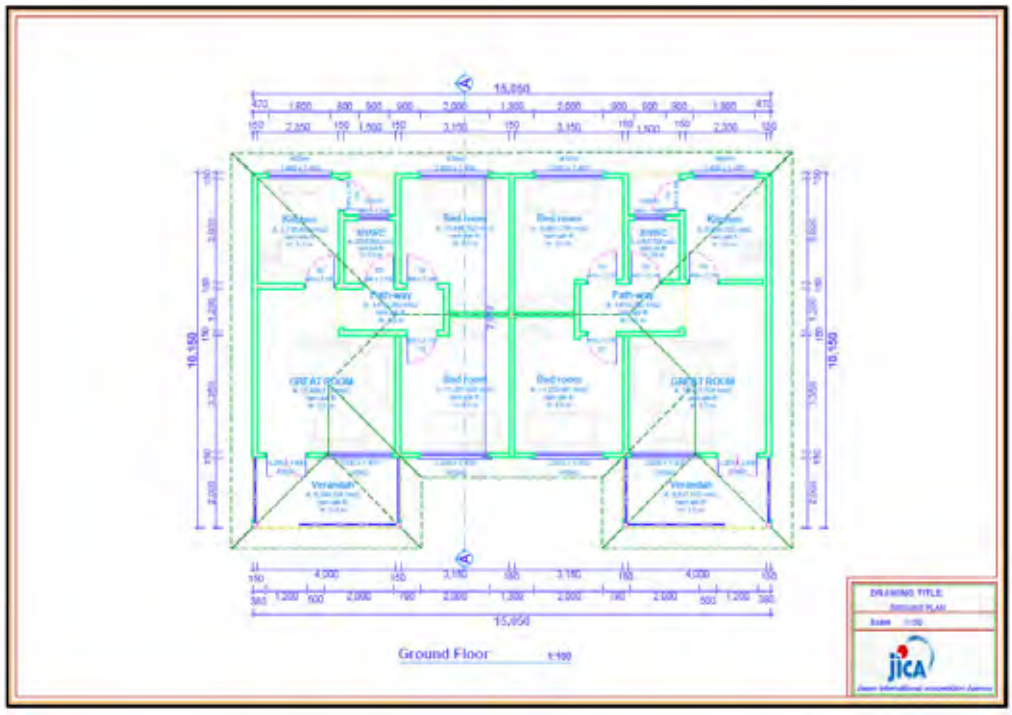


Figure 8.4 Plan of the Staff Quarters

Figure 8.5 Elevation of Staff Quarters

8.2 Pabbo sub-county

8.2.1 Present Situation and Analysis for the Facilities

(1) Present Situation

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

(2) Staff Composition and office Facility of Pabbo sub county

The staff composition of Pabbo sub-county is shown in Table 8.4. In addition to these administrative staff, there are 1) Youth council, 2) Women's council, and 3) People with disability council, with no office to work with.

Table 8.4 Organization and Function of Pabbo Sub-county Staff

	Number	Room	Desk	Recommended number	Remark
Sub county chief	1	1	1	1	
Senior account chief	1			1	
Account assistant	0	1	1	2	

	Number	Room	Desk	Recommended number	Remark
Parish chiefs	5			6	
Agriculture officer	0			1	Sub county still lacks extension staffs and the majority of them are taking care of more than one job
Community Development	0			1	
CDO assistant	1			1	
Veterinary officer	1			1	
Fishery officer	1			1	
Entomology officer	1			1	
NAADS extension staffs	1			1	
Support staff	1			1	
Copy typist	1			1	They are paid from sub county revenue
Office attendant	1			1	
Compound attendant	1			1	

8.2.2 Objectives of the Facilities

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

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

8.2.3 Contents and Dimensions

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

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

The meetings in the list above can be categorized according to the size of participants as in the table below. If a hall for meetings and gatherings with the capacity of 150 is built, all

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

Table 8.5 Pabbo Sub-country Meetings in 2009 (until survey) by Size of Participants

Size of participants	Less than 100	Less than 150	Less than 200	Less than 300	Less than 500	Less than 1000	More than 1000	Total
Number of meetings	1	14	1	6	4	3	2	31

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

1. Youth Council 9 executive committee 2desks, secretary	3 (persons) ×5 m^2 = 15m^2		
2. Agricultural extension staff	1(person)×5 m^2=		5 m^2
3. Veterinary officer	1×5 m^2	=	5 m^2
4. Community development officer at sub-county	3×5 m^2	=	15 m^2
5. Entomology officer	1×5 m^2	=	5 m^2
6. Fisheries officer	1×5 m^2	=	5 m^2
7. Women council、5Executive	3×5 m^2	=	10 m^2
8. People with disability council	1×5 m^2	=	5 m^2
9. Parish chief	6×5m^2	=	30 m^2
10. Health assistant	1×5 m^2	=	5 m^2
11. Chairman zonal head teachers	1×5 m^2	=	5 m^2
Subtotal			105 m^2
12. Reception	4m×3.75m	=	15 m^2
13. Main hall	10m×30m	=	300 m^2
14. Store room (for main hall and office)	2×4m×3.75m	=	30 m^2
15. Restrooms	3.35m×9.50m	=	32 m^2
16, Corridor	1.5m×13m	=	20 m^2
Total			502 m^2

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

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

8.2.4 Design of the Facility

(1) Public Service Hall

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

(2) Staff Quarter

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

(3) Water Facility

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

Table 8.6 Water Supply Plans for Public Service Hall

Plan	Contents	Features	Problems	Economic efficiency
1	Water is supplied from existing head tank. The pump is driven by 7.40kw engine.	Lowest initial investment	Engine fuel cost needs to be borne.	Power cost per year to fill 40,000L tank daily: 5,000 USD
2	The use of solar power pipe water system. Use existing well and tank, with the pump capacity of 1.00KW necessary for supplying water to hall and staff quarters.	If pump capacity is 1.00KW and it is limited for hall and staff quarters, this plan is economically efficient.	Usable facility needs to be removed, which means no backup facility in case of failure. It cannot handle situation where a large volume of water is needed.	Construction cost: Approx. 32,000 USD

Plan	Contents	Features	Problems	Economic efficiency
3	The use of solar power pipe water system. The pump capacity is same as current 7.4KW.	With existing capacity of 7.4KW, it is difficult to install solar power-driven facility and construction cost is high.	Usable facility needs to be removed, which means no backup facility in case of failure.	Construction cost: Approx. 121,000 USD
4	To drill new well and install solar powered pipe water system. New installation for pipeline and water tank. Output is 1.00kw.	Cost for pipeline and water supply tank installation is added.	Cost is high. No backup facility becomes available in case of failure.	Construction cost: Approx. 73,000 USD
5	To drill new well and install solar powered pipe water system. Use existing pipeline and water tank. Output is 1.00kw.	Use of existing pipeline and water tank cut cost. When a large volume of water is needed, existing engine and pump can be used and is advantageous in terms of risk distribution.	Change of valve operation is somewhat complicated.	Construction cost: Approx. 43,000 USD
6	Use the existing pump station which is not functional currently. Install solar power pump. Use existing pipeline and water tank. Output is 1.00kw.	Use of existing well and pump station improves economic efficiency. When a large volume of water is needed, existing engine and pump can be used and is advantageous in terms of risk distribution.	There might be a possibility that partial realignment of pipeline during the widening of national road.	Construction cost: Approx. 32,000 USD

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

(4) Sanitation Facility

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

(5) Power Distribution Installation

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

(6) Other Facilities

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

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

(7) Exterior Work

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

8.2.5 Layout

(1) Public Service Hall

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

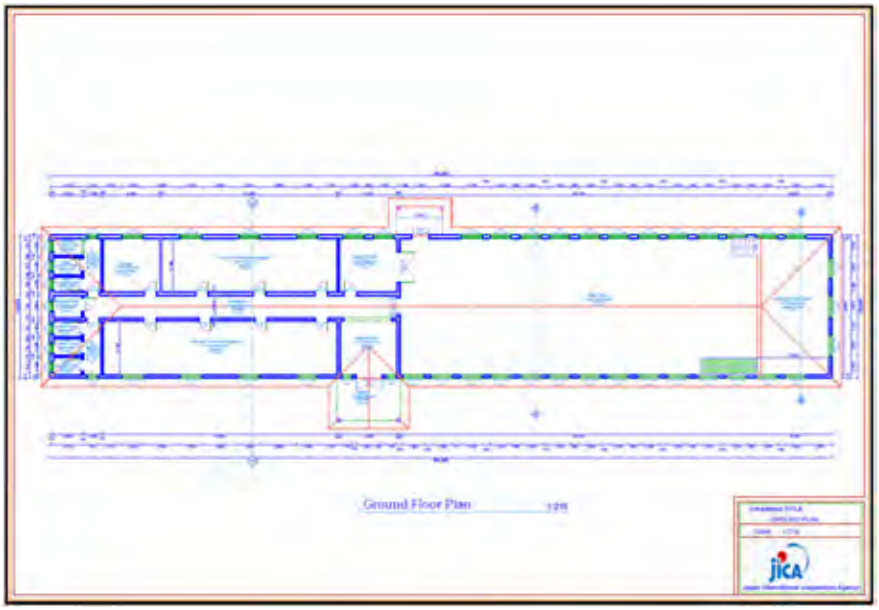


Figure 8.6 Plan of Public Service Hall

Figure 8.7 Elevation of Public Service Hall

(2) Pabbo Sub-county Staff Quarters

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

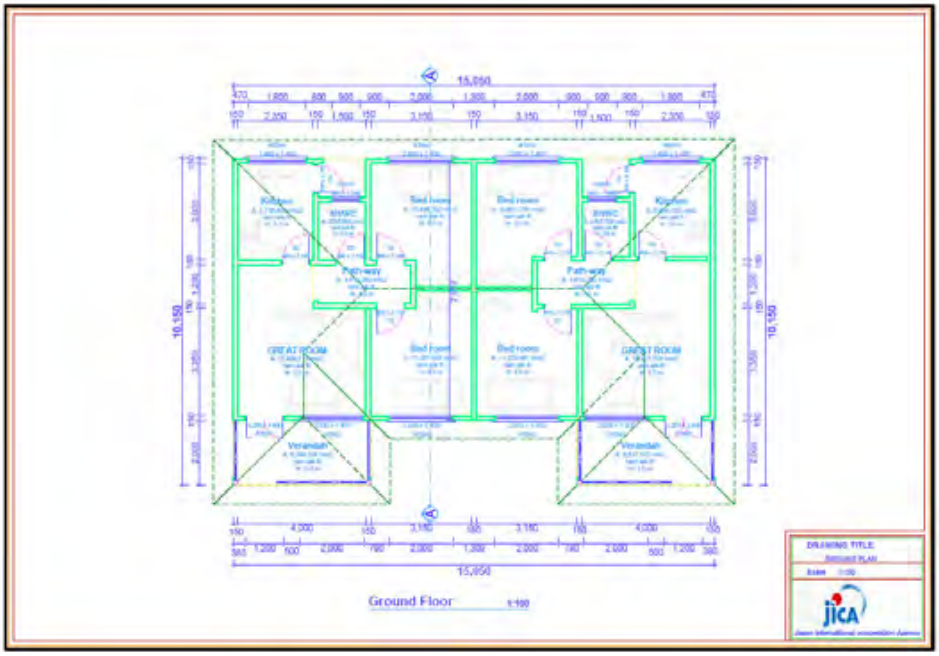


Figure 8.8 Plan of Pabbo Sub County Staff Quarters

Figure 8.9 Elevation of Pabbo Sub County Staff Quarters

8.3 Selection of Contractor

8.3.1 Evaluation Procedure

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

Evaluation work flow is shown as below;

Evaluation Work Flow

preparation	listing contractor in biddingprice order	
Ⅰ	first stage examination	※start checking from lowest price bid
Ⅰ-1	annual turnorver	if "NO"then check the next lowest bid
Ⅰ-2	Experience in works of similar nature and size (firstexamination)	
Ⅰ-3	completion schedule	
Ⅰ-4	project manager	
Ⅰ-5	financial examination	
Ⅰ-6	priced activety schedule	
Ⅱ	second stage examination	
Ⅱ-1	Eligibility examination	if "NO"then check the next lowest bid
	・Power of Attorney	
	・Site visit certificate	
	・Trading License for the Year 2009/10 ・Certificate of Registration/Incorporation ・Income tax clearance Certificate for trading/accounting year 2008/09 ・Copy of VAT registration	
	・Statement in Bid Submission Sheet to meet the eligibility ・Declaration in the Bid Submission Sheet of nationality of the Bidder	
	・Statement in Bid Submission Sheet of no conflict of interest	
	・Declaration in Bid Submission Sheet not under suspension by PPDA	
Ⅱ-2	construction machine acquisition plan (lot 1&5)	
Ⅲ	third stage examination	
Ⅲ-1	Experience in works of similar nature and size (secondary examination)	→ if "NO"then check the next lowest bid
Ⅳ	detailed examination	
Ⅳ-1	office and workshop condition	if "NO"then check the next lowest bid
Ⅳ-2	original document checking	
Ⅳ-3	others	
selecting evaluated company		

8.4 Construction Management

8.4.1 Construction Management

The contractor shall complete the contraction works within the prescribed term in the contract document. Thus the contractor is requested to finish the works in accordance with the following condition

- Safety construction
- Good quality
- Good efficiency
- Low price

Construction management is divided into the following controls.

Construction management

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

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

8.4.2 Progress Control

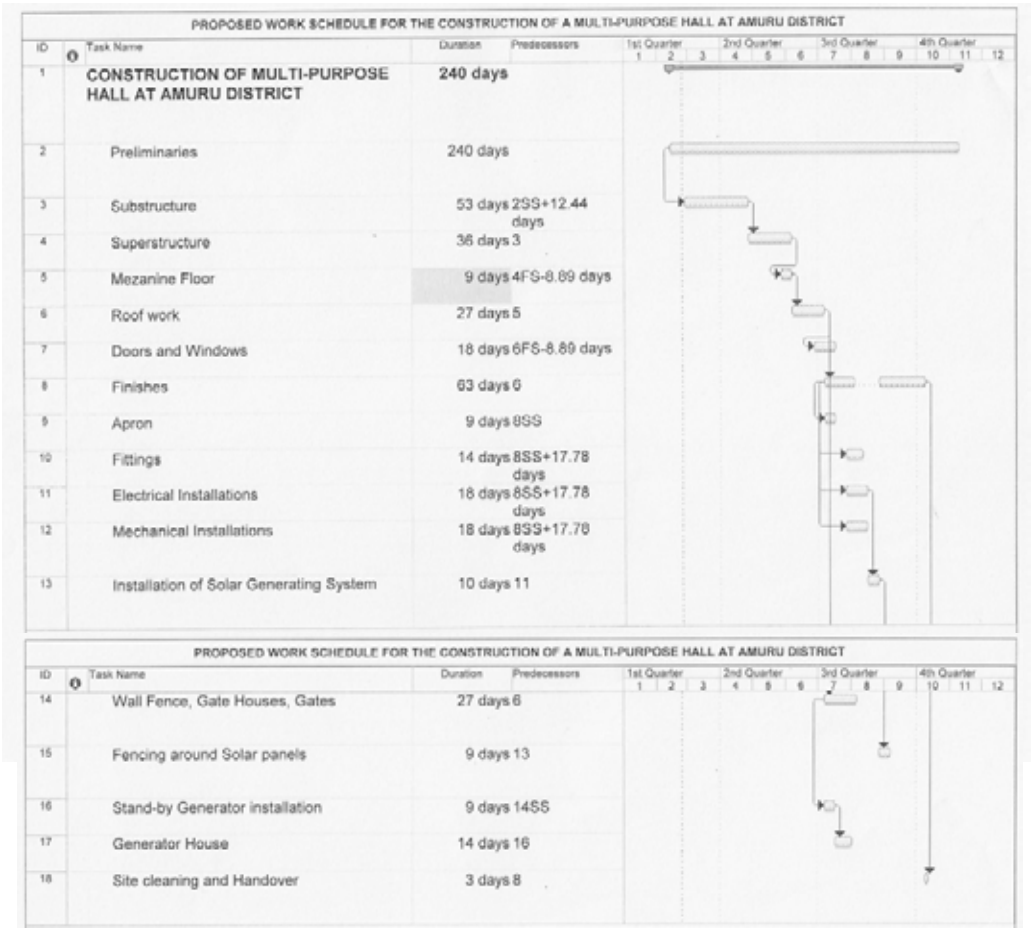
Progress control implies an efficient and accurate management of the project

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

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

As an example, of progress control for Lot 1 is shown below which was submitted by the contractor.

【LOT 1】Amuru Multipurpose Hall



PROPOSED WORK SCHEDULE FOR THE CONSTRUCTION OF A MULTI-PURPOSE HALL AT AMURU DISTRICT

ID	Task Name	Duration	Predecessors
1	CONSTRUCTION OF MULTI-PURPOSE HALL AT AMURU DISTRICT	240 days	
2	Preliminaries	240 days	
3	Substructure	53 days	2SS+12.44 days
4	Superstructure	36 days	3
5	Mezanine Floor	9 days	4FS-8.89 days
6	Roof work	27 days	5
7	Doors and Windows	18 days	6FS-8.89 days
8	Finishes	63 days	6
9	Apron	9 days	8SS
10	Fittings	14 days	8SS+17.78 days
11	Electrical Installations	18 days	8SS+17.78 days
12	Mechanical Installations	18 days	8SS+17.78 days
13	Installation of Solar Generating System	10 days	11

PROPOSED WORK SCHEDULE FOR THE CONSTRUCTION OF A MULTI-PURPOSE HALL AT AMURU DISTRICT

ID	Task Name	Duration	Predecessors
14	Wall Fence, Gate Houses, Gates	27 days	6
15	Fencing around Solar panels	9 days	13
16	Stand-by Generator installation	9 days	14SS
17	Generator House	14 days	16
18	Site cleaning and Handover	3 days	8

8.4.3 Dimension Control

Dimension control implies a direct or indirect judgment of how accurately the completed structure was constructed in comparison with the original design.

Two control methods are applied (a direct and indirect measurement).

(1) Dimension control by direct measurement

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

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

This a controlling mechanism to confirm the materials used, conditions and situation of work, method of the construction each construction stages, the discrepancies between the

design and the actual work, kinds of construction machines, construction method of the temporary work, safety management and so on. Photographic recording shall used here

8.4.4 Quality Control

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

Physical, chemical and dynamic tests are applied to suffice the quality of constructions as indicated in the specification. In each test, the results shall be recorded in the designated control chart or table.

8.4.5 Safety Control

Safety control implies the following items.

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

8.5 Lessons Learned and Recommendation from Implementation of Urgent Projects

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

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

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

8.5.1 Ability of the Contractors in Gulu

Contractors based around Gulu are mostly small-scale companies (there is no more than Category A class contractor under UNRA categorization) (Major contractors in Gulu are

shown below.) Therefore, most of the construction works of large scale or that require high techniques are conducted by large contractors from Kampala. The following shows the characteristics of Gulu based contractors. Small-scale constructions such as staff quarters or construction of roads can be conducted by Gulu based contractors. In addition, construction works is cheaper by Gulu based contractors rather than Kampala based contractors.

- Although there are several contractors in the Northern Uganda, most of the companies do not have permanent technical staffs. They employ temporary workers from Gulu where they receive an order of the construction, and demolish the team after the completion of the construction. Therefore, many of the technical staffs in Gulu belong to many companies.
- Most of the construction works are awarded from the international donors as assisting aid.
- The contractors try to get enough profit from each project as there are few clients who order constantly for a long term.

Contractor	date	Amount of order
NABCO enterprises (U)ltd	2007	786,000,000
	2006	756,000,000
	2008/6/30	755,315,468
AYORO Construction Company LTD	2008/6/30	1,705,381,600
	2007/6/30	1,632,105,400
	2006/6/30	1,403,475,480
TIM Construction	2006/6/30	348,911,400
	2005/6/30	256,510,250
AKA Construction(U)LTD	2008/7/31	267,305,890
	2007/12/31	424,454,570
	2007/7/31	230,176,890
Build based construction Co.LTD	2009/6/30	395,610,714
	2008	376,210,714
Ayom Yaa Traders Company Ltd.	2007	352,678,310
	2006	348,911,400
Lacan Bil(U)Ltd	2009/6/30	249,152,710
	2007	410,200,000
	2006	345,700,000
PALCO Construction and General Enterprises Ltd.	2007/6/30	235,545,489
	2006/6/30	331,906,982
	2008/6/30	270,861,180
	2009/6/30	369,520,350
Gila technical services Ltd	2006/6/30	1,645,759,264
	2005	1,327,170,769
	2008/6/30	115,950,000
	2007	97,090,200
IBINONGA CONSTRUCTION AND GENERAL MERCHANDISE	2009/6/30	1,909,174,500
	2008/6/30	1,415,209,000
	2007/6/30	1,145,504,700
WILENG ENTERPRISES	2009	510,638,297
	2008	342,419,100
	2006	426,721,202
	2005	374,876,320
Nile AgroProject Co. Ltd	2008	1,653,557,320
	2007	824,603,750
	2006	673,543,300
Zenith civil and water engineering ltd (gulu)	2006/12/31	519,420,336
	2007/12/31	528,682,235
	2008/12/31	403,918,500

- Most of the construction staffs in Northern Uganda are from Lira technical university or Technical Department in Makelele University.
- Construction area covers basically building, road, water supply system, engineering works that do not require any special techniques.
- Among the contractors surveyed, turnover of the contractor is about 1.6billion UGX, which is Ayoro Construction Company, which is one of the biggest companies in Gulu. There are only 4 companies which exceed 700 million UGX. Most of the companies' turnover is as small as 300 million UGX.

8.5.2 Implementation Remarks from the Construction Control

(1) Natural Condition

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

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

(2) Contractors Condition

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

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

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

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

(3) Remarks on the Selection of the Contractors

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

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

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

will be limited).

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

Chapter 9 Guideline for Development Plan Designing and Implementation

9.1 Objective and Target Development Model of the Guideline

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

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

9.2 Guideline for Development Plan Designing【P9-1】
↓
9.3 Guideline for Selection of Priority Projects【P9-15】
↓
9.4 Guideline for Development Plan Implementation【P9-19】
↓
Reference: Case Study and lesson & learn【P9-26】

9.2 Guideline for Development Plan Designing

The steps of formulating development plan are shown as follow:

1. Current Situation【P9-3】	Understanding current state of community
↓	
2. Making a map of each village【P9-7】	Determine village borders and make resource maps of each village
↓	
3. Community categorization【P9-9】	Categorizing all villages (at LCI level) to three types
↓	
4. Development Vision, Scenarios and Projects【P9-10】	Setting development vision and scenarios by sectors and proposing projects

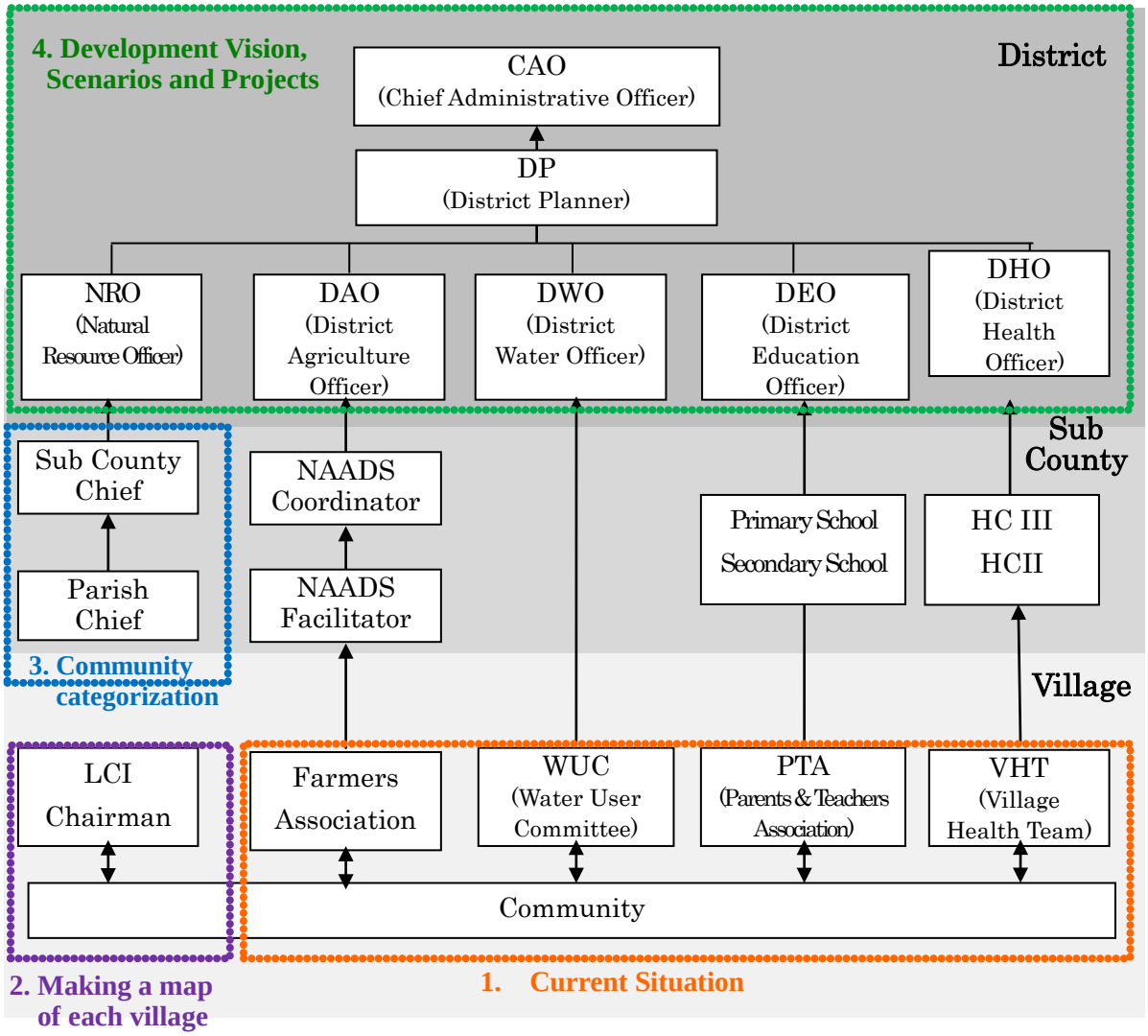
For understanding current situation of community, each sector staffs of the district should prepare questioners and collect information through field survey targeting farmer's groups (Production and Income Generation Sector), Water User committee (Water Sector), PTA (Education Sector) and Village Health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

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

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

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

The flow of formulating development plan is shown as follow:



1. Current Situation

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

The methods of collecting information on current situation by sectors are shown as follow:

< Production and Income Generation Sector >

【Preparation and Coordination of workshops for farmer's groups】

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

Questionnaire (draft)

Questionnaire for the Baseline Survey for Production and Income Generation

Date:_____ Time: From _____To_____

Interview made by _____

Village _____

1. Agricultural Production

		Items	Planted area (units)	Production amount for sold (units)	Price of products which were sold (UGX/units)
1.1	Crops(Rice, Maize, Millet, Sorghum…)				
1.2	Vegetables (Simsim, G-nuts, Tomato…)				
1.3	Fruits (Mango, Banana, Passion,…)				
1.4	Animals (Chicken, Goat, Sheep, Pig,…)				

2. Income

2.1	Main income sources	
2.2	Daily average income	
2.3	Monthly average income	
2.3	Challenges of income generation	

3. Farmers Association Activities

3.1	Number of farmers association	
3.2	Main activity of the group	
3.3	Challenges of the group	

【Implementation of workshop for farmer's groups】

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

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

- NAADS coordinators and Village Based Facilitators compile the information collected at the workshops and submit them to DAO.
- DAO analyzes the information and current situation of agriculture and income in each village.

< Water Sector >

【Preparation and Coordination of workshops with the community】

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

Questionnaire (draft)

Questionnaire for the Baseline Survey for Water Sector

Date:_____ Time: From _____To_____

Interview made by _____

Village _____

1. Water supply

1.1	Water sources for drinking in wet and dry season	Source in wet season---------- Source in dry season ---------- (Borehole, Shallow well, Unprotected spring, River…)
1.2	Distance to water source	Wet season source----------km Dry season source ----------km
1.3	Number of functional /not functional borehole or shallow wells	
1.4	Number of TRKs having borehole or shallow wells?	
1.5	Number of households using the facilities	
1.6	Operation and Maintenance of the facilities	
1.7	Main cause of the facilities broken	

2. Sanitation and Health Condition

2.1	Number of household having a latrine	
2.2	Number of household having a washing hand facility at the latrine	
2.3	Number of household having a drying stand	
2.4	Number of household having a rubbish pit	
2.5	Number of household having a bathing shelter	
2.6	Presence of water bone related disease	
2.7	Action taken against water borne disease	
2.8	Challenges for water and sanitation	

【Implementation of workshop for WUC】

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

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

- Sub county chiefs and WUC chairmen compile the information collected at the workshops and submit it to DWO.
- DWO analyzes the information and current situation of water supply in each village.

< Education Sector >

【Preparation and Coordination of workshops with the community】

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

Questionnaire (draft)

Questionnaire for the Baseline Survey for Education Sector

Date:_____ Time: From _____To_____

Interview made by _____

Village _____

1. School condition

1.1	Facilities and materials for the primary school	Number of classroom_____ Number of staff quarters_____ Number of teachers' office room_____ Number of latrines_____ Number of water facilities_____ Number of desk and chairs_____
1.2	Number of pupils going to the primary school from P1 to P7	
1.3	Number of teachers in the primary school	
1.4	Number of pupils who are graduated from P7 and percentage of pupils who completed P7	
1.5	Challenges and difficulties of the primary school	

2. Village Educational Condition

2.1	Number of primary school in the village	
2.2	Distance to primary school and road condition	
2.3	Number of school age children in the village	
2.4	Main challenges of children not-schooling in the village	

【Implementation of workshop for PTA】

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

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

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

< Health Sector >

【Collection of information for HCII and HCIII】

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

Questionnaire (draft)

Questionnaire for the Baseline Survey for Health Sector

Date:_____ Time: From _____To_____

Interview made by _____

Village _____

1. HCII, HCIII condition

1.1	Facilities and materials for the health center	Number of room_____ Number of staff quarters_____ Number of staffs' office room_____ Number of latrines_____ Number of water facilities_____ Number of desk and chairs_____
1.2	Number of doctors and medical staffs in the health centre	
1.3	Supplying of medical materials (drugs, injection needles…)	
1.4	Number of people who come to the health centre in a day	
1.5	Main disease	
1.6	Challenges and difficulties of the health centre	

2. VHT activities

2.1	Number of VHT in the village	
2.2	Frequency of VHT activities in a week	
2.3	Main activities of VHT	
2.4	Report of VHT to HCII or HCIII	
2.5	Sanitation and nutrition condition of people in the village	
2.6	Main challenges of VHT activities	

【Preparation and Coordination of workshops with the community】

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

【Implementation of workshop for VHT】

- HCIII and HCII staffs mobilize the members of VHT and collect the information according to the questionnaire.

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

- HCIII and HCII staffs compile the information collected at the workshops and submit it to DHO.
- DHO analyzes the information and current situation of health in each village.

2. Making a map of each village

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

【Preparation of base maps at sub county level】

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

【Preparation and Coordination of workshops at village level】

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

【Implementation of workshop for making resource maps at village level】

- LCI Chairmen, Rwot Kweri and the community get together to draw the information show as follow on the maps under supervision of parish chiefs.
  a) river, roads, valley, mountains, hills
  b) name of Tee Rwot Kweri
  c) farm land, forest, bush
  d) boreholes, schools and health centre

Example of resource map

【Compiling the information】

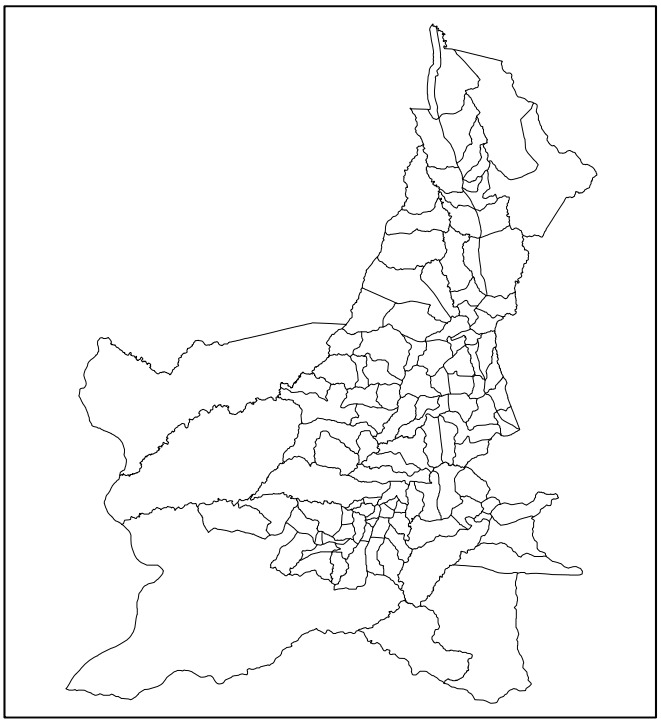
- Under supervision of parish chiefs, LCI Chairmen, Rwot Kweri and people in villages discuss the village borders, natural resources and community needs.
- Parish chiefs compile the information and draw the village border on the map at sub county level, and submit them to sub county chiefs.

Example for map of Pabbo sub-county

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

- Sub county chiefs compile the map information with village borders and submit it to NRO.
- NRO and District Engineer update the map information with village borders at district level.

Example for village map of Amuru District

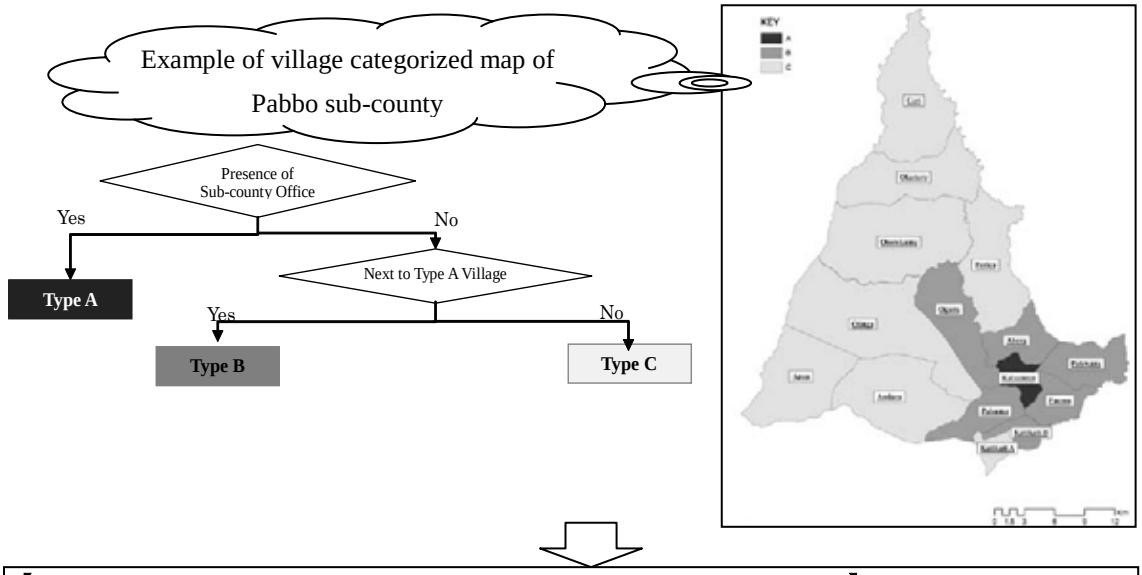


3. Community Categorization

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

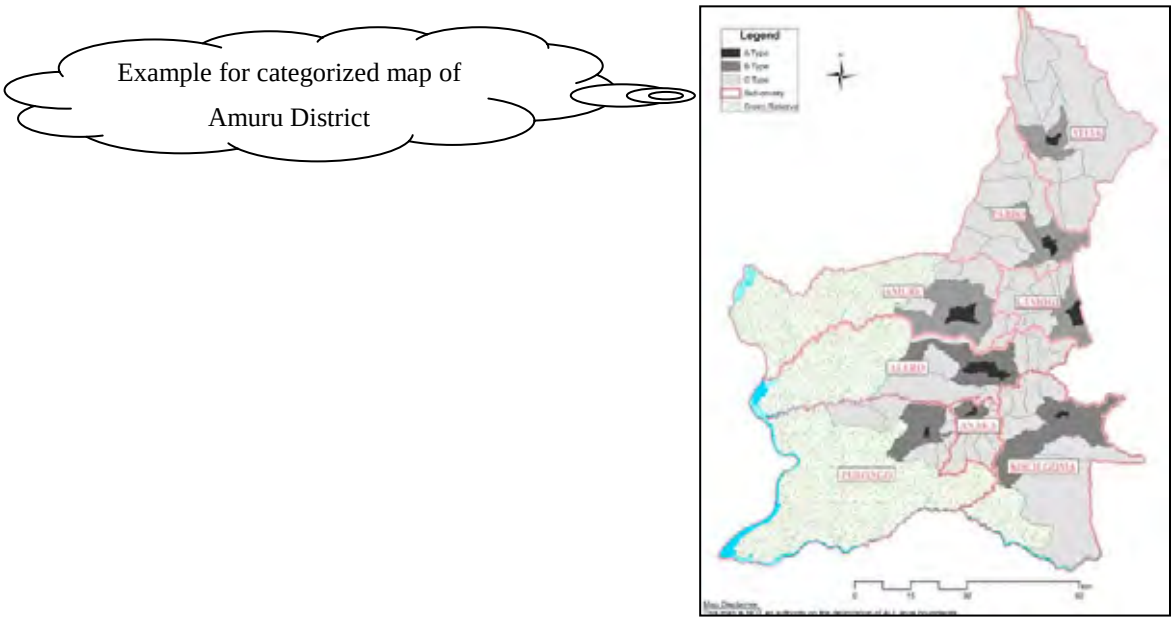
【Community Categorization】

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



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

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

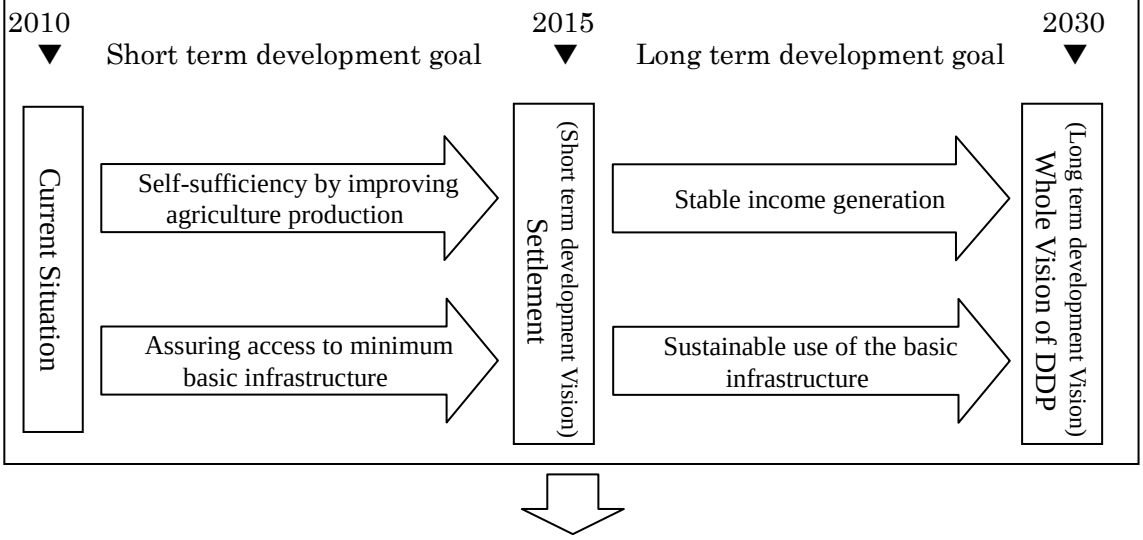


4. Development Vision, Scenarios and Projects

Objective: Setting a development vision and scenarios is an important initial point towards which the development plan is prepared. Accordingly, it is necessary to set vision for each category of the community and scenarios for sectors by each category. To achieve the vision and scenarios, specified projects should be proposed.

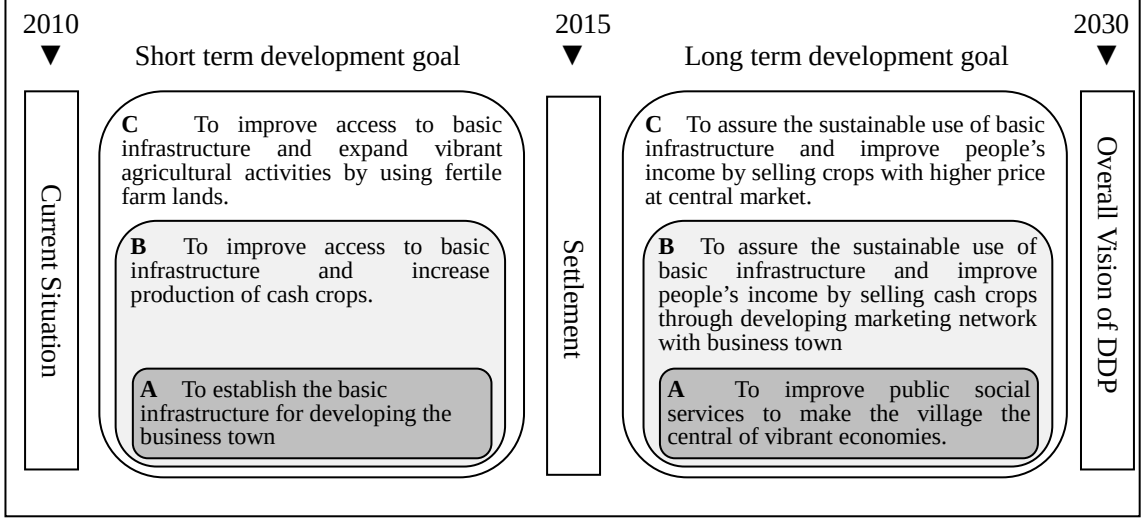
【Development Vision】

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



【Development Goals per Categorized Type】

- District Development Committee should establish a short and long term development goals per category. Basically the goals should be set as shown follow, but according to the situation of communities, the committee should modify or change the goals.



【Target Indicator】

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

		Short term development Scenario	Long term development Scenario
Production & income generation	A	A system of developing secondary and tertiary business by distributing products to the market will be established. As the result, the foundation for improving people livelihood will be established.	More agricultural products will be transported and gathered to the central market from Type-C and B villages. As the result, the market will further grow. The service industry will be diversified and commercial activities will flourish. As a result, people will be able to access to various services in the town.
		<Targets> -	<Targets> Annual revenue of the commercial area will rise to 2.4 times higher than the current status
	B	Training on cultivation techniques of cash crops such as vegetables will be provided to farmers. As the result, production of cash crops will be promoted.	A system of group marketing and collecting centers will be established. As the result, farmers will sell group products with higher price to the central market and their daily income will improve.
		<Targets> Annual production of vegetables: 1.8 ton per a household	<Targets> Daily income: UGX2,000
	C	Cultivated land area per household will expand and crop productivities will be improved. As the result, people will have enough amount of produce for self consumption.	A system of group marketing and processing will be established. As the result, farmers will sell products with added value to the central market and their daily income will improve.
		<Targets> Annual production of vegetables: 1.8 ton per a household	<Targets> Daily income: UGX2,000
Water	A	Town water supply systems will be established. Sanitation condition will be improved. Both the people and diverse service sector will have better access to safety water supply.	Town water supply system will be developed. Enough water will be supplied efficiently and effectively to business sectors such as the service sectors that demands a large volume of water supply.
		<Targets> Water supply facilities: 1public tap stand per 150 people. 77percent of coverage	<Targets> Water supply facilities: 1 facility within 0.2km for all the people.
	B C	Water supply facilities will be installed. As the result, a greater number of people will have access to safe drinking water and the sanitary conditions will be improved.	More water supply facilities will be installed. As the result all the community will have access to safe drinking water.
		<Targets> Percentage of TRKs with at least one water supply facilities: 100%	<Targets> 300 people use one water supply facility Distance to water supply facilities: within 1 km radius
Education	A	Needed facilities of secondary school will be established. As the result, a system of enrolling pupil from rural area to secondary education will be established.	A system to support pupils to advance to secondary school will be established. As the result, educational level in the region will be improved.
		<Targets> Secondary school enrollment ratio from Type B and C villages will be increased up to the level of Type A village	<Targets> PCR and PTR at elementary schools: 54 PCR and PTR at secondary schools: 40

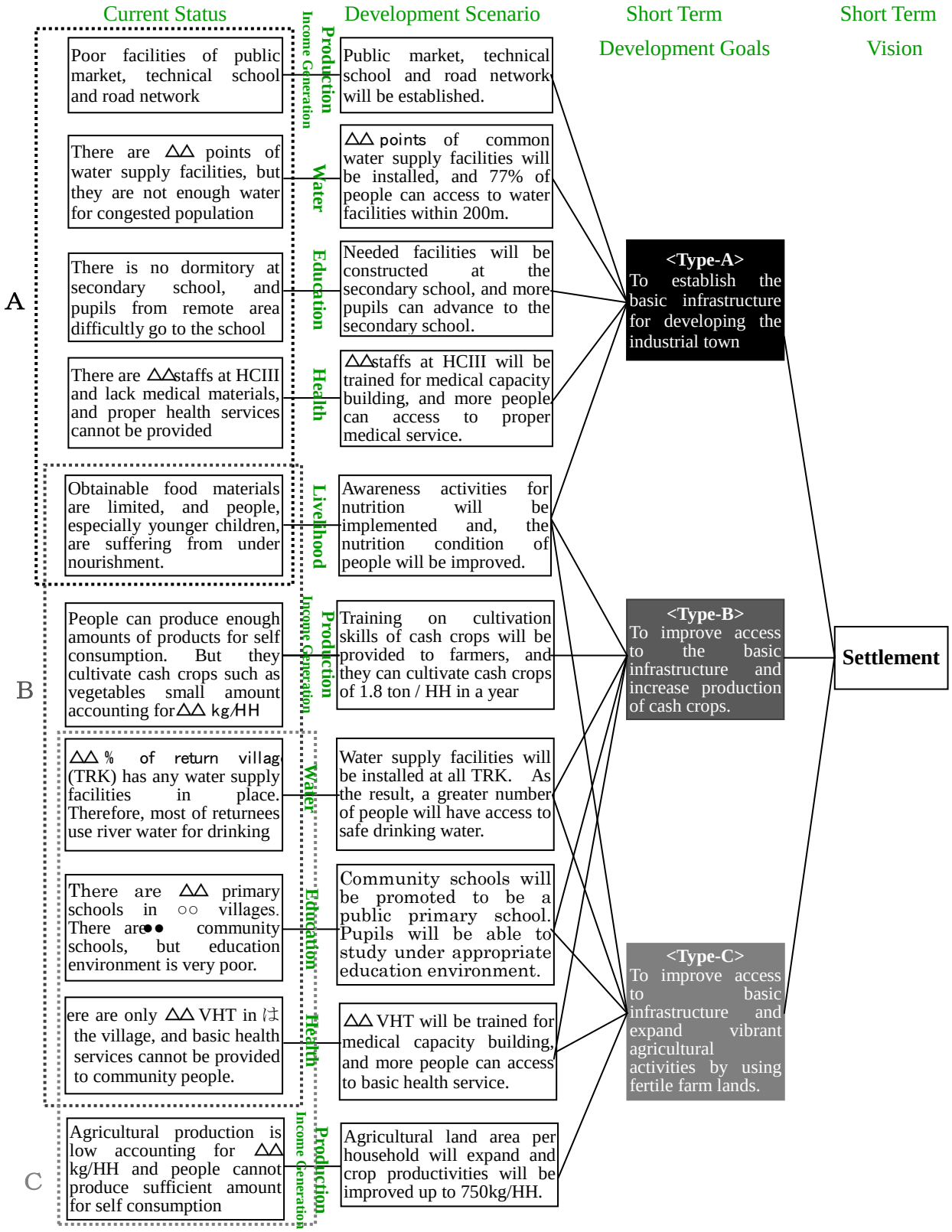
		Short term development Scenario	Long term development Scenario
Education	B C	Community schools will be promoted to a public primary school. As the result, pupils will return to their village and be able to study under appropriate education environment.	More primary schools will be established. As the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

【Projects】

- District Development Committee should establish specified projects by sectors per categorized type to achieve the target indicators according to development scenarios.

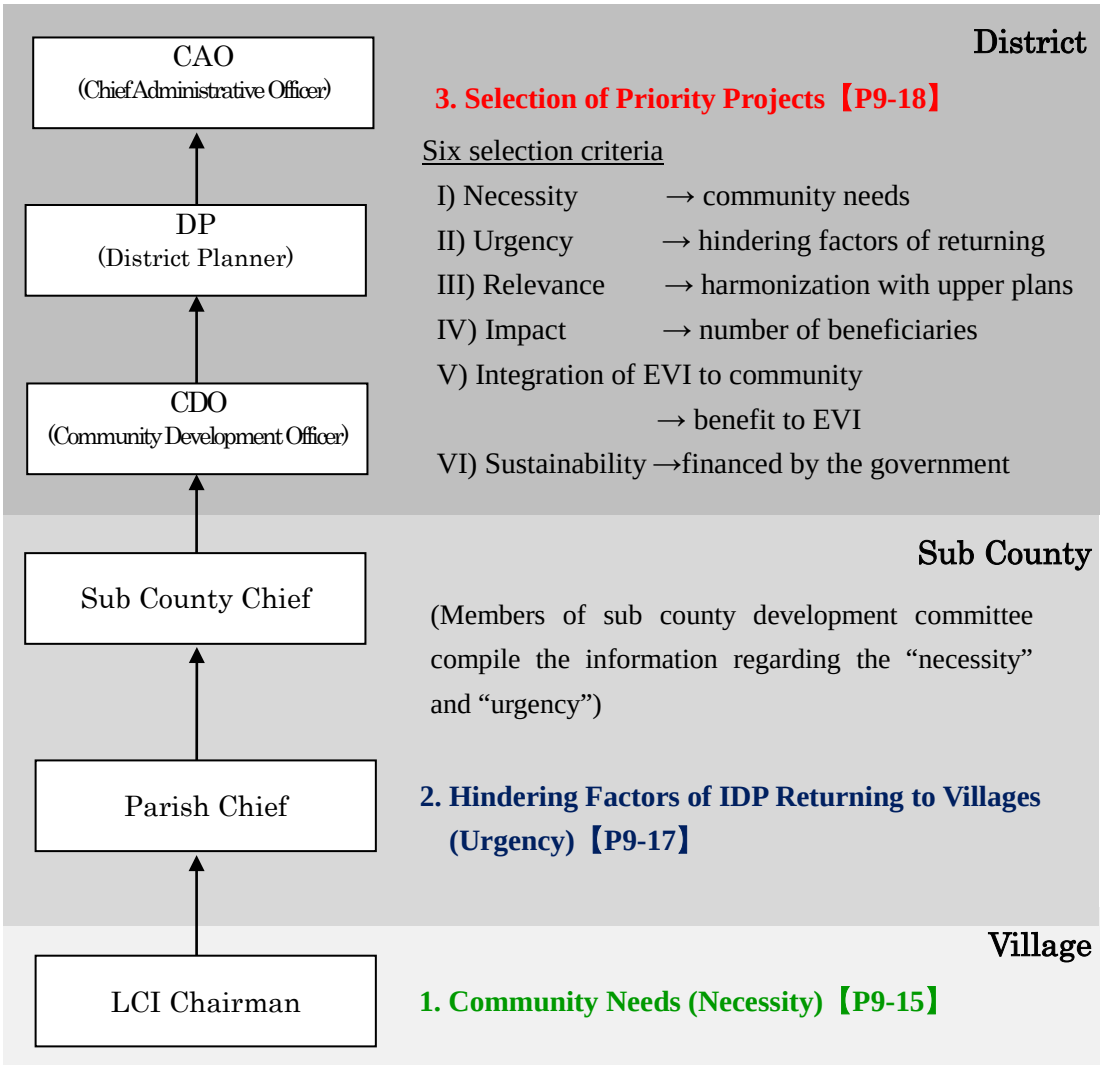
	Sector	Project	
		Short term development	Long term development
A	Production & income generation	Improvement of Technical School Improvement of Central Market Improvement of Farm Roads	Establishment of Marketing Information Network Enlivenment of Secondary and Tertiary Industries Expansion of Central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

To achieve short term vision and development goals per categorized types, district officers analyze present situation of specified community and establish the concrete development scenarios to fill the gap between current status and target indicators.



9.3 Guideline for Development Plan Designing

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



1. Community Needs (Necessity)

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

【Preparation and Coordination of workshops with the community】

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

Questionnaire (draft)

Questionnaire for the Baseline Survey for Needs of Community

Date:_____ Time: From _____To_____

Interview made by _____

Village _____

1. Advantage and Disadvantage of TRK

Name of TRK	Advantage	Disadvantage

2. Major Crops (rainy and dry seasons) of TRK

Name of TRK	Crops in rainy season	Crops in dry season

3. Main income sources

Name of TRK	Income sources

4. Areas They Hope to Strengthen or Develop

Name of TRK	Areas of willing to strengthen

5. Problems and Concerns

Name of TRK	Problems and Concerns

【Implementation of workshop】

- Parish chiefs mobilizes the people in village by making contact with LCI Chairman and Rwot Kweri, and hold workshops to abstract the community needs according to the questionnaire.

Points to consider during the implementation of workshop

Workshops should be considered to involve as many stakeholders and people in village as possible with prior announcement for holding workshops through mobilizers in the village. During workshops, local officers or facilitators should be cautious not to guide the community to getting answers to a question or reaching to conclusion and encourage attendee to make free opinions or discussion.

Although the team let them speak freely or gave them discussion time on some topics or in some situations, the team made a basic rule that they raise their hand before they ask questions or express their opinions.

2. Hindering Factors for return and resettlement of IDP (Urgency)

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

【Preparation and Coordination of workshops with the community】

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

Questionnaire (draft)

Questionnaire for the Baseline Survey for Needs of Community

Date:_____ Time: From _____To_____

Interview made by _____

Village _____

1. Plan of return and Return Route

Return Village	Plan of return	Return Route

2. Merit and Demerit of staying in the camp

Return Village	Merits	Demerits

3. Promoting and Hindering factors of returning

Return Village	Promoting factors	Hindering factors

4. Problems and Concerns

Return Village	Issues

【Implementation of workshop】

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

3. Selection of Priority Projects

Objective: All projects in the development plan are scored out of three with six selection criteria such as necessity (community needs), urgency (hindering factors for return and resettlement of IDP), relevance (harmonization with upper plans), impact (number of beneficiaries), integration of EVI to community and sustainability (budgeted by the government).

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

- Sub county chief and parish chiefs compile the information for community needs and hindering factors for return and resettlement of IDP, and summarize the information by listing up "necessity" and "urgency" per categorized types in tabular form.
- Sub county chiefs submit the tables to CDO.

【Scoring to Projects】

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

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

【Selection of Priority Projects】

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

9.4 Guideline for Development Plan Implementation

The flow of implementing development plan is shown as follow.

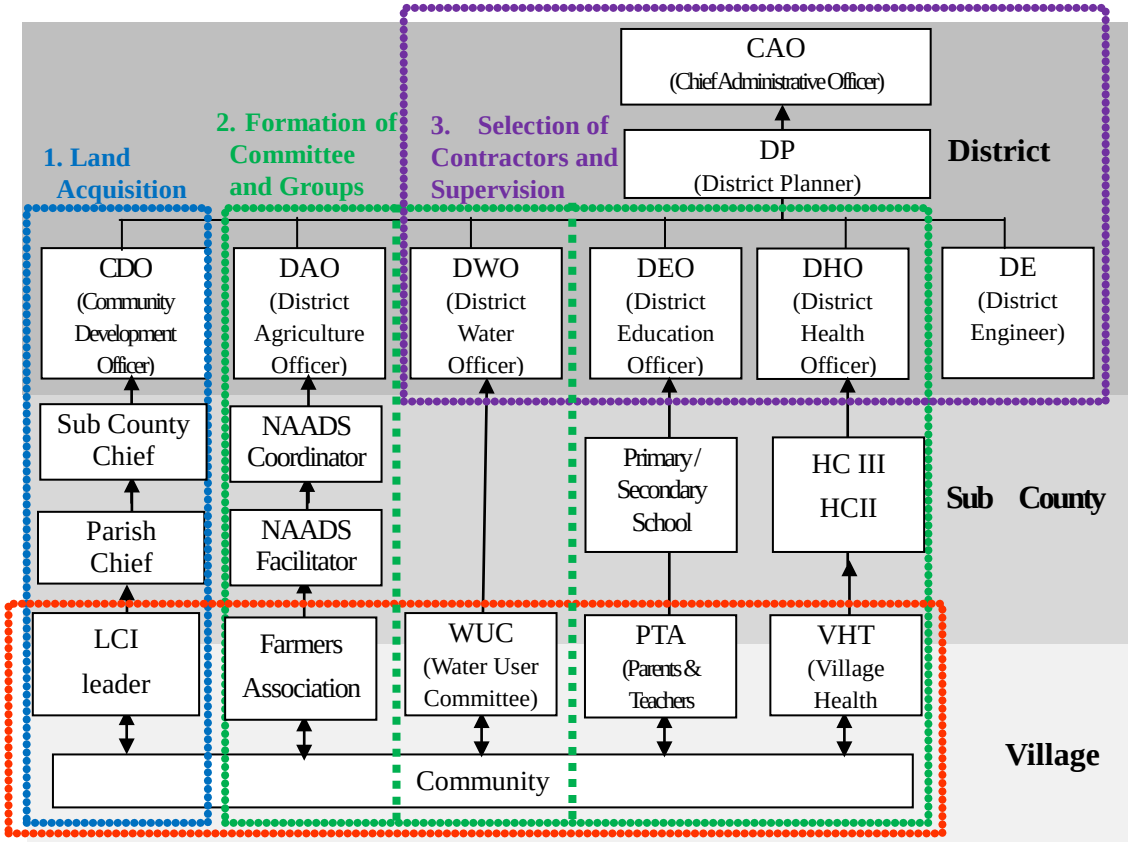
1. Land Acquisition【P9-20】	・Acquiring lands for implementing projects by making formal consensus with land owners
↓	
2. Formation of Committee and Groups【P9-21】	・Selecting target groups or forming committee such as Water User Committee, PTA etc
↓	
3. Selection of Contractors and Supervision【P9-23】	・Selecting contractors by members of Biding Committee at district level.
↓	
4. Operation and Maintenance of projects【P9-24】	・Establishing a sustainable system of operation and maintenance for projects

For land acquisition, CDO gives instruction to sub county chiefs for content of project and condition of site acquisition, and then parish chiefs and LCI Chairman explain the projects and make formal consensus with land owner under guidance of sub county chief.

For smooth project implementation and expansion of the areas benefiting from projects, district officers of each sector shall support formulation of groups and committee, working with sub county chief, parish chief and LCI chairman.

For selecting contractors, CAO, DP and District Engineer (DE) set up Biding Committee, and select suitable contractors for implementing projects. Additionally DE takes charge of supervising construction of facilities.

User's community mainly implements operation and maintenance of projects. District implements project monitoring and give advices and instruction for community.



1. Land Acquisition

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

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

< Site acquisition of medium scale infrastructure >

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

⇩

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

⇩

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

⇩

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

⇩

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

Points to consider land acquisition 1
・Consensus building: It is necessary to contact and discuss the situation with the landowner and his family before bringing the topic to the community to avoid the situation that the community force him handover of his land to the project (Case study 1).
・Compensation: It is necessary to discuss the amount of compensation with landowner until he is fully satisfied (Case study 2).
・Transferring grave: There are many case that bodies are buried under the site. It is important to discuss relocation of the remains and bodies with community people (Case study 3).

< Site acquisition for small scale infrastructure >

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

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

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

Points to consider land acquisition 2
It is necessary to involve community staffs of local government in process of selecting sites to avoid the situation that person having strong voice in the community will take advantage of selecting the sites (Case Study 4)

2. Formation of Committee and Groups

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

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

< Farmer's Group >

【Investigation of existing farmer's groups】
- DAO discuss the contents of projects and target village with NAADS coordinators.
- Sub county NAADS coordinator and Village Based Facilitators investigate the presence of farmer's groups or people who want to set up new farmer's groups in the target village.

【Implementation of Workshop】
- NAADS coordinator, Village Based Facilitator and LCI Chairman discuss the date of workshop
- NAADS coordinator, Village Based Facilitator and LCI Chairman mobilize people and explain the contents of project to them in target village.

【Formation of farmer's group】

- Under guidance of Village Based Facilitator and LCI Chairman, 1) the community discuses and selects the members of farmer's group and 2) assign a chairman, vice chairman, secretary, accountant etc. from the group members

【Registration of farmer's group to NAADS】

- Under guidance of Village Based Facilitator and LCI Chairman, 1) the farmer's group collect initial contribution fee from group members and 2) prepare for application form to register the group to NAADS
- Village Based Facilitator submits the application form to sub county NAADS coordinator.
- District NAADS coordinator officially registers the group to NAADS association.

【Formulation of bylaw】

- Under guidance of NAADS coordinator and Village Based Facilitator, members of group discuss group activities, constitutions and roles which members have to undertake for the group.
- After the discussion, the members formulate bylaw and share the contents among the members.
- NAADS coordinator copies the original bylaw and submits to DAO.

< WUC >

【Implementation of Workshop】

- DWO arrange the date of workshop in the village where borehole will be installed by the project through making contact with LCI Chairman and Rwot Kweri.
- DWO, sub county chief and LCI Chairman mobilize the beneficiaries and explain the project including necessity of forming Water User committee for sustainable operation and maintenance of water supply facility.

【Formation of WUC】

- Under guidance of sub county chief and LCI Chairman, 1) the community discuses and selects nine members of WUC and 2) assign a chairman, vice chairman, secretary, accountant etc. from the members of WUC.

【Formulation of bylaw】

- Under guidance of sub county chief and LCI chairman, members of WUC discuss constitutions and roles which members have to undertake for operation and maintenance of the water supply facility.
- After the discussion, the members formulate bylaw and share the contents among the beneficiaries.
- Sub county chief copies the original bylaw and submits to DWO.

< PTA >

【Implementation of Workshop】

- DEO arrange the date of workshop in the village where school is located by the project through making contact with LCI Chairman.
- DEO, sub county chief and LCI Chairman mobilize the beneficiaries and explain the project including necessity of forming PTA for sustainable school management.

【Formation of PTA】

- Under guidance of sub county chief and LCI Chairman, 1) the community discuses and selects the members of PTA and 2) assign a chairman, vice chairman, secretary, accountant etc. from the members of PTA.

【Formulation of bylaw】

- Under guidance of sub county chief and LCI chairman, members of PTA discuss constitutions and roles which members have to undertake for operation and maintenance of the school facility.
- After the discussion, the members formulate bylaw and share the contents among the beneficiaries.
- Sub county chief copies the original bylaw and submits to DWO.

Points to consider formulation of committees and groups

・In order to ensure sustainability of projects, it is necessary to let community residents realize that they own the projects by 1) providing sufficient explanation on purposes of the projects to the beneficiaries 2) participate in the community contribution and make them take responsibility to each and every investment done in the group; 3) Preparation of a written by law governing the benefit and responsibility of the group with the participation of the community and all level government officials; and 4) managing group activities with village based facilitators assigned from among the community themselves (Case Study 5).

・It is necessary to take into consideration of power balance among the groups and avoid the situation that the group members to be formed from the same family members (Case Study 6).

3. Selection of Contractors and Supervision

Objective: During the selection of the contractor, experience in similar works, structure of construction management and state of finance shall be thoroughly investigated. In addition, continuous supervision shall be made on the quality of work been conducted at the site.

【Selection of contractors】

- CAO, DP and DE set up Biding Committee and discuss the selection of contractors for projects which require building the facilities.
- District officers such as DAO, DWO, DEO and DHO should join the biding committee when relevant projects to each sector are implemented, and they discuss the selection of sites and make schedule of construction.

【Supervision of construction】

・DE takes charge of supervision of construction

・DE regularly reports the progress and situation of constructing facilities to CAO and CAO intern inform each sector officers about the progress of the project.

Points to consider in selection of contractors

Small scale constructions of staff quarters or construction of roads can be conducted by Gulu based contractors. But many contractors do not have enough budgets and can't manage their works at their full capacity, resulting in delaying or interruption of construction. Therefore, it is important to investigate financial condition and management of budget for selection of contractors (Case Study 7).

Points to consider in labor force for construction

Implementation of a project has to contribute to the improvement of livelihood of community and an increase in temporary employment by involving as much local laborers as possible and procuring construction materials locally. When employing local laborers, special consideration should be given to employment of EVIs.

4. Operation and Maintenance of projects

Objective: For securing sustainability of projects, it is important that community members should take the initiative in implementing operation and maintenance of the projects.

The points to consider operation and maintenance of projects by farmer's group, WUC and PTA are shown as follow. District officers of each sector regularly monitor progress of the projects and the activities of groups and committees. They should give advices and instructions to community.

< Farmer's Group >

- Bylaws of groups should include the following items. The concrete contents are decided after discussion among members.
  1) Roles which each member has to undertake for the group management
  2) Plan of group activities (ex. Kinds and area of cultivating crops in the group fields, selling products which are harvested in the group fields etc.)
  3) Plan of group fund management
  4) Supporting system for households who have EVIs in their family
  5) Punishment for members who are not obeying the bylaw or absent from group activities
- Members should regularly review and discuss the contents of bylaw, and revise them.
- DAO, NAADS coordinator and Village Based Facilitator regularly monitor the group activities, and give advices and instructions to the group members in revising the bylaw.

< WUC >

- According to the manual prepared by the ministry of water and environment improving community water source must fulfill certain requirement and procedure. All development partners and the district shall follow the procedure set by the government during the installation of community water point (Case Study 8).
- The summary of these requirement and procedures set by the government are:
  1) Need assessment in participatory manner;
  2) Application by the community for improved water supply;
  3) Formation of WUC at each water point to be improved;
  4) Contribution towards the cost of construction
  5) Making an O&M plan (including household level sanitation plan)
  6) Getting access to land; and
  7) Preparation of MoU on responsibility of each stakeholder.
- WUC should regularly review and discuss the contents of bylaw, and revise them.
- DWO and LCI Chairmen regularly monitor the activities of WUC and operation and maintenance of water supply facilities, and give advices and instructions to the WUC in revising the bylaw.

The WUC shall have a self-controlling mechanism for the collection of water fee. This mechanism shall be designed by the district (water engineer and CDO) with the involvement of the beneficiaries. A sample of the self-controlling mechanism proposed by this project is shown below (A water user's fee checking card).

In addition to making audit meeting, according to the agreed by law, the above self-controlling mechanism will help the WUC to manage the money being collected from the beneficiaries. Every member of the water user community shall carry a water user fee checking card. They shall pay monthly water fee to the treasurer and get a mark. The caretaker will check the mark on the card that is marked by the treasurer as a sign of payment. This shall be done every first week of the month. During audit meeting the member shall bring their card as a document for auditing. The collected money shall be deposited on the bank account of the WUC once every three month.

First and last page of the card

The inside page of the card

＜PTA＞

- Bylaws of PTA should include the following items. The concrete contents are decided after discussion among members.
  1) Obligation that parents have to send their children to study in school and punishment when the parents don't send their children for schooling.
  2) Supporting system of paying salary for volunteer teachers
  3) Obligation that teachers have to attend all classes and punishment when the teachers miss any classes
  4) Activities of PTA for operation and maintenance of school facilities (ex. Clearing school, preparing school grounds etc.)
  5) System of operation and maintenance for educational materials such as desk, chair, textbook, chalks etc.)
- PTA should regularly review and discuss the contents of bylaw, and revise them.
- DEO and LCI Chairmen regularly monitor the activities of PTA and operation and maintenance of school facilities, and give advices and instructions to the PTA in revising the bylaw.

Reference: Case Study and lesson learnt

	Case Study	Lesson & Learn
1	An extension of land for Lukai community school was needed. During the meeting with the community the owner of the land showed her agreement provided that all the member of the family agreed. The community (specially an outspoken person) seems to push the owner to agree for giving the land during the meeting. A few days after the meeting the landowner complained to the study team about the community behavior. Even if she agreed on giving the land for the development but the way the community pushed her was not welcomed to her.	➢ It is necessary to contact and discuss the situation with the landowner before bringing the topic to the community to avoid the situation that the community force him handover his land to project.
2	JICA Study Team interviewed a landowner of the planned construction site of the urgent pilot project. The landowner was dissatisfied because the District had never consulted him in advance; in addition he has already offered 67 hectares of land for the Amuru District Office. He said that his family and neighbors could not believe and hate the district officers. For the implementation of the project, the JICA Study Team requested the District to consult the landowner again and build consensus. And then, the District built consensus with the landowner, paid compensation for him and made official document for agreement. As the result, the relationship between the district and the landowner was improved.	➢ It is necessary to figure out the land ownerships for construction sites by conducting interview with landowners, neighbors, Rwot Kweri and LCI Chairman etc ➢ It is necessary to explain the detail plan of project, schedule of construction, amount of compensation etc. to landowner in advance, and officially build consensus with the landowner.
3	In the site of planned constructing public service hall and staff quarters for urgent pilot project in Pabbo sub county, IDP camp was established. For construction of the facilities, sub county requested people to leave the place and return to their original villages. After the displacement of people, it was figured out that there were many remains and bones under the construction site. The Study Team discussed this issue with sub county and decided to conduct traditional ritual cleansing against the remains and bones and evil spirits at the places of origin. As the result, it could assist the community return to their places of origin with peace of mind by bringing the remains of family members back to their original villages.	➢ It is important for the community who are forced to be relocated due to the construction of public facilities to support the return process through implementation of cultural practice. ➢ The following points shall be taken into consideration • If it is difficult to provide goats or sheep to individual families during cleansing ceremony, an alternative measure, such as conducting a ritual by clan or group shall be taken. • As community respect traditional chiefs and trust their words, the chiefs can play a significant role in implementing the relocation of the residents.
4	During the installation of water supply system in Lulyango village (Ongai TRK), at first a workshop was organized and consequently the community agrees on the selected site. Once the drilling work is started disagreements pop up between the beneficiaries of the project on the selected site. Even though the main cause of the disagreement traced back to land conflict that exists between two settlements; the major cause was believed to be due to the voice of an influential person during the workshop. The Study Team believes that the voice of every member of the community shall be heard during the workshop and also afterwards. Therefore, the Study Team suspended the execution of the work temporarily until the two families settle the matter peacefully. After concert agreement was reached the installation work proceed.	➢ In order to maximize beneficiaries of facility development, efforts shall be made to understand the settlement of the community at TRK level by moving within the area instead of meeting the community at the focal point of TRK. ➢ During the preparation of resource map by the community it would be advantageous to include the settlement patterns of the area resulting in the understanding of the smallest level of the community.

	Case Study	Lesson & Learn
5	In this project, workshop was organized with all 8 farmers group in the target TRK. The Study Team, after explaining the purpose of the pilot project, requested the community to select one group which conducts the ox plow project. However, it was proved to be difficult to get a decision by community and they let the decision be made by JICA study team. Although the team initially attempted to promote autonomous discussion by the community themselves, it was rather arduous to select the beneficiaries. The LCI chairman played important role in encouraging them to select beneficiaries group. Finally, they stick to a draw system which was unanimously agreed.	➢ It is necessary to let community realize that they own the projects by 1) providing sufficient explanation on purposes of the projects to the beneficiaries 2) participate in the community contribution and make them take responsibility to each and every investment done in the group; 3) Preparation of a written by law governing the benefit and responsibility of the group with the participation of the community and all level government officials
6	In Pukwany village, a borehole installed during the IDP camp has been abandoned for a long period. Initially the owner of the land was the caretaker and his family member secretary and treasurer of the borehole. After rehabilitation, the owner insisted to keep the same arrangement without the involvement of the other community. The Study Team persuaded him that installed boreholes were owned by all the community members. Finally, with the involvement of all the community and chairman LC1 a new election was held after the land is officially declared the property of the community with the written consent of the land owner and his families.	➢ In selecting WUC committees, it is advisable that the committee should involve the representatives from all the community according to the settlement pattern and the full consent of the community. ➢ It is necessary to take into consideration of power balance among the groups and avoid the situation that the group members formed form same family relations or same clan members.
7	The local contractor executing works in Attiak Technical School lacks the financial management capacity. Construction period was delayed due to the fact that the contractor had used the advance payment for other purpose unrelated to the project. Furthermore, casual laborer protested for nonpayment at the end of works, since contractors did not pay remuneration for its laborers and lack money at hand. Inappropriate response of the contractors resulted in catching press attention. Afterwards, JICA study team resolved the problems by paying required amount of money.	➢ QBS (quality based selection) system shall be adapted during the identification of the contractors. During which emphases shall be given mainly to past performance, financial strength of the firm and financial management system and technical capabilities of the company. The price and cost must not be the major selection criteria of the contractor, they may be considered during contract negotiation
8	In Ceri village, initially the Study Team convinced the community on the need for community contribution for installation of water supply facility. The community agrees accordingly they start collecting the money. However, LCI made WUC to return the collected money back to the community on the basis of claiming that other donors did not collect community contribution, why JICA is insisting. The Study Team discussed the issue with LCI and local people through parish chiefs, and explained the importance of operation and maintenance system and local contribution. As a result of this, local contribution was recollected from the member	➢ All development partners and the district shall follow the procedure set by the government during the installation of community water point.

Chapter 10 Lessons Learned and Recommendations

10.1 Lessons Learned from the Community Profile Survey

In order to grasp the characteristics of the community in Amuru District, Community Profile Survey was conducted. The lesson learnt during this survey is discusses as follows:

- In the target area, socio-economic information such as population is not available in district or sub county offices as the major focus is made on IDP camps alone. To grasp the characteristics of the community at village level, the Study Team focused on the information from Rwot Kweri, the leader of Tee Rwot Kweri (Chapter 2), and summarized the data at LC1 level. This will help improve the efficiency of the survey and grasp the characteristics of the lowest level communities within the District. Most of the Rwot Kweri has full information on the original villages of IDPs who still remain in the camps or transit sites.
- In formulating the development plan, it was proved vital to categorize communities into three villages (villages with sub-county office located within, villages surrounding it, and village located farther from sub county office). IDP camps were generally located in the villages with sub-county offices, where basic infrastructure are relatively available. On the other hand, in the surrounding villages, agricultural production is relatively large, since the community have been commuting from the camp to dig the land-around during insurgency. However, basic infrastructure development is generally low. Furthermore, in remote villages, volume of agricultural production is very low with vast abandoned land during the conflict. In addition, basic infrastructure is totally absent. Therefore, the development plan for these three village types shall be have different approach and goal.
- Some village might exhibit different characteristics to fit in to the above community categorization. In the case of applying this community development model to other area, it is advisable to undertake sample investigation on some villages and TRK or treat exceptional villages in the community categorization as they fit to, accordingly.

10.2 Lessons Learned and Recommendation from Implementation of Urgent Projects

In this urgent pilot project the construction of multi-purpose hall, public service hall and staff quarters are excuted in Amuru District and Pabbo Sub County Office. Water supply system is also provided to these facilities. The implementation of these projects was given to local contractors from Kampala and Gulu. The study team supervise the works executed. The specifications of the facilities are stated below:

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

The summary of the projects are discussed in Chapter 8 and the following shows lessons learned from the implementation of these projects.

10.2.1 Ability of the Contractors in Gulu

Contractors based in Gulu are generally small-scale companies. Therefore, most of the large-scale construction or those requiring high techniques are executed by large contractors from Kampala. The following shows the characteristics of Gulu based contractors.

- Small-scale construction such as staff quarters or road rehabilitation can be executed by Gulu based contractors. They are mostly cheaper compared to contractor from Kampala..
- Although there are several contractors in the Northern Uganda, most of the companies do not have permanent technical staffs. They establish a temporary team of engineers from Gulu, and demolish the team after the completion of the construction. Therefore, many of the technical staffs in Gulu belong to many companies.
- Most of the construction works in the area comes from the international donors as aid assistance to the community.
- The contractors want to exploit profit as much as possible from each project, since there is no particular client who brings the work constantly for long period.
- Most of the construction staffs in Northern Uganda are a graduate of Lira technical college or Makerere University.
- The scope of contractor is dealing with basic works including building road, boreholes, and some engineering works that do not require any sophisticated techniques.
- Most of the companies' turnover is as small as 300 million UGX. Among the contractors surveyed in Gulu, only Ayoro Construction Company has turnover estimated to be about 1.6billion UGX. There are only 4 companies with total sales exceeding 700 million UGX.

10.2.2 Implementing Remarks from the Construction Control

(1) Natural Condition

Mostly there is intensive rainfall in limited area. In this area the access roads are paved with murrum (laterite) with no drainage system. This results in the formation of many potholes on the road which makes them inaccessible. Such roads hinder the transportation of construction materials as per the schedule. Therefore, it is necessary to spare sufficient time for transporting construction materials to the sites during the rainy season.

Strong wind: strong wind equivalent to some 20~30m/s blow in every two or three months irrespective of the seasons. It is therefore necessary to investigate the system of construction management of the company, as it might break the roofs or create damage on people working on the project.

(2) Contractors' Condition

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

It is often pointed out that local constructors lack sufficient construction management system including procurement of materials, budgeting and manpower schedule.

Considering the high unemployment rate in Northern Uganda, it is rather easy to secure employees. However, employing casual labourer in certain regions and period (e.g. harvesting season which extends from June to July and from September to October) is difficult.

Some contractors do not abide by the technical specification of the contract document and disrespect the quality management; for instance, they reduce the amount of cements or do not put reinforcement bars as required in order to increase their profit. Therefore, conducting supervision on a daily basis is important.

(3) Remarks on the Selection of the Contractors

If the scale of work executed is small, the possibility of getting work done by local contractors is possible; however, the risk of controlling the construction will be high. There are no contractors eligible to construct large facilities as big as the current staff quarters in Amuru and Pabbo. Even some of the large scale contractors coming from Kampala are found to face in the problem of financial management. For instance, the construction of

public service hall in Pabbo sub-county were confronted with the difficulty of smooth progress of work due to lack of sufficient budget, despite the relative scale of the contractors based in Kampala.

Some of the bidding documents submitted by some contractors might often include forged documents. Therefore, prior examination should be carefully conducted by reviewing bank statement and financial report and checking the previous performance of the contractor through cross-checking work and contacting the former client.

Time frame of the construction of the projects is relatively limited and the delay of construction should be minimized;. It is foremost essential not to select contractors suffering from the poor financial management system. In most cases, contractors confront with bad budget management through siphoning the initial payment to different purpose. This will result in lack of finance for procurement of construction material on time or made payment for casual labourer properly. Consequently, the construction was extensively delayed or stopped as was the case of Lot 2 in this project. If clients could have paid in a flexible manner, some of the payment problem would have been solved. Therefore, clients are also required to be positive in flexible payment, such as subdividing payment or direct cash payment instead of bank transfer (some of the contractors have debt at bank and cash flow is frozen or reduced by the bank.)

It should be noted that local contractors often face on shortage of administrative fund, even if they are considered as eligible constructors. Monthly piecework payment rather than partial payment can prevents delay of the construction work.

10.3 Lesson Learned from Pilot Project Implementation and Monitoring

It is inevitable to encourage community participation starting from planning stage in order to assure the sustainability of the facilities and the system established during the project. Since IDPs are used to humanitarian assistances for long time, extracting the exact needs of the community sometimes is found difficult. Therefore, defining the community needs and creation of ownership of the project are essential part of the project for sustainability of the project. These issues are explained in detail as follow:

10.3.1 Extraction of the Exact Needs of the Community

During the establishment of community development plans, extracting community needs is essential part of the process. The challenges related to the determination of community needs are discussed as follow.

(1) Participation in the Workshops

During the collection of information and community need assessment, workshops were held at each project sites. Initially, the mobilization for the workshop was made by the Rwot Kweri, however limited number of people such as those who are neighbours of the Rwot Kweri and those who have a bicycle could attend the workshop, because the settlement pattern in most TRK is scattered and it was very difficult to make all people know the workshop within short time. The Study Team tried to inform the date of workshop to all people in TRK in advance. Generally, it is very important that as many people as possible shall attend the workshops and have vibrant discussion during community need assessment.

(2) Promotion of Self-reliance of People

Due to dependency syndrome developed during the long-term humanitarian assistance in IDP camp, the community are always expecting all kinds of support to come from external assistance. Most of the needs raised by the community revolve around household support than community needs. It is important to create a sense of independence by identifying things that can be fulfilled by the community themselves and that are beyond the community.

In addition, special support provided to EVIs by aid organizations and NGOs gave wrong impression towards EVIs. This provokes a feeling of unfairness due to excessive support or special attention to EVIs. The Study Team found that everybody want to be registered as EVI. In assessing the actual needs of EVIs, it might be important to redefine EVI amd identify EVIs who are really disadvantaged in the community based on the field survey and important to define necessary assistances based on the actual conditions.

(3) Community Resources

It is often pointed out that people complain over lack of the basic infrastructure and household materials, when the facilitator asked them on their needs and challenges they face. It is essential to grasp the community needs after understanding the existing community resources and its characteristics. During the workshop, the community were asked to create resource map including the information on basic infrastructure condition, community resources, and land use. Based on the information, they discussed the strength and weakness of the communities. Furthermore, the community was requested to identify the challenges and threats of the community, dividing them into ones manageable by the communities and one which are above their capacity. These activities proved to be efficient in order to let community recognize community's distinctive resources.

10.3.2 Acquisition of the Ownership

This study revealed that the function of local government was extremely vulnerable. There is no minimum office environment to operate with in giving service to the community. Lack of the facilities such as offices, hall and equipments are common in many sub county office. The local government officials have difficulty not only in communing but also in regular field inspection both because of bad road condition and of lack of means of transportation. Furthermore, after the division of districts, most of the local government officials hold several positions, since sufficient numbers of local government officers are not assigned. Therefore, most of the officials do not have the opportunities to grasp the current situation of community and hence have no sense of ownership of the project.

On the other hand, in order to build the ownership of the project and assist in promotion of self-reliance of community, it is foremost important to let the community participate in planning, decision making, project implementing and O&M of the project. Especially, since the communities are accustomed to humanitarian assistance and there is no coordinated system for reconstruction of the capacity of the community, it is advisable to consider the following remarks in promoting ownership of the project.

- Objective of the project should be explained repeatedly to the beneficiaries
- A person from with the community shall be assigned as facilitator to group activities.
- The rights and responsibility of the community toward any interventions should be determined through continuous discussion with the community.
- The need for community contribution for operation and maintenance should be explained thoroughly. The community shall be advised to formulate bylaw by which all the beneficiaries have clear responsibility that they have to abide by.

10.3.3 The Capacity of Local Administrative Officers

Due to the subdivision of former Amuru District in to two districts, staff reshuffling makes it difficult to keep the staffs who were involved in the entire planning process of the development plan. The capacities of the district administrative officer become thin. An expert would be assigned to hold many position and responsibility which makes the effectiveness of the administrative system weak. On the other hand, although OPM (under PRDP) and Ministry of Local Government provide various aid assistances to Acholi sub region, local administrative officers generally face the following problems:

- Line ministries, including the Ministry of Finance, Planning and Economic Development, dispatch responsible officers for capacity development of local

government officials on the budget process. However, in post-conflict area, few budget requests are made due to chronicle malfunction of administration, lack of experts and lack of basic governmental infrastructure such as office facilities and means of transport.

- District development planning is prepared based on the bottom-up approach. The needs of community and parishes are compiled at sub-county level before reaching the district. In this process, the district is responsible for extracting and analyzing the needs in preparing the district development plan. However, in most cases information collected at the sub-county level has not been steered into the district level, because of the poor way of information collection skill and system at sub county level.

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

This study was conducted for the formulation of community development plan in reconstruction the community for post-conflict area. It was aimed at promoting return and resettlement of IDP in the transitional phase from humanitarian assistance to post-conflict peace-building assistance. The Study Team organized challenges distinctive in the post-conflict area. The followings are challenges and lessons learned in this project.

10.4.1 Development Planning Responding to the Return Status

Initially, it was expected that this project will promote return and resettlement of IDP through eliminating hindering factors for resettlement, as they had been different in each of the original villages. Yet, in reality, hindering factors varied from lack of construction material for their houses to existence of remains of body including lack of infrastructure in the original villages, land problem, existence of wild animals etc. It was proved that some of the factors are intricately related, preventing them from returning to their original villages. However, despite these hindrances, IDP still returns to their original village, extensively.

At the end of 2009 and the beginning of 2010 the return process was accelerated, which augmented the return rate from 40% to 80% in the target area. In the mean time, all camps in Amuru district was officially closed by July, 2010. Generally, all IDPs were inclined to move out of the camps after the official closure since humanitarian support was terminated afterward. However, since most of the IDP camps are located at the trading centre with many public facilities, there are many people who continue to live in the area after the closure. As it was

discussed in Chapter 2, due to the fact that the area provides good access to social infrastructure and small-business opportunities, few people have decided to remain in the former IDP camps and purchase land in the vicinity for a living. On the other hand, there are few people who cannot return to their original villages; most of them are EVIs who do not have family or relatives who can support them or who are unable to get land.

Therefore, it is important to prepare development plan which offer appropriate support to meet the needs of the people, since the hindering factor for return to the original villages varies among IDPs. Besides, parallel to the support made in the original return sites, it is essential to include a plan to develop the former IDP camp as business centre (town) in order to support IDPs who wanted or forced to remain in the camp.

10.4.2 Land Problem

Land problem is one of the biggest issues in the original villages, since the land had been abandoned for a long period of time during insurgency. The major cause of land problem is: 1) the increase in the number of ownership caused by the swelling of family size during the prolonged conflict and 2) the lack of clear information on the ownership of the land which was supposed to be provided by older generation who perish at the camps or in the insurgency. Some communities also attempt to grab larger farm land, since all the livestock animals were lost during the insurgency and thereby that income sources are limited. At the same time, intensive land sensitization made by development partner and introduction of investors to the area largely inflate land price, which intensifies hostility among the community and relatives.

During the implementation of community development project, there is a need for thorough investigation on the situation of land owner and existence of land problems in the project area in order to prevent the hostility among the community.

10.4.3 Respect for Traditional Customs

In Acholi tradition a deceased family member must be buried in his clan land around the family house. During the insurgency period most of the people were forced to bury ones lost family member inside the over-crowded camp, mostly in front of their house. During the implementation of Urgent Pilot Project, it was recognized that many bodies were buried in Pabbo IDP camp where the construction site of the project is proposed. During the relocation of the IDPs from the camp site to their original villages the community must exhume the remains and rebury at their original village so that they have peace of mind at their village. The activity is performed with traditional ceremony that requires some cost. Despite the effort made by other donor agencies for the community to cover the cost individually, it was

found impossible for the community to cover the cost. In this project, therefore, the Study team prepare the necessary goat and sheep for the conduction of traditional customs by traditional leaders. This intervention help the community to exhume and take the remains back to their home with peace of mind. This kind of support serve as expressing the respect of JICA study team towards the tradition of Acholi people and eventually promote a good trust relationship between JICA and the communities.

Therefore, in post-conflict area, where development interventions are chiefly implemented by outside donors it is advisable that the project shall be executed with careful consideration of local traditional customs and work with the local governments staffs.

10.4.4 Strengthening of Communal System

The interviews made with local people revealed that many of them felt relationship between their relatives or their neighbours had been deteriorated after the insurgency. The reasons behind this, they explained, were traumas out of the experiences of conflict, land issues and difference of religions. However, all cases were negatively affected by conflict and this appeared to cause the dilution of complementary spirits. This is considered to be a big obstacle for revitalizing the interaction of the communities as a whole. In the community development project, it is important to enhance prosperity of entire community by enhancing group activities with the involvement of elders and traditional leaders in order to strengthen the communal system of the community.

10.4.5 Consideration of EVI and Former Child Soldiers

In the post-conflict area, EVI and former child soldiers should be carefully taken care of to avoid isolation from the community. The Study Team conducted survey on the extent of inclusion of EVI and former child soldiers within the society and their social position both in camps and in the original villages. In IDP camps, there are some EVIs who could not return to their original villages because of the lack of support from their family members and relatives. As a measure for promoting resettlement of IDP, it is vital for development partners to provide immediate support for EVIs in the short term. Meanwhile, the communities shall be encouraged to involve EVI in activities within the communities in the middle and long run. Therefore, it is essential to make plan and implement projects on awareness creation and sensitization of the community parallel with the implementation of social infrastructure.

In the mean time, in the original villages, the Study Team observed that EVIs and former child soldiers are supported by families and relatives and they are not alienated from the

communities. It is important to recognize them as community members and integrating them into the community through group activities.

Considering the remarks distinctive in the post-conflict area, assistance for creation of the community through strengthening of traditional communal system and promoting self-reliance of the people can contribute to the income generation and improvement of livelihood of the community.

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

In Amuru district, the Study Team attempted to elaborate development plan through community categorization based on the characteristics extracted from community profile, and through setting development scenarios for each sectors in line with visions of the categories. At the same time, the team formulated guideline which coveres challenges, remarks and suggestion during planning with a view of rolling over this development plan to other districts of Acholi sub region. There are challenges remaining as to how the model shall be extended to other districts, referring to the guideline created for Amuru district. The followings are points to be noted with regards to the implemention structure between central government and district administration and that of local administration and communities respectively.

10.5.1 Collaboration of Central Government and District Administration

OPM, MoLG and some line ministries are considered as executing ministries in formulating the development model. OPM is implementing the Peace Recovery Development Plan for Northern Uganda (PRDP). It pledges 607 million USD for implementation and monitoring of the plan. On the other hand, MoLG is responsible for coordinating local governments of each districts, providing advises on development planning and monitoring of activities executed by local governments. Sector ministries grasp the progress of policy implementation by local governments and provide technical assistances for each sector.

This Study initially set OPM as a principal executing agency in terms of implementing post-conflict peace-building assistances. It was revealed through this investigation that coordination of MoLG, the leading ministry of budget allocation and assistance for district development planning, and other line ministries is important. This idea can be supported by the shift in the objective of this Study focusing from promotion of return of IDP towards advancement of community development parallel with the advancement of return. However, this Study could not clarify the structure of budget implementation or coordination system of line ministries and the districts. Therefore it is of importance to investigate the coordination

structure of MoLG and district local governments of each sector ministries and relationship between OPM and MoLG.

10.5.2 Collaboration among Local Governments

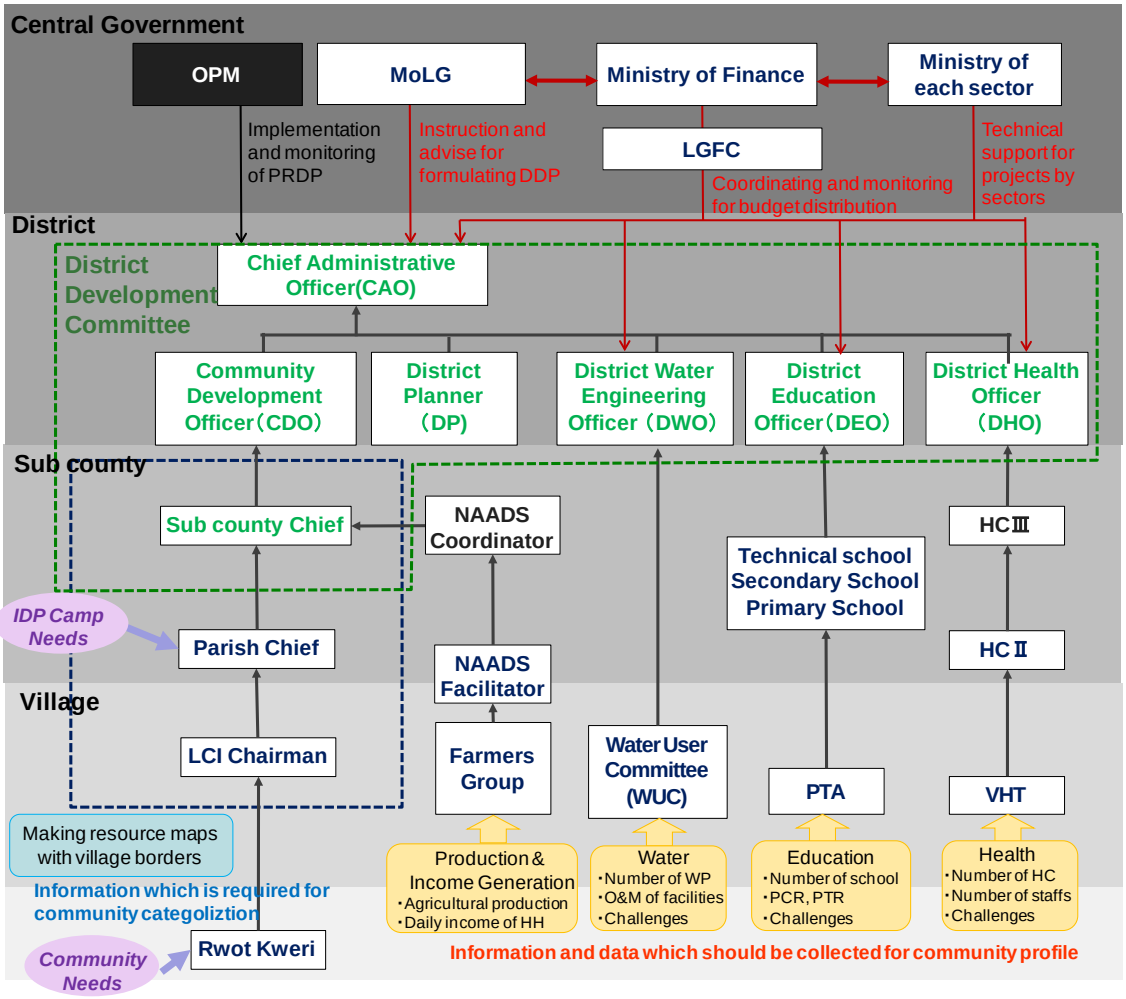


Figure 10.1 Extension Systems for Development Model

Collaboration of districts, villages and communities are indispensable in elaborating development plan. Information on community needs and village boundaries and resource maps required for community categorization are collected by Rwot Kweri and village leaders under management of parish/sub-county officers. Information collected from them is steered into the Sub-county Development Committee, and subsequently to the District Development Committee. On the other hand, village level associations and committees are principally responsible for organizing community profile data under the instruction of responsible officer from each sector at district level. Finally, District Development Committee is in charge of

elaborating development model and development plan, based on the collected and organized information (including community categorization, set up of development scenario and proposal of projects). In the current situation, district officers are not likely to make assessment on community needs and current situation, due to the fact that Sub-county Development Committee and District Development Committee are hardly functioning. This eventually results in formulating development plan which do not reflect the community need sufficiently. It is therefore important to upgrade the capacity of local government officials in information-gathering and organizing skills. It is also important to institutionalize bottom-up information gathering system and develop information organizing skill of local government officials.

10.6 Future Aid Policies

Based on the results of this Study, the Study Team shall propose 1) the technical transfer on the creation harmonized communities, and 2) grant aid for efficient achievement of the output of the proposed project in order to provide favourable living environment to the people of Acholi sub region.

10.6.1 Proposed Technical Assistance Projects

This study elaborates the community development plan of Lulyango village and Pabbo sub-county in terms of promoting resettlement of returnees. In this community development plan, the target year is set as 2015. The plan is designed to implement the first stage projects in five sectors (i.e. production and income generation, water supply, education, health, and livelihood sectors), and to advance to the development projects set at 2030.

In order to roll over this Plan to Acholi region, the Study Team propose technical assistance project for the counterparts in seven districts (Gulu, Amuru, Nwoya, Kitgum, Pader, Agago, and Lamwo) in view of improving planning capacity.

As elaborated in chapter 10, section 10.5.2, the following issues are identified as challenges in extending the development plan; 1) District Planning Committee and Sub-county Planning Committee, the implementing bodies in development planning, is not functioning with its full capacity; 2) bottom-up information collecting system has not been established; and 3) capacity gap among local administrative officers have been recognized among each district. Therefore, the proposed project shall offer strengthening of District Development Committee (DDC) and Sub-county Development Committee (SDC) and technical transfer of the planning process from analysis stage to development planning and implementation. The development model

shall be utilized in close cooperation with OPM, the executing body of the project and MoLG. During implementation of the activities, as part of the training, counterparts within/outside the district, including Amuru/Nwoya DDC, are assembled together to demonstrate the piloted projects. Also, OPM and MoLG shall be the principal executing bodies for smooth and efficient execution of the development model. They shall analyze and evaluate the current status and executing capacity of the counterparts and prioritize their need accordingly.

- Capacity building for project management of PRDP to officers from OPM and MoLG offices
- Strengthening capacity for planning and project implementation of districts (the key actors in the implementation of community development plan), sub-counties, parishes, and community leaders
- Promotion of resettlement of people in Acholi sub region

10.6.2 Proposed Grant Aid Project

In order to improve the speed and efficiency of development in the area, the Study Team proposes grant aid project parallel with the technical assistance. The team considers water supply sector project as appropriate grant aid project in town-type villages. The project shall install water supply system including boreholes, solar-powered pipe water system provided with reservoir tank and public tap stands. The project also implements soft component, such as establishment of O&M system. It should be noted that Acholi sub region is the worst in basic social infrastructure in the country therefore provision of rural water supply system and upgrading of community-school is urgently required.