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

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

MONITORING REPORT

FEBRUARY 2012

JAPAN INTERNATIONAL COOPERATION AGENCY
NTC INTERNATINAL CO., LTD.

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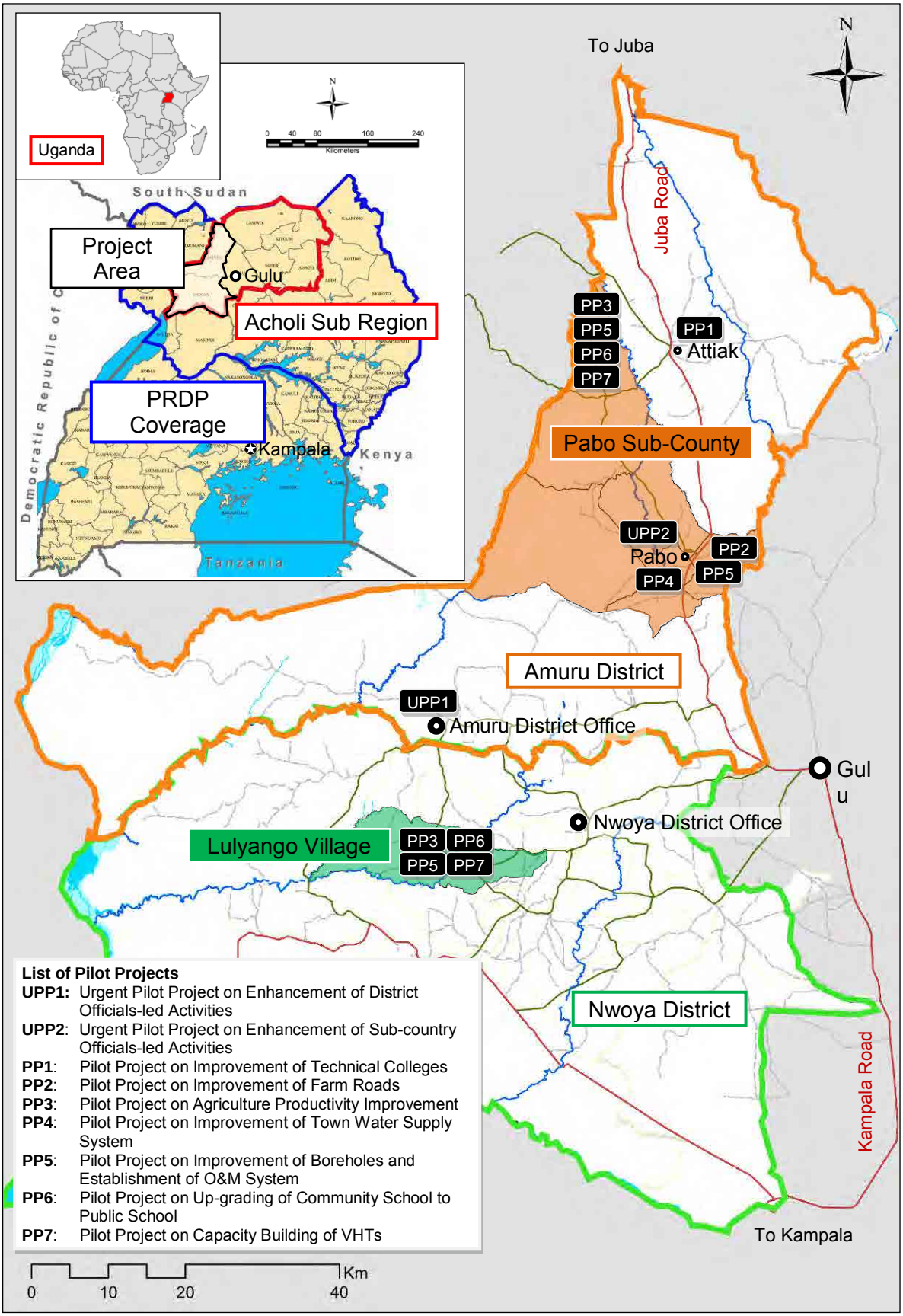


Location Map

Abbreviation

AIDS	:	Acquired Immune Deficiency Syndrome
CAO	:	Chief Administrative Officer
CDO	:	Community Development Officer
CPAR		Canadian Physicians for Aid and Relief
DDP	:	District Development Plan
DEO	:	District Education Officer
DTPC	:	District Technical Planning Committee
EVI	:	Extremely Vulnerable Individual
HC	:	Health Center
HH	:	Household
HIV	:	Human Immunodeficiency Virus
HLG	:	Higher Local Government
IDP	:	Internally Displaced Person
IPF	:	Indicative Planning Figure
JICA	:	Japan International Cooperation Agency
LC	:	Local Council
LGBFP	:	Local Government Budget Framework Paper
LGMSDP	:	Local Government Management Service Delivery Project
LLG	:	Lower Local Government
LRA	:	Lord's Resistance Army
M/M	:	Minutes of Meetings
MoES	:	Ministry of Education and Sports
MoFPED	:	Ministry of Finance, Planning and Economic Development
MoLG	:	Ministry of Local Government
MTEF	:	Mid-Term Expenditure Framework
NAADS	:	National Agricultural Advisory Services
NDP	:	National Development Plan
NGO	:	Non-Governmental Organization
NPA	:	National Planning Authority
NUREP	:	Northern Uganda Rehabilitation Programme
NUTI	:	Northern Uganda Transition Initiative
O&M	:	Operation and Maintenance
OPM	:	Office of the Prime Minister
PCR	:	Pupil Classroom Ratio
PER	:	Public Expenditure Review
PP	:	Pilot Project
PRDP	:	Peace, Recovery and Development Plan for Northern Uganda
PTA	:	Parent-Teacher Association
PTR	:	Pupil Teacher Ratio
PU	:	Planning Unit
SCDP	:	Sub-county Development Plan
STPC	:	Sub-county Technical Planning Committee
S/W	:	Scope of Work
SWG	:	Section Working Group
SWOT	:	Strengths, Weaknesses, Opportunities and Threats
TRK	:	Tee Rwot Kweri
UGX	:	Uganda Shilling
UNDP	:	United Nations Development Programme
UNHCR	:	United Nations High Commissioner for Refugees
UNRA	:	Uganda National Road Authority
USAID	:	United States Agency for International Development
VHT	:	Village Health Team
WHO	:	World Health Organization
WS	:	Work Shop
WUC	:	Water User Committee

Location Map

Abbreviation

TABLE OF CONTENTS

List of Tables and Figures

Chapter 1 Introduction

1.1 General Outline of the Project

1.1.1 **Background**

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

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

1.1.2 **Objectives**

The primary objectives of the Project are as follows;

(1) Formulation of the Community Profile on each sub-county of the former Amuru District (Amuru and Nwoya district as of today),

(2) In the prioritized areas i.e. Lulyango village (LC1) and Pabbo sub-county (LC3), the following

components shall be carried out on pilot basis to help in facilitating the return and resettlement of IDPs to their original villages and evaluate the effectiveness of the approach executed; i) infrastructure development and livelihood improvement for the returnees, and ii) strengthening the extension activities of provision of public and social services to the returnees.

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

1.1.3 **The Project Area**

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

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

The project area is Lulyango village and Pabbo Sub-county, which are located in new Amuru District and Nwoya District.

1.1.4 **Flow of the Project**

This Project is composed of two phases; 1) The components of the First Phase (first fiscal year) include community profile, elaboration of the Community Development Plan, and implementation of the Pilot Projects (P/P) (from August 2009 to March 2011); and 2) the Second Phase mainly consists of Monitoring of the P/P executed in the first year (from April 2011 to December 2011).

First Year: August 2009 - March 2011	FY2: April 2011 - December 2011
▪ Investigation and understanding of the target area and communities ▪ Conducting community profile ▪ Implementation of Urgent Pilot Projects ▪ Categorization of community ▪ Formulation of Community Development Plan for specified communities ▪ Selection of priority projects ▪ Implementation of Pilot Projects ▪ Technical Transfer	▪ Monitoring and Evaluation (M and E)of the Pilot Projects ▪ Implementation structure for dissemination of the development manual ▪ Formulation of Monitoring report

First Year: August 2009 - March 2011	FY2: April 2011 - December 2011
▪ Formulation of planning and implementation manuals (【1.3 Manual for Planning and Implementing Development Plan】) ▪ Formulation of Final Report	

1.2 Outline of Development Model

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

1.2.1 **Basic Policies of Development Model**

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

(1) Resettlement of IDPs shall be promoted through the establishment of basic infrastructure and improvement of income generation of people in the original villages, and through commercial activation around the former IDP camps.

(2) The short term development vision shall be set as “Settlement” and the long term development vision shall be set as “To establish peaceful, prosperous and self-sustaining communities”.

(3) The short term goal (target year of 2015) and the long term goal (target year of 2030) shall be set with the two main concepts of improving “Production and Income Generation” and “Basic Infrastructure”.

(4) The Development Plan shall be formulated in conformity with the sectors which were defined in strategic objectives of the upper plans, PRDP, NDP and DDP.

(5) The Development Plan shall be formulated for the recovery assistance phase, which is shifted from the humanitarian assistance phase.

1.2.2 **Community Categorization**

According to the result of community profile, each of the community has different characteristics and conditions such as population density, land use, access to the basic infrastructure and major public facilities, presence of markets and living environment conditions. To formulate community development plans corresponding to each community characteristics, the Study Team set „the

existence of sub-county office" and „next to the village with sub-county office" as indicators for community categorization as shown below.

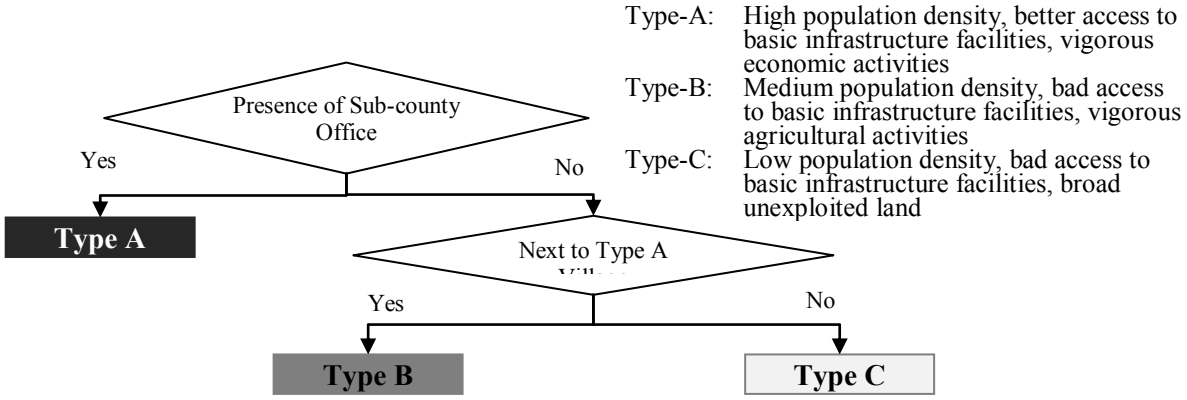


Figure 1.2.1 Methodology for Community Categorization

1.2.3 **Development Goals for Categories**

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

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

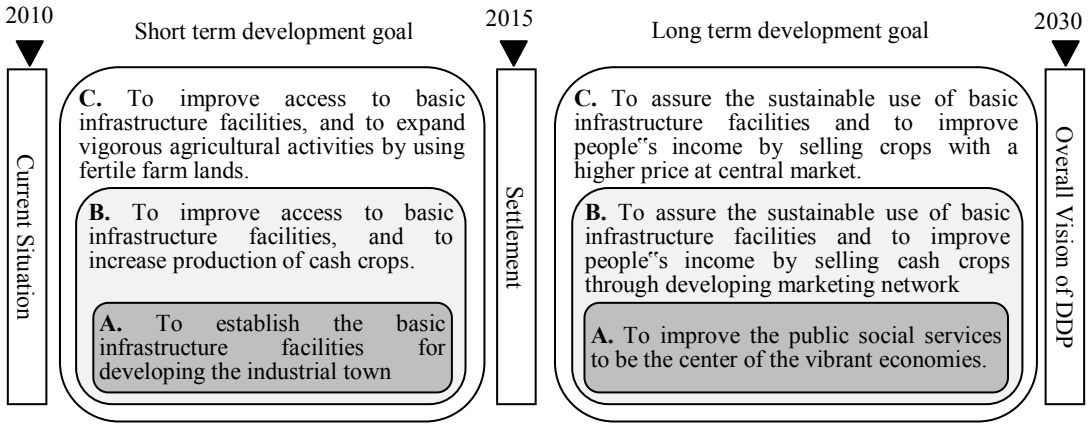


Figure 1.2.2 Development Vision and Short Term & Long Term Goal

1.2.4 **Development Scenario**

The development scenario was setup as mention below.

Type-A villages: For Type-A village, short and long term development scenario for each sector shall be set up to achieve the short term development goals, which are "to establish the basic infrastructure facilities for developing the industrial town" and the long term development goals which are "to improve public social services to be the center of the vibrant economies".

Type-B villages: For Type-B village, short and long term development scenario for each sector shall be set up to achieve the short term development goals which are "to improve access to basic infrastructure facilities and to increase production of cash crops" and the long term development goals which are "to assure the sustainable use of basic infrastructure facilities and to improve people"s income by selling cash crops through developing of marketing network with industrial town".

Type-C villages: For Type-C village, short and long term development scenario for each sector shall be set up to achieve the short term development goals which are "to improve access to basic infrastructure facilities and to expand vigorous agricultural activities by using fertile farm lands" and the long term development goals which is "to assure the sustainable use of basic infrastructure facilities and to improve people"s income by selling crops with a higher price at central market".

1.2.5 **Projects**

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

Table 1.2.1 List of Proposed Projects for Short-term and Long-term Goals

Type	Sector	Project	
		Short term development	**Long term development**
A	Production & Income Generation	・Improvement of Technical School ・Improvement of Central Market ・Improvement of Farm Roads	・Establishment of Marketing Information Network ・Activation of Secondary and Tertiary Industries ・Expansion of Central Market
	Water Supply	・Improvement of Town Water Supply System	・Improvement of City Water Supply System
	Education	・Improvement of Secondary School Facilities ・Improvement of Primary School Facilities	・Improvement of Secondary Schools Advancement Ratio ・Establishment of Primary Schools
	Health	・Establishment of Referral System	・Improvement of Facilities of Upper HCIII
	Livelihood	・Household Hygiene Improvement	・Promotion of Town Cleaning Activities
	Administration	・Enhancement of District Officials-led Activities ・Enhancement of Sub-county Officials-led Activities	・Construction of Parish Hall ・Utilization of Community Resource Map
B	Production & Income Generation	・Promotion of Commercial Agricultural Products	・Promotion of Group Marketing ・Installation of collecting centre for group products
	Water Supply	・Installation of Boreholes and Enhancement of	・Installation of Boreholes and Enhancement of

Type	Sector	Project	
		Short term development	**Long term development**
		Maintenance and Operational System	Maintenance and Operation System
	Education	・Promotion of community school to public school	・Construction and Improvement of Primary Schools
	Health	・Capacity Building of VHTs	・Construction and Improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement
C	Production & Income Generation	・Agriculture Productivity Improvement	・Promotion of Post Harvest and Processing ・Installation of storage for group products
	Water Supply	・Improvement of Town Water Supply System	・Improvement of City Water Supply System
	Education	・Promotion of community school to public school	・Establishment of Primary Schools
	Health	・Capacity Building of VHTs	・Establishment and improvement of HCII
	Livelihood	・Nutrition Improvement	・Household Sanitation Improvement

1.3 Basic Policy of the Manual for Formulation and Implementation of Development Plan

For smoothly endorsing IDPs to return and resettle their original villages, local government officials are required to formulate workable community development plan and efficiently implement the projects according to the community needs. „Manual for the Formulation and Implementation of Development Plan", annexed to this report, provides guidance for both lower and higher local government officials on the formulation and use of development plan. It should be noted that this manual, as has been called as „the guidelines" in the Final Report of this Project, is renamed in order not to confuse „National Guidelines for Development Planning in Local Governments" and other guidelines by the Ministry of Local Government (MoLG).

This manual is expected to be used by district officials, sub-county officials and parish chiefs. It enables them to develop and implement community based development plan and to manage the implemented projects according to the procedures shown in the manual.

The National Planning Authority of Uganda (NPA) and MoLG respectively have published the guidelines regarding development planning which illustrates the overall timing, actors and budgetary processes in development planning. Meanwhile, it does not elaborate the detailed processes of development planning and implementation. Due to this, the projects tend to be proposed in line with the budgetary ceiling do not necessarily reflect the community needs, given that the development plan is not likely to accumulate basic information of development planning.

This manual aims at complementing national guidelines to suggest practical development planning and implementation.

This manual is the second edition (the original version was developed in March 2011), and will be edited according to the changes of the targeted community.

1.4 Work Plan of the Monitoring Mission

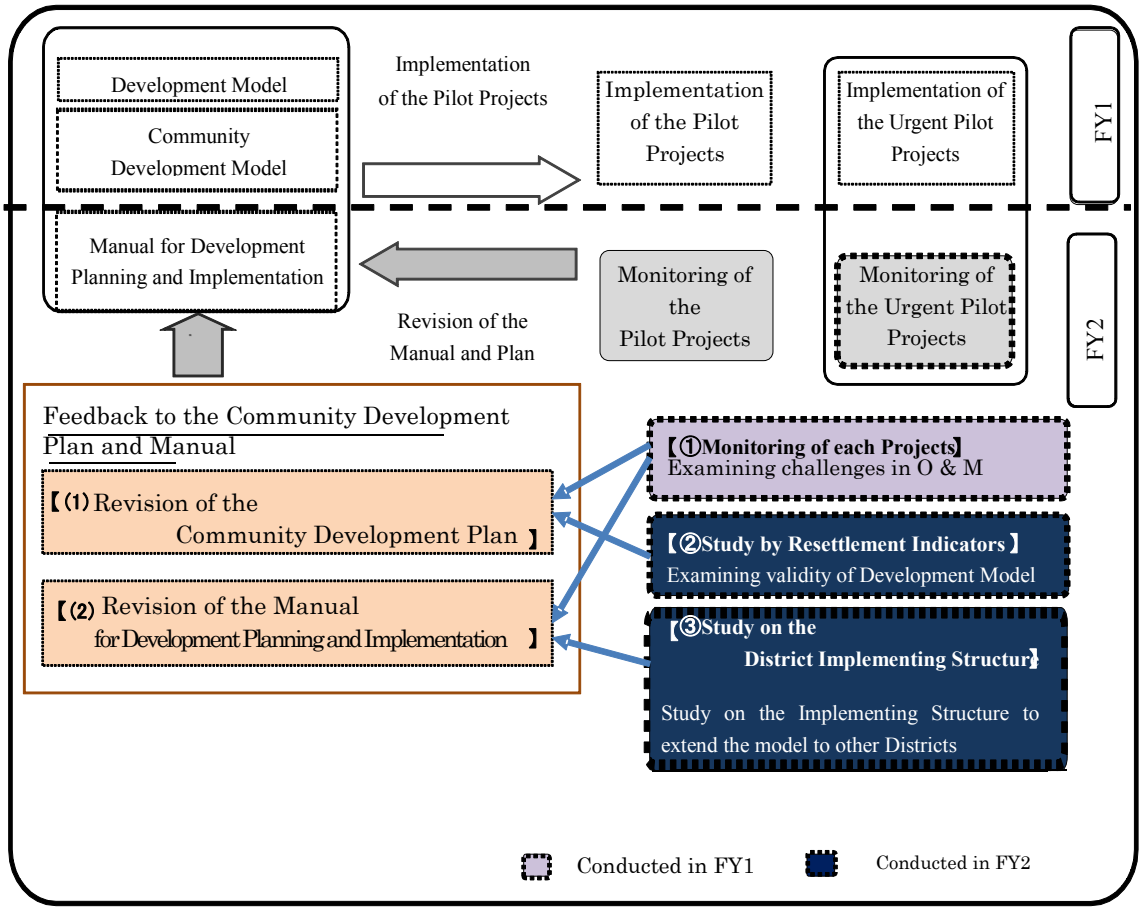


Figure 1.4.1 Workplan of the Project (FY2)

A part of the projects planned in both Pabbo Sub-county and Lulyango Village Development Plans were implemented in the target communities in the first financial year of this Project. The following items will be carried out in the project through the monitoring of the Pilot Projects (PPs).

(1) Revision of the Community Development Plan

To thoroughly analyze the feasibility of development model and challenges in managing the PPs and to feedback the outcome to the implementing structure written in Pabbo Sub-county and Lulyango community Development Plan.

(2) Revision of the Manual for Planning and Implementing the Development Plan

This manual mainly targets at district and sub-county government officials and it enables them to develop and implement community based development plan and to manage the implemented projects according to the procedures shown in the manual.

As mentioned earlier, the following activities shall be carried out in the Project through the monitoring mission; 1) monitoring of the Pilot Projects; 2) monitoring through resettlement indicators (verification of the development model); and 3) study on the district planning structure (implementing structure for extension of the model to other districts).

1) Monitoring of the Pilot Projects

This report clarifies the challenges in project management exhibited after one year of project implementation in constructing technical school, upgrading community school to public school, improving agricultural production, water supply facilities, and capacity building of VHTs.

2) Monitoring through resettlement indicators (verification of the development model)

The development plan of this project sets out the short-term objective of „resettlement" by 2015, and the long-term objective of „peaceful, prosperous, and self-sustaining community" set out in the upper plan by 2030, and the proposed development model to comprehensively improve the livelihood according to the community characteristics in a multisectoral manner (production, education, water supply and livelihood sector.

In order to verify the development model, the Study Team evaluates the extent to which the resettlement of IDPs has been achieved by implementing PP.

In the second year of this project, the Study Team analyses indicators in four sectors in Ceri village and Lulyango village where four sector-wide projects have been implemented to confirm the effectiveness of PP to ensure former IDPs to go back to their original village.

3) Study on the District Planning Structure (implementing structure for extension of the model to other districts)

In the second year, the Study Team will update the manual by interviewing principal users, district government officials, (District Planner, Community Development Officer: CDO) and sub-county government officials to check the conformity of current planning process and reflect the outcome of the Project to this manual.

Also, the implementing structure of project planning consists of various stakeholders. On the other hand, specific stakeholders are allocated to each of the activities in planning and implementing development plan according to the National Guideline (e.g. district development planning is the mandate of District Planner, while resource map making is the duty of sub-county local officials). This project attempts to examine the possibility of building implementing structure through interviews of the target districts and Pabbo Sub-county.

1.5 Structure of the Report

This report includes six (6) chapters in which the activities carried out in the first year is outlined in Chapter 1. The outline of each Pilot Project and its evaluation are explained in the Chapter 2. The Chapter 3 presents the challenges and lessons learned to extend the development model to Acholi region in development planning, implementation and the structure of Operation and Maintenance (O&M) on the premise that the administrative system in Acholi region is similar to one another. The Chapter 4 points out the improvements of the „Manual for Planning and Implementation of Development Plan" based on the insights from Chapter 2 and 4. The Chapter 5 shows the outcome of defect inspection of Urgent Pilot Project. The lessons learned through the monitoring mission are explained in the Chapter 6.

Chapter 2 Review of Monitoring and Examining Development Model

2.1 Monitoring of Urgent Pilot Projects

2.1.1 **Overview of Urgent Pilot Projects**

The urgent pilot projects (PPs) were implemented as the "district administrative officer activity invigoration project" and "sub-county staff activity invigoration project" which were classified as the Type-A administrative sector in [1.2.5 Project]. The constructed facilities are shown in the following table:

Table 2.1.1 Project Overview and Constructed Facilities

Project name	Short-term development (2015)	Target	Constructed facilities
Enhancement of District Officials-led Activities	Construction and continued use of facilities for district administrative officers, construction and effective use of district community facilities	Amuru District Office	▪ Multi-purpose hall (Lot 1) ▪ Staff quarters (Lot 3) ▪ Water facilities (Lot 5)
Enhancement of Sub-county Officials-led Activities	Construction and continued use of facilities for sub-county administrative officers	Pabbo Sub-county in Nwoya District	▪ Multi-purpose hall (Lot 2) ▪ Staff quarters (Lot 4) ▪ Water facilities (Lot 5)

An overview of implementation of the urgent PPs from Lot 1 to Lot 5 shall be shown in the following tables. The photos on the current condition are shown in Annex 1.

Lot 1; Multi-purpose Hall in Amuru District

Place	Amuru District Office
Background and purpose	A multi-purpose assembly hall will be built to be used as a conference hall, a place for holding traditional events, offices, etc. as part of enhancement of the administrative functions of Amuru District. <u>Need for this facility</u> ・ The current district office does not have a conference hall, making it difficult to hold large-scale meetings or workshops. Neither does it have a place with indoor facilities for holding traditional events and ceremonies, and there is a demand for creating a place for these administrative service activities. ・ There is a shortage of office space. In particular, office space for uses related to community development is lacking and needs to be expanded and enhanced. ・ To secure a facility for showing movies, videos, etc. to provide resident education and improve living standards. ・ To secure space where students from all over the district can gather for events such as choral singing and speech contests. ・ To secure space for holding trade fairs for agricultural products and local specialty handiworks, etc. ・ To secure space for holding traditional events for the entire district such as local dances and folk songs. ・ To convert the temporary canteen currently in use to a permanent canteen and add a

	simple kiosk to improve convenience for personnel and facility users.
Overview of facilities	Overview of facilities: One multi-purpose hall, two offices, storage room, restrooms, and canteen 20.0m×40.0m＝800.0m^2 Structure: Pillars and beams: Reinforced concrete Walls: Concrete block masonry Roof: Steel truss + galvanized iron Ancillary facilities: Fence, sewage treatment facilities, water facilities, private electric generator, photovoltaic facilities Supplied materials: One PA system, 10 office desks and chairs, 20 foldable desks, 300 plastic chairs, one set of office curtains
Implementation system	Major roles of relevant organizations Subcontractor: Construction of the multi-purpose hall, etc. Study Team: Surveying, planning/design, tendering, contractor selection, work supervision, monitoring, and technology transfer District government: Facility layout planning, site provision, design approval, observer in tendering and work supervision, and facility operation and management
Overview of construction	Contract number: JICA (UG) 11-24001-01 Contractor name: Coil Ltd. (Indian company based in Kampala) Term of construction: 9 months (Mar.15 to Dec.10) Contract amount: 729,023.49US$
Expected outcome	- More meetings and events will be held at the district office. - More participants will attend meetings and events held at the district office. - Insufficient office space will be made up for and utilized. - Electric power required for office work will be supplied. - Adequate space in the canteen will be secured, increasing the number of users. - The sense of distance between the district residents and the administration will be reduced. - A sustainable system for operating the facilities will be established. After this urgent PP is completed, Amuru District will play a central role in maintenance of the facilities. The district government will perform monitoring and adjustment and continued management of the operation system as required.

Figure 2.1.1 Amuru Multi Purpose Hall

Lot 2; Pabbo Public Hall

Place	Central area of Pabbo Sub-county
Background and purpose	The facility will be constructed as a base for public and social services as part of the enhancement of the administrative functions of Amuru District. Need for this facility ・ The current sub-county does not have sufficient indoor space, making it difficult to hold relatively large-scale meetings or workshops. Neither does it have a place with indoor facilities for holding traditional events and ceremonies, and there is a demand for creating a place for these administrative service activities. ・ There is a shortage of office space. In particular, office space for uses related to

	community and agricultural development is lacking, resulting in little contact with residents. Therefore, these offices must be added and enhanced to build a closer relationship between residents and the administration.
Overview of facilities	Scale : One assembly hall, two offices, two storage rooms, and one restroom 10.0m×55.0m＝550.0m^2 Structure: Pillars and beams: Reinforced concrete Walls: Brick and block laying Roof: Wood truss + treated iron sheets Ancillary facilities: Fence, sewage treatment facilities, water facilities, and photovoltaic facilities Supplied materials: One PA system, 15 office desks and chairs, 10 foldable desks, 150 plastic chairs, one set of office curtains
Implementation system	Major roles of relevant organizations Subcontractor: Construction of buildings including the public service hall, etc. Study Team: Surveying, planning/design, tendering, contractor selection, work supervision, monitoring, and technology transfer District government: Participation in planning, design approval, observer in tendering and work supervision, and medium- and long-term monitoring Sub-county: Participation in planning, site provision, work status monitoring, facility operation and management, medium- and long-term monitoring
Overview of construction	Contract number: JICA(UG) 11-24001-02 Contractor name: GQ Investments Ltd (Ugandan company based in Kampala) Term of construction: 9 months (Mar.22 to Dec.17) Contract amount: 699,977,580 UGX
Expected outcome	- More meetings and events will be held at the sub-county office. - Meetings and events held at the sub-county office will have more participants. - Insufficient office space will be made up for and utilized. - Electric power required for office work will be supplied, enabling nighttime work and the use of electronic devices such as PCs. - The sense of distance between the district residents and the administration will be reduced. - A sustainable system for operating the facilities will be established. After this urgent PP is completed, Pabbo Sub-county will play a central role in maintenance and management of the facilities. The district and sub-county governments will also perform monitoring.

Figure 2.1.2 Pabbo Public Hall

Lot 3; Staff Quarters in Amuru

Place	Amuru District Office
Background and purpose	・ Due to the lack of quarters for district administrative officers near Amuru District Office, all the regular district administrative officers, excluding the auxiliary staff, commute from Gulu, taking more than two and a half hours each way. ・ These commuting conditions act as a disincentive for healthy administrative activities. If staff quarters are provided, the labor conditions and consequently the administrative

	services will be improved.
Overview of facilities	Construction of staff quarters, total of eight units in four buildings, each unit about 8.2m×7.4m=60m2 Structure: Beams: Reinforced concrete Walls: Brick and block laying Roof: Wood truss + treated iron sheets Ancillary facilities: Sewage treatment facilities and water facilities
Implementation system	Major roles of relevant organizations Subcontractor: Construction of staff quarters Study Team: Surveying, planning/design, tendering, contractor selection, work supervision, monitoring, and technology transfer District government: Facility layout planning, site provision, design approval, observer in tendering and work supervision, facility operation, and long-term monitoring
Overview of construction	Contract number: JICA(UG) 11-24001-03 Contractor name: Ibinonga Construction and General Merchandise (Acholi company based in Gulu) Term of construction: 6 months (Mar.22 to Sep.22) Contract amount: 351,477,200 UGX Contractor address: Plot 21, Olya Road, Gulu Contractor address: lakicapatrickmubs@yahoo.com
Expected outcome	- The numbers of working days and hours at the office can be increased. - The commuting load (time, cost, and physical/mental load) will be alleviated. - The staff can spend more time with their families who will move to Amuru District. - A sustainable system for operating the facilities will be established.

Figure 2.1.3 Amuru Staff House

Lot 4; Staff Quarters in Pabbo

Place	Central area of Pabbo Sub-county
Background and purpose	・ Due to the lack of staff quarters in Pabbo Sub-county, all the regular district administrative officers, excluding the auxiliary staff, commute from Gulu, taking more than two and a half hours each way. ・ These commuting conditions act as a disincentive for healthy administrative activities. If staff quarters are provided, the labor conditions and consequently the administrative services will be improved.
Overview of facilities	Construction of staff quarters, total of eight units in four buildings, about 8.2m×7.4m= 60m2 per unit Structure: Beams: Reinforced concrete Walls: Brick and block laying Roof: Wood truss + treated iron sheets Ancillary facilities: Sewage treatment facilities and water facilities
Implementation system	Major roles of relevant organizations Subcontractor: Construction of buildings including the public service hall Study Team: Surveying, planning/design, tendering, contractor selection, work

	supervision, monitoring, and technology transfer District government: Participation in planning, design approval, observer in tendering and work supervision, and medium- and long-term monitoring Sub-county: Participation in planning, site provision, work status monitoring, and facility operation and management
Overview of construction	Contract number: JICA(UG) 11-24001-04 Contractor name: Stanhope Construction and General Merchandise (Acholi company based in Gulu) Term of construction: 6 months (Mar.22 to Sep.22) Contract amount: 346,652,000 UGX Contractor address: Plot 7, Ibrahim Olum Lane, Gulu Contractor address: stanhope.con@gmail.com
Expected outcome	- The numbers of working days and hours at the office can be increased. - The commuting load (time, cost, and physical/mental load) will be alleviated. - The staff can spend more time with their families who will move to Pabbo. - A sustainable system for operating the facilities will be established.

Figure 2.1.4 Pabbo Staff House

Lot 5; Water facilities Construction

Place	Amuru District Office and central area of Pabbo Sub-county
Background and purpose	・ Due to the lack of water facilities in Amuru District Office and Pabbo Sub-county, the toilets and hand wash stations in the offices are not working. Therefore, this urgent pilot project will construct water facilities including development of water sources in order to supply water to the district and sub-county facilities including public facilities such as those in Lots 1 through 4.
Overview of facilities	- Using photovoltaic power pumps, water will be pumped from one new well and one existing well into water distribution tanks and then conveyed to the destination facilities. 【AMURU】 - Installation of a well and pump - Installation of photovoltaic facilities - Replacement of one water tank - Plumbing work 【PABBO】 - Rehabilitation of the existing pump house Replacement of the existing pump Installation of photovoltaic facilities - Replacement of one water tank - Plumbing work
Implementation system	Major roles of relevant organizations Subcontractor: Construction of buildings including the public service hall Study Team: Surveying, planning/design, tendering, contractor selection, work supervision, monitoring, and technology transfer District government: Participation in planning, design approval, observer in tendering and

	work supervision, and medium- and long-term monitoring Sub-county: Participation in planning, site provision, work status monitoring, facility operation and management, and medium- and long-term monitoring
Overview of construction	Contract number: JICA (UG) 11-24001-05 Contractor name: DRACO (U) Ltd (Italian company based in Kampala) Term of construction: 6 months (Mar.22 to Sep.22) Contract amount: 273,282,104 UGX Contractor address: Plot 826, Jinja Road, Mukono District Contractor address: draco@infocom.co.ug
Expected outcome	- Water will be supplied to the offices in Amuru District Office. - Personnel will no longer need to leave their offices to go to the outdoor toilet. - Hand wash stations will be provided in the offices. Since a water source will be secured for administrative use, the offices will no longer need to depend on the wells built for community use. - A sustainable system for operating the facilities will be established.

Figure 2.1.5 Pabbo Water Pump Facility

2.1.2 **Check of Usage Status**

The monitoring results of the usage status of the facilities improved by the urgent PPs are described below.

(1) Amuru District Office: Multi-purpose hall (Lot 1)

A hearing survey of the district community development officers (CDO) revealed that the multi-purpose hall is used for about three times a week on average. When there are no meetings or other events in progress in the hall or when there are few participants in a meeting, the district administrative officers use the sockets on the side wall to run their PCs or charge the batteries of their mobile phones.

The kitchen and cafeteria space that was originally planned to be leased to the private sector in view of the shortage of space as a canteen in the vicinity seems not to be used at present

One room next to the entrance, originally planned as a storage room for storing chairs and desks, is actually used as a personnel office (senior accounting assistant room).

Among the supplied materials and equipment, the PA system, office desks, foldable desks, and office curtains are used normally.

(2) Amuru District Office: Staff Quarters (Lot 3)

As it was already confirmed in the first field study, all the units in the staff quarters including those constructed by NUTI (Northern Uganda Transition Initiative) have been allocated to staffs, who are the occupants. As of December 2010 and later, 16 units in eight buildings at the Amuru District Office were occupied. The blocks from 1 to 4 were constructed by the Study team (see Table 2.1.2). Except for the unit occupied by the CAO, the other staff members' units are used basically as weekday houses from Monday through Friday (they return to Gulu on Saturday and Sunday). Each of the units, containing two bedrooms, is shared by a pair of district administrative officers.

Table 2.1.2 The List of Residents

Block No.	Name of officer	Designation	Room-mate
1A	Kasule Martine	Chief Administrative Officer	
1B	Otim Filbert	Principal personnel Officer	Onen George
2A	Oweka Simon	Head of Finance	Nyeko Francis
2B	Arach Mildrade Susan	Senior Land Officer	
3A	Ochen D Willy	District Production Coordinator	Odora Oryem
3B	Okwarmoi Ben	District Education Officer	Obina Godfrey
4A	Dr. Odong Patrick Olwedo	District Health Officer	Okwanga John
4B	Okello Luis P"Abur	Senior Engineer/ Roads	Oduny Festers
5A	Luwita Raymond	Senior District Water Officer	Odera Jimmy
5B	Okello JB Olum	D/Community Development Officer	Komakech Santos
6A	Oyela Pauline	Senior Procurement Officer	
6B	Lanyero Joyce	Senior Education Officer	Fany Adinocan Mildred
7A	Obwona H. Moris	Clerk to Council	Latom Apollo
7B	Onen Pope	Natural Resources Manager	Olam Luis
8A	Okela Oboaz	District Internal Audit	Ojok Kenedy
8B	Oyoo Samson Ayonic	District Planner	Onen Anthony

The CAO's unit contains electrical appliances (see Figure 2.1.6) and a lot of food materials in the kitchen, giving it a lived-in appearance. On the other hand, only the bedrooms seem to be mainly used in the other staff members' units.

Figure 2.1.6 Electrical Facilities in the Quarter

(3) Pabbo Sub-county: Public/social services center (Lot 2)

According to the hearing from Sub-county chief and Parish Chief, 37 times of relatively large scale ceremonies have been held for 47 days (e.g. government

led conferences, music festivals, skill trainings and graduation ceremonies).

The offices are used fully almost every day. The offices on the front gate side are used as a base for administrative personnel, including the sub-county chief and parish chiefs, and those on the other side are used as office space for sub-county councilors.

Figure 2.1.7 Usage of Quarter

(4) Pabbo Sub-county: Staff quarters (Lot 4)

As it was already confirmed in the first field study, as of December 2010 and later, all of the eight units in the four buildings were occupied. Unlike in Amuru District, the personnel live with their families and use the quarters every day. (See Figure 2.1.7 and Table 2.1.3)

Table 2.1.3 The List of Residents

Block No.	Name of officer	Designation
1A	Kisembo Mathias	Community Development Officer (CDO)
1B	Opoka Francis	Assistant CDO
2A	Opira Robert	Senior Account Assistant
2B	Ajok Lillian	Parish Chief
3A	Komakech Micheal Comboni	Senior Assistant Secretary
3B	Ojera Christopher	LC III Chairman
4A	Ochola Charles Oloya	Parish Chief
4B	Akena Moses	Parish Chief

(5) Amuru and Pabbo Sub-county: Water facilities construction (Lot 5)

In Amuru District, the piping is connected to the multi-purpose hall, staff quarters, and engineering department building, supplying them daily with groundwater that has been pumped up.

The Study Team confirmed that the outdoor tap stand by the multi-purpose hall has been made available also to the surrounding residents.

Figure 2.1.8 Water Supply Stand in Pabbo Sub-county

The water facilities constructed in Pabbo have no significantly impaired functions compared to last year, and are used daily to supply water to the public hall, staff quarters, and tap stands in the urban area.

2.1.3 Project Effect of Constructed Facilities

The monitoring results of the project effects of the facilities improved by the urgent PPs are described below.

(1) Amuru District Office: Multi-purpose hall (Lot 1)

The following table shows the expected results in the planning stage and the monitoring results.

Table 2.1.4 Expected Results and Current Conditions

Results Expected in the Planning Stage	Monitored Results of Current Conditions
More participants will attend meetings and events held at the district office.	Although it is very difficult to quantitatively assess the facilities due to the lack of usage record, significant increase in the numbers of ceremonies and participants have been felt by local officials.
Insufficient office space will be made up for and utilized.	Work spaces for four departments were prepared in construction of Multi-purpose hall and some 8 local officials have been working in the spaces.
Electric power required for office work will be supplied.	With the electricity supplied by photovoltaic generation, the personnel working in the hall and offices have started to use PCs, printers, and copiers for work at all times (see Figure 2.1.9)
	With the supplied electricity, presentations using the PA system and PCs and projectors have started to be given in various meetings held in the hall (see Figure 2.1.10).
	No electricity is yet available on a daily basis in other parts of the district office apart from the multi-purpose hall. The Study Team confirmed that personnel from other departments come to the hall to use the electricity from the wall sockets in order to use their PCs for work while the hall is not in use for meetings or other events (see Figure 2.1.11).
The sense of distance between the district residents and the administration will be reduced.	The citizens gradually started to communicate with the local officials, since more events and conferences have been held in the district.
	The multi-purpose hall is one of the largest facilities in Uganda and has been well recognized by the citizens in the district. Multi-purpose hall has become a symbolic construction among district citizens.
A sustainable system for operating the facilities will be established.	District is responsible for O & M of the facility. At this moment, there is no significant problems occurred; however, there remains an issue of speed at which the local officials respond to when they need management cost of the facilities.

Figure 2.1.9 Office Space

Figure 2.1.10 Usage of PA

However, the other effect which was not expected in the planning stage is mentioned as below.

- Before construction, a few district officials worked in Gulu because of low access to electricity. Accessibility to the electricity has been improved and district officials started to use laptop computers in Amuru District Department.

Figure 2.1.11 The Hall as Office Space

(2) Amuru District Office: Staff Quarters (Lot 3)

The following table shows the expected results in the planning stage and the monitoring results.

Table 2.1.5 Expected Results and Current Condition

Results Expected in the Planning Stage	Monitored Results of the Current Conditions
The numbers of working days and hours at the office can be increased.	Compared to the previous situation, district officials work for longer hours, which indicates improvement of administrative function.
	There has been an improvement compared to the previous situation. However, there are some district officials who are late for work or work more days in Gulu.
The commuting load (time, cost, and physical/mental load) will be alleviated.	Improved administrative service will be delivered to citizens, as working hour has been shortened. Decrease in the commuting hours contributes to ease budget constraints. For instance, district officials have been criticized for abusing limited budget for commuting fee.
District officials will spend more time with their family members.	The Project Team has not identified this effect.
A sustainable system for operating the facilities will be established.	District is responsible for O&M of the facility. At this moment, there is no significant problems occurred; however, there remains an issue of speed at which local officials respond to when they need management cost of the facilities.

However, the other effect which was not expected in the planning stage is mentioned as below.

- In November 2010, in Amuru District, the previous chief administrative officer (CAO) was held to account for irresponsible supervision of the district administrative officers neglecting their duties and dismissed from office after investigation. In December 2010, the new CAO moved into the staff quarters immediately after taking up the post, and since then he has lived in the staff quarters close to the district office both on weekdays and at weekends. The effects of the accusation of the previous CAO and the enhanced supervision by the new CAO with authority over personnel issues have resulted in a certain level of improvement in the working status of the

personnel.

(3) Pabbo Sub-county: Public/social services center (Lot 2)

The following table shows the expected results in the planning stage and the monitored results.

Table 2.1.6 Expected Results and Current Condition

Results Expected in the Planning Stage	Monitored Results of the Current Conditions
More meetings and events will be held at the sub-county office.	According to the hearing from Sub-county chief and Parish Chief, 37 times of relatively large scale ceremonies have been held for 47 days (e.g. government led conferences, music festivals, skill trainings and graduation ceremonies). On an average, the hall is used four times a week including small-scale conferences.
Insufficient office space will be made up for and utilized.	Office space has been secured.
Electric power required for office work will be supplied, enabling nighttime work and the use of electronic devices such as PCs.	With the electricity supplied by photovoltaic generation, PCs and printers have started to be used on a daily basis in the offices (see Figure 2.1.12). Furthermore, presentations using the PA system and PCs and projectors are given in various meetings held in the hall.
	Due to the supply of electricity, an NGO (BOSCO Uganda) has installed a wireless Internet system in the sub-county office, providing an environment with free network access (see Figure 2.1.13).
Increased communication between citizens and sub-county officials	Number of citizens who participate in various events have been increased. Also, since office space has been secured, citizens have more chances to consult with or inquire to sub-county office.
A sustainable system for operating the facilities will be established.	Parish chief is mainly responsible for the management structure. Facility management is in good operation including collecting fee required for sustainable management.

Figure 2.1.12 Office Space

Figure 2.1.13 Facility for Wireless Internet

However, the other effect which was not expected in the planning stage is mentioned as below.

- After the facility improvements, the people in the central area of Pabbo came to have a higher awareness of administrative promotion, so the sub-county government is currently applying to the district government for upgrading from its current status to a town council.

- With growing awareness of environmental improvement, the sub-county is taking the initiative to perform gardening not only around the facilities constructed in the Project but also in the surrounding area, thus promoting improvement of the surrounding environment (see Figure 2.1.14).

- Although government offices in Uganda are generally designed as private offices for individual workers, this Project proposed a common-room design in the same way as in Japan and, at present, top personnel, including the sub-county chief, work in the one-room office without partitions (see Figure 2.1.15). A hearing survey of the sub-county chief revealed that he felt a little uncomfortable at first, but now, he finds it advantageous in terms of personnel management and operation transparency and recommends the one-room design to other offices.

Figure 2.1.14 Garden surround the Facilities

Figure 2.1.15 Office Space

(4) Pabbo Sub-county: Staff quarters (Lot 4)

The following table shows the expected results in the planning stage and the monitoring results.

Table 2.1.7 Expected Results and Current Condition

Results Expected in the Planning Stage	Monitored Results of the Current Conditions
The number of working days and hours at the office can be increased.	CDO, Assistant CDO, Senior Account Assistant and Parish Chief have commuted from Gulu before implementing the Project. The situation was improved in the working days and working hours.
The commuting load (time, cost, and physical/mental load) will be alleviated.	Decrease in the commuting hours contributes to ease budget constraints.
The staff can spend more time with their families who will move to Pabbo central.	The effects have been identified for those who used to commute from Gulu.
A sustainable system for operating	Sub-county is mainly responsible for the management structure.

Results Expected in the Planning Stage	Monitored Results of the Current Conditions
the facilities will be established.	Facility management is in good operation including collecting fee required for sustainable management.

However, the other effect which was not expected in the planning stage is mentioned as below.

- Although some of the current occupants are different from those initially planned, the staff members who play a central role in the administrative activities of the sub-county, such as the parish chiefs, can have more working time and opportunities to get in touch with sub-county residents by living in the quarters close to their office, thereby contributing to the invigoration of the administrative base.

- The reason why Pabbo sub-county exhibited significant effects of the Project as compared to Amuru District is, not only preferable condition of Pabbo in terms of population and land, but also the existence of community based sub-county local officials. This proved the synergy of administrative personnels and facility maintenance in Pabbo.

(5) Amuru and Pabbo Sub-county: Water facilities construction (Lot 5)

The following table shows the expected results in the planning stage and the monitoring results.

Table 2.1.8 Expected Results and Current Condition

The Expected Results in the Planning Stage	The Monitoring Results
Since a water source will be secured for administrative use, the offices will no longer need to depend on the wells built for community use.	Before installing the facilities, there was no water resource and depended on the well water prepared for communities. After the project, however, pump-up water facilities have been secured.
	Although bad access to water from their offices and staff houses hindered work efficiency, the situation has been significantly improved.
A sustainable system for operating the facilities will be established.	Basic O&M system was established and in relatively good operation since handing over. However, more assistance on repair work should be required from sub-county adter the defect inspection.

2.1.4 System of Operation and Maintenance of Constructed Facilities

The following describes the monitoring results of the system of the operation and maintenance of the facilities improved by the urgent PPs.

(1) Amuru District Office: Multi-purpose hall (Lot 1)

1) Original Plan

O&M of multi-purpose hall was established on the assumption that former district (current Amuru District and Nwoya District) would have performed O&M within the district budget.

2)Current Condition

Given the fact that Amuru District has been split into two after the Project Team tentatively formulated community development plan, O&M structure after division of the district was not planned. CDOs and District Education Officers (DEOs), with the former playing a principal role and the latter a secondary role, perform operation and management of the facilities. According to other similar hearings, the hall seems to be used by other assistance organizations and NGOs from other districts, but the district government has no record of any such usage.

Figure 2.1.16 Workshop organized by UNDP

The planning of construction of the multi-purpose hall was determined as shown below after thorough discussion with the district government. Since the division of Amuru and Nwoya Districts was not assumed at the planning stage, the initial assumptions of the number of meetings and participants might have been excessive only for the current Amuru District. However, the Study Team confirmed that, even during the current monitoring period, a meeting of more than 500 persons was held under the auspices of UNDP (see Figure 2.1.16). Therefore, the facility scale planning should be evaluated through continued monitoring in the future and based on the actual usage records.

Data used for planning the facility scale

In the former Amuru District, regular and irregular meetings and gatherings were held. The facility scale was designed on the assumption that meetings on the scales shown in the table below will be held in the hall.

Scales of meetings in the former Amuru District based on the annual meeting schedule

Number of participants	200 or less	300 or less	500 or less	600 or less	1,000 or less	1,000 or more	Total
Number of meetings	2	13	5	6	2	1	29

According to the number of meetings by number of participants, the facility scale and the equipment implementation plan were determined as follows:

- 15 meetings, about half of the 29 meetings in total, were attended by 300 or less participants. Therefore, the capacity was set to accommodate 300 participants, about 50% of the number of participants. Assuming that one participant needs an area of 2 m^2, the floor area of the hall was set at 600 m^2.
- The hall is capable of accommodating 500 to 600 participants if they sit on the floor without using chairs or some of them stay under the tents set up outdoors.

- Multiple purposes are supported through the construction of a stage, storage room, PA system, lavatory, canteen, kitchen, etc. The shortage of office space is addressed by constructing an office.

To meet the above conditions, the facility scale was set at a frontage of 20 meters, a depth of 40 meters, and a floor area of 800 m^2 (about 200 m^2 of which comprises the ancillary facilities such as the office). In addition, the wall height was set to 6 m in view of natural lighting and ventilation, and a catwalk was constructed on the mezzanine floor in view of facilitating opening and closing of the windows and curtains and cleaning work.

Since the cleaners wipe the floor with damp cloths every weekday, the tiles on the floor are nearly as clean as when the hall was first constructed. As for security, about three security guards have been newly employed by the district government to manage security of the hall, staff quarters, and water facilities.

The unsystematic and uncoordinated way of keeping the keys to the rooms posed a problem because it took time to get hold of the keys when the facilities were checked and/or repaired. It even turned out that the keepers of some of the keys were unknown, such as the key to the solar panel fence door, which shows inadequate management of the keys. The area around the solar panels was covered with weeds. In Amuru, residents set fire to the soil in the dry season, so the Study Team requested the district government to remove the weeds in this area.

3) Improvement Plan

Since the facility functions are maintained in a good condition one year after the handover, the only expenditure related to maintenance consists of the wages of the security guards and cleaners. On the other hand, the maintenance and management costs that may be required in the near future are not expected to be acquired from the national budget so difficult conditions are likely to continue. Therefore, the district government itself needs to budget for these costs. There has been neither repair cost nor running cost (excluding payment for watchmen and clean ladies) incurred to the district in the one year of defect inspection. However, solar system in Pabbo suspended operation for three months from June, 2011. One of the reasons behind it lies in the fact that sub-county officials hesitated to contact with contractors to repair the system. Since the repair work of solar facilities can be completed by local contractors, the Project Team suggested DCDO to collect users" fee of the Multi-purpose hall. If district needs to repair electric facilities and water supply facilities, it is unforeseeable for the district allocate budget for O&M in case of any trouble of the facilities. On the other hand, it also confirmed that, at the present moment, utilization of the kitchen/cafeteria space and the establishment of a facility management system has not been sufficiently addressed by the district government and further improvement is needed in the future.

District Officials have the basic capacity in daily routine management, although they do not properly locked the Multi-purpose facilities.

After receiving a proposal from the Study Team regarding the defects in maintenance, the district CDOs submitted to the Study Team a concept paper regarding a facility usage plan that covered the target usage of the multi-purpose hall and the collection of fees for renting it to organizations and individuals from outside the district. Responding to the suggestions from the Project Team on the challenges in O&M structure, DCDO submitted the concept paper on the usage plan of Multi-purpose hall and the rental fee for organizations outside the district and individual use. As of November 2011, district officials have started to collect users" fee. Also, collected users" fee is included to District revenue.

Table 2.1.9 Usage Fee of the Hall

Organization	Fee per Day
District (Local Council)	50,000 UGX
NGO and Donor	100,000 UGX

Table 2.1.10 The Contents of Concept Paper

Items	Contents	Feasibility
Usage Plan of Multi-purpose Hall	Conference	◎
	Office space	◎
	Information reference center	○(reference for existing center)
	Training and seminars	◎
	Rental for neighboring districts, government organization, and other donors	◎
	Examination	○
	Ceremonial space (wedding, graduation etc.)	○ (demand driven)
	Rental of the cafeteria to private firms	Δ
O&M Plan	Community service departments.located in the Multi-purpose hall. are responsible for managing the facility.	◎
	Usage fee of district, NGOs and other donors will be appropriated to O&M fee.	○
	Chair rental	○
	District Community service department will create O&M of the Multi-purpose hall in collaboration with DTPC.	Δ
Actors	LC5chairman, CAO, DCDO, Sub-county CDO, District Engineer	

◎Implemented ○Highly feasible △have some challenges to overcome

The table above abstracts the part of the concept paper of DCDO, referring to the method of Pabbo sub-county, As far as the usage plan, it might be feasible, since the facility inside will be fully utilized. On the other hands, there are some items which might take time to realize, considering the development stage Amuru district stands,

In view of the facility scale, access conditions, etc., it seems appropriate to consider a plan for joint use with Nwoya District, rather than the initial plan for use by Amuru District only. However, use limited to inside the district is unavoidable under the current system in which the CDO is in charge of management and operation. The clue to solving this problem is to promote the supply of information and the establishment of a usage plan that will encourage active use beyond the framework of the surrounding districts and administrative services. First of all, improvement of the current management system is urgently required. In these circumstances, it is advisable to construct an operation and management system under the direct control of the CAO.

(2) Amuru District Office: Staff quarters (Lot 3)

1) Original Plan

As for management of the facility, the Project presumed that district officials would have the primary responsibility for the repair work.

2) Current Condition

The facilities are free of significant damage or contamination one year and three months after the handover, so no other expenditure for maintenance is expected for the time being, except for renovation of consumables. However, there is a need for reserve maintenance funds for any repairs that are expected to be required in the future, which is understood by the district administrative officers.

The Study Team confirmed that housekeepers are employed in the staff quarters to clean the rooms and cook meals for the staff.

There has been no cost occurred in the repair and maintenance on the facility other than personnel expenses.

The Project Team observed that neither residents have paid tenant expenses up to this stage nor district planned to. For the time being, not so large expenses on the operation and maintenance, other than daily consumables (e.g. bulbs) are expected to occur. However, district officials understand that they need to accumulate sufficient budget for O&M for future use.

A hearing survey of the CAO revealed that there is a plan for introducing photovoltaic generation and installing a fence around the staff quarters using the budget for the Northern Uganda Rehabilitation Programme (NUREP). District expects that district officials will work for longer hours by improvement of staff quarters.

3) Improvement Plan

At the handover of the staff quarters last year, Amuru District government planned to have senior-class personnel live in the staff quarters constructed by JICA and USAID and junior-class personnel in the Skills Training Center constructed by UNHCR but not currently used. However, the field verification revealed that the Skills Training Center remains unused and the solar facilities on the roof have been stolen (see Figure 2.1.17). When the Study Team checked with the district planner, it turned out that the plan was not implemented for reasons of security and distance and that some junior-class personnel were sometimes allowed to stay in the said staff quarters. The district government still has a lot of problems to solve regarding this point.

Figure 2.1.17 The Skills Training Center

The usage fees for the staff quarters, which are supposed to be charged to the users, in principle, according to the policy of the Ugandan government, are left up to the discretion of the district government, which does not make the users pay usage fees, interpreting the policy to its own advantage. Nwoya District, on the other hand, observes the policy of the Ugandan government and collects usage fees from the staff members' salaries. Amuru District needs to consider collecting usage fees and appropriating them to maintenance costs.

Staff quarters have been originally constructed for the purpose of improving service delivery of the District. Despite the progress in the construction of staff quarters in Amuru, no staff quarters have yet been built in Nwoya District which has just been subdivided, where even the CAO lives in the staff quarters of Anaka Hospital, and therefore the construction of quarters for district administrative officers is an urgent issue.

(3)Pabbo Sub-county: Public/social services center (Lot 2)

1) Original Plan

The Project presumed that Parish chief would manage the facility and collects fee for Operation and Maintenance.

2) Current Condition

As has been planned in the initial stage, the Project confirmed that Pabbo sub-county is the focal person, and O&M system for sustainable use of the facility is being established.

To use the collected fee for the maintenance of the facilities, usage fees were collected, amounting to a total of 1,310,000 UGX. Records of usage dates, users, and usage fees are kept on slips. The usage fees are properly managed by the sub-county accountant in charge.

Pabbo sub-county set the daily price according to the users and collected users‟ fee after handing over.

Table 2.1.11 Usage Fee of the Hall

Organization	Fee per Day
Sub-county	Free
District	30,000 UGX
NGO & Donor	50,000 UGX

Sub-county also lend not only hall space, but also provided plastic chairs (500 UGX per chair). As for the rental chair, it has rented 1,399 chairs for 34 organizations in total.

The sub-county government employs cleaners to keep the entire facility clean, including the hall, offices, and restrooms, on a daily basis. As for security, security guards are stationed at the gatehouse day and night, giving the impression that the administrative organization is positively managing the facilities including the opening and closing of the gate.

3) Improvement Plan

It was the defect period, the expense of the maintenance of the facilities was not occurred without for the guards and cleaning staffs. However, for the solar power generation system, it cannot be used for nine months after the delivery because of the problem of the charger and inverter configuration issues. One of the reasons is the Sub-county cannot contact and order to repair to the contractor. The contractor conducted the repair finally during the defect period, but the local company in Gulu can conduct it. So the study team orders to Sub-county to contact this company if it is necessary to repair. And the study team proposes to Sub-county to collect to the user fee for the expense of the repair. As mentioned above, the Sub-county already starts to collect the user fee of the hall. The resource of maintenance in the future is secured. However, it is necessary the staffs in the Sub-county should understand about the response of the repair, the utilization of the accumulated fund, including the attitude of the maintenance. Pabbo Sub-county: Staff quarters.

4) Original Plan

For the system of the maintenance, it was assumed that the Sub-county manage to maintain the facilities.

And it was assumed the resident is the Sub-county chief, the accountant and the specialist who

commute from Gulu.

The Sub-county has an initiative to conduct the operation and maintenance as assumed in the original plan.

In the planning stage, the occupants were expected to be commuting personnel based in Gulu (such as the sub-county chief, accountants, and specialist personnel) and not the parish chiefs based in Pabbo. However, the chiefs are using the quarters temporarily until the specialist personnel are appointed.

The residents conducted the ordinal cleaning and weeding.

No other expenditure for maintenance is expected for the time being except for renovation of consumables. However, there is a need for reserve maintenance funds for any repairs that are expected to be required in the future, which is understood by the sub-county staff.

5) Improvement Plan

The Study Team confirmed some problems in the facility maintenance such as valve breakages and water leaks left unrepaired for a long time. Regarding this point, it is an urgent task for the sub-county to establish medium- and long-term management methods and solve the problem of usage fee collection for the facilities.

(4) Amuru and Pabbo Sub-county: Water facilities construction (Lot 5)

1) Original Plan

The District and Sub-county manage to maintain the facilities as assumed in the original plan.

2) Current Condition

In Amuru District, security guards who manage the staff quarters and water facilities are employed by the district government and are constantly stationed in the pump house even at night when there is a high danger of theft of the solar panels. Furthermore, the area around the facilities is weeded and managed (see Figure 2.1.18).

Figure 2.1.18 Water Supply Facility in Amuru District

In Amuru District, lightning often strikes, potentially damaging the electrical system, and hence the pump has been switched from automatic to manual operation.

In Amuru District, multiple dividers were installed in the middle of the piping to the multi-purpose hall in anticipation of a divided water supply from the elevated water tank to other office buildings. The monitoring confirmed, however, that the piping was connected only to the engineering building.

Four of the five tap stands in Pabbo are in operation. Each stand has four water taps, but only one or two of the taps can be used. This status has not changed much since last year. The hearing survey confirmed that the activities of the users groups of the respective stands (cleaning of the stands and the surrounding area and fee collection) are being implemented.

In Pabbo, security guards who manage the water facilities are employed by the sub-county government and are stationed in the pump house even at night when there is a high danger of theft of the solar panels. Furthermore, two persons in charge of the water supply appointed by the sub-county office take turns to perform daily maintenance of the facilities.

3) Improvement Plan

Amuru District and Pabbo Sub-county do not pay the users‟ fee. It is necessary to continue to maintain the facilities after the defect period by the government. It is expected to establish the system of the collection of the users‟ fee and the management in midterm.

2.1.5 **Condition of Maintenance of Constructed Facilities**

The monitoring results of the problem and the factor of the problem on the operation and maintenance of the facilities improved by the urgent PPs are described below.

(1) Amuru District Office: Multi-purpose Hall (Lot 1)

As mentioned in the following table, no remarkable damage in the fences or malfunction of the ancillary facilities, sewage infiltration facilities, water facilities, diesel power facilities, and photovoltaic facilities was found. Although it was reported that a malfunction had been found in the photovoltaic generation system, the contractor completed the repair work in the warranty period while the Study Team members were not present. The details of the defect inspection are described in Chapter 5.

Table 2.1.12 Problem and Occurrence Period

No.	Problems	Occurrence Period	Remarks
1	The roof of electrical house was damaged	By Construction Period	Selection of peg, pitch of peg, wind direction
2	Falling of security light	Ditto	The position and method of fix
3	Leakage from roof	Ditto	Sealing along the joint and mortar covering
4	Leakage from supply pipe in toilet	Ditto	Monitoring
5	Not function of door lock	Ditto	Selection of good material
6	Loss of control valve of rain tank	By Management Period	Protection against thief
7	Leakage of jack roofs	By Construction Period	Sealing along the joint and mortar covering, Simplify the structure in the plan
8	Rainwater entering through window joints	By Planning Period	Consideration of drainage structure, wind direction

(2) Amuru District Office: Staff quarters (Lot 3)

As mentioned in the following table, the facilities are free of significant damage or contamination one year and three months after the handover. The detail of the defect inspection describe in Chapter 5.

Table 2.1.13 Problem and Occurrence Period

No.	Problems	Occurrence Period	Remarks
1	Partial cracks on floor	By Construction Period	Curing the concrete and ratio of mixture of the concrete
2	Partial cracks on ceiling	Ditto	Ditto
3	Broken of cover of drainage	By Management Period	Explanation for the users
4	Partial cracks on apron	By Construction Period	Curing the concrete and ratio of mixture of the concrete
5	Shower head broken off	Ditto	Selection of materials, monitoring

(3) Pabbo Sub-county: Public/social services center (Lot 2)

As mentioned in the following table, the serious damages were not identified. However, there was a period when the toilet and the electrical facilities cannot be used. Of the supplied materials and equipment, the PA system, office desks, foldable desks, and office curtains are used normally and are free from any significant damage or contamination. The details of the defect inspection are described in Chapter 5.

Table 2.1.14 Problem and Occurrence Period

No.	Problems	Occurrence Period	Remarks
1	Functional problem of inverter and charge controller	By Construction Period	Selection of materials, guaranty of products
2	Partial cracks on the floor	Ditto	Curing the concrete and ratio of mixture of the concrete
3	Partial cracks on ceiling	Ditto	ditto
4	Window broken by wind	By Management Period	Installation of door stopper
5	Non function window stays	By Construction Period	Monitoring
6	Leakage from drain pipe	Ditto	Selection of materials, monitoring
7	Leakage from drain pipe	By Management Period	Explanation for the users
8	Leakage water cannot be drained	Ditto	Ditto
9	Damage of rain gutter bent	By Construction Period	Supervision of construction
10	Dislocated of rain gutter bent	Ditto	Ditto
11	Leakage from roofing sheets joint gaps	By Planning and Construction Period	Selection of material, supervision of construction
12	Peeling of paints along the joints of ceiling board	By Construction Period	Supervision of construction

(4) Pabbo Sub-county: Staff quarters (Lot 4)

As mentioned in the following table, the facilities are free of significant damage or contamination one year and three months after the handing over of the facilities. The details of the defect inspection are described in Chapter 5.

Table 2.1.15 Problem and Occurrence Period

No.	Problems	Occurrence Period	Remarks
1	Partial cracks on floor	By Construction Period	Curing the concrete and ratio of mixture of the concrete
2	Partial cracks on ceiling	Ditto	Ditto
3	Partial cracks on apron	Ditto	Ditto
4	Shower head broken off	Ditto	Selection of materials, monitoring

(5) Amuru and Pabbo Sub-county: Water facilities construction (Lot 5)

As mentioned in the following table, the facilities are free of significant damage after the handing over of the facilities. The details of the defect inspection are described in Chapter 5.

able 2.1.16 Problems and Occurrence Period

No.	Problems	Occurrence Period	Remarks
1	Non functioning of security light outside	By Management Period	Replacement consumables
2	Peeling of paint	By Construction Period	Repainting
3	Partial cracks on wall	Ditto	Curing the concrete and ratio of mixture of the concrete

2.2 Monitoring of the Pilot Projects

From the development plan established for specific communities (Pabbo Sub-county and Lulyango Village), particular projects that need to be implemented urgently were selected as priority projects, and some of them were implemented as pilot projects (PPs) in the first year of this Project. The following table shows an overview of the PPs. Therefore the photos on current condition are shown in Annex 2.

Table 2.2.1 Overview of Pilot Projects

Sector	Type	Target village name	Project name	Short-term development (2015)
Production & Income Generation	A	Kal Center	Improvement of Technical Colleges (PP1)	To provide a foundation for fostering skilled workers to sustain local secondary and tertiary industries
	A	Kal Center, Pukwany	Improvement of Farm Roads (PP2)	To improve the road network from villages to markets and provide the necessary foundation for Kal Center village to develop as a commercial area
	C	Ceri, Lulyango	Agriculture Productivity Improvement (PP3)	To enable farmers to use ox plowing and cultivate superior domestic seeds to improve agricultural production per household to at least 750 kg per year and achieve self-sufficiency in cereals
Water supply	A	Kal Center	Improvement of Town Water Supply System (PP4)	To install public taps to provide people with access to safe water whenever needed
	B	Pukwany	Installation of Boreholes and Establishment of Maintenance and Operational System (PP5)	To make at least one borehole per returnees' home TRK (Tee Rwot Kweri) to provide more people with access to safe drinking water and improve the sanitary conditions
	C	Ceri, Lulyango		
Education	C	Ceri, Lulyango	Upgrading of Community School to Public School (PP6)	To register the existing community school as a public primary school and equip it with better educational facilities so that the children who live in transit sites can return to their home villages and go to school from their own homes. Consequently, to decrease the number of pupils at the existing public primary school in transit sites, thereby relieving the situation of too many pupils per teacher and classroom.
Public health	C	Ceri, Lulyango	Capacity Building of Village Health Teams (VHTs) (PP7)	To select and retrain VHT members required for the community so that one VHT member takes charge of 20 to 30 households and people can receive basic health services whenever required

The following sections describe the details of PPs updated on the basis of the results of monitoring in the second year.

2.2.1 **Production & Income Generation Sector**

(1) Pilot Project on Improvement of Technical College (PP1)

1) Target Area

Kal Center village

2) Background/ Purposes

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

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

In this PP, workshop for technical training will be constructed and workshop equipment will be provided. The project will enable the schools to offer practical training within the curriculum. At the same time, this project contributes to strengthening the capability of the students to cultivate human resource development.

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

3) Contents

- Construction of workshop for practical training (A=200m^2)
- Provision of the necessary equipment for practical training
- Discussion between District Educational Officer and school staff on the progress and sustainability and management of this project

4) Implementing Structure

Major Roles of the Related Organizations

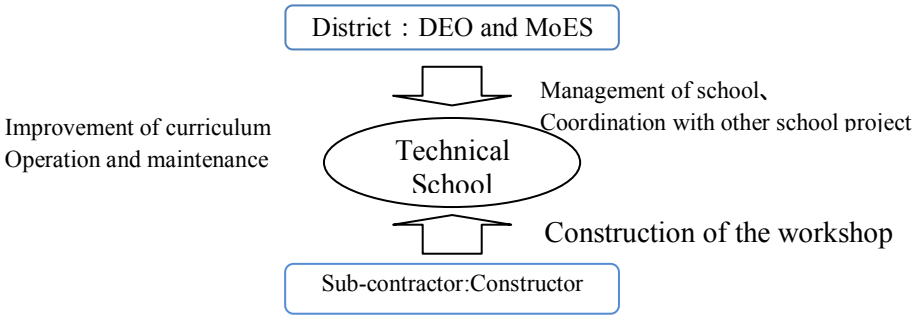
- District and Ministry of Education and Sports (MoES): Service dlivery on the school management,coordination with other school projects, and monitoring
- Sub-Contractor: Construction of the Workshop
- Study Team: election of the sub-contractor, provision of equipment, and monitoring
- Technical School: improvement of curriculum, operation and maintenance, sustaining the project
- 

Figure 2.2.1 Major Role of Organizations concerned

5) Imput

- Sub-contractor (rehabilitation of the workshop)
- Provision of equipments for practical training
- District Educational Officer, school staff

6) Expected Outcomes

- 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.

7) Implementing Schedule

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

8) Verified items by implementation of the project

i)First year

Although the Project Team did not recognize significant output due to the delay of the construction, it grasped the school calendar, timetable and the number of students

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.

ii)Second year

Compared to the first year, the number of students increased from 84 to 91, but there was no significant change in the composition of the classes or the number of students in the courses.

Based on the needs of the technical college, 134 types of materials and equipment items were supplied for a total of four courses. During the hearing survey, the technical instructors and students said that the students were able to acquire more knowledge through practical training using tools and managed to earn some money for their living expenses by selling the products that they made. However, some of the supplied materials and equipment are still unused, such as the knitting machines supplied for the tailoring course and the concrete mixers supplied for the basic construction course. Possible reasons for non-use of the knitting machines are that the teachers assigned to the school this year did not have any knowledge of knitting machines and that the retailer did not give sufficient explanation of their maintenance and operating method. The reason for non-use of the concrete mixers seems to be that they could not be used because simultaneous use of numerous materials and equipment during the several trainings caused the power consumption to exceed the generation capacity of the supplied generator, with no power left for the use of the concrete mixers. It is necessary to consider revision of the plan for using numerous materials and equipment during the training.

The constructed workshop has been improved in accordance with the three courses on motorbike repair, carpentry, and tailoring by installing partitions in the workshop after handover. The workshop began to be used for classes in September 2011. In the construction course, classes used to be held outdoors due to shortage of space, but the workshop has begun to be used for term-end exams. The construction of the workshop has improved the environment for receiving practical training, allowing the students to take classes regardless of the weather conditions (see Figure 2.2.2).

Figure 2.2.2 Use of Workshop

Figure 2.2.3 Sewing Class

In the development plan for this Project, the improvement of the technical college is expected to enable the engineers who have acquired basic technical skills to be absorbed into the labor market of Type-A town-like villages and thus contribute to the invigoration of secondary and tertiary industries. In the monitoring, a hearing survey of 77 students was conducted about their jobs after graduation.

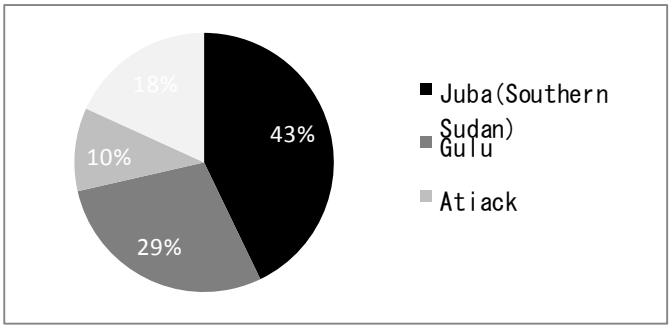


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Figure 2.2.4 Place to Go after Graduation of Technical Colleges

The hearing survey revealed that the largest number of students were interested in getting a job in Juba, South Sudan, due to the geographical conditions of Atiak Sub-county and the recent independence of South Sudan. The second largest group, accounting for about 30%, wanted to get a job in Gulu where there are many small-scale companies which have a large demand for labor. On the other hand, about 10 % of the students wanted to get a job locally in the Atiak area.

9) Operation and Maintenance Management System

The figure in next page shows the operation and maintenance management system.

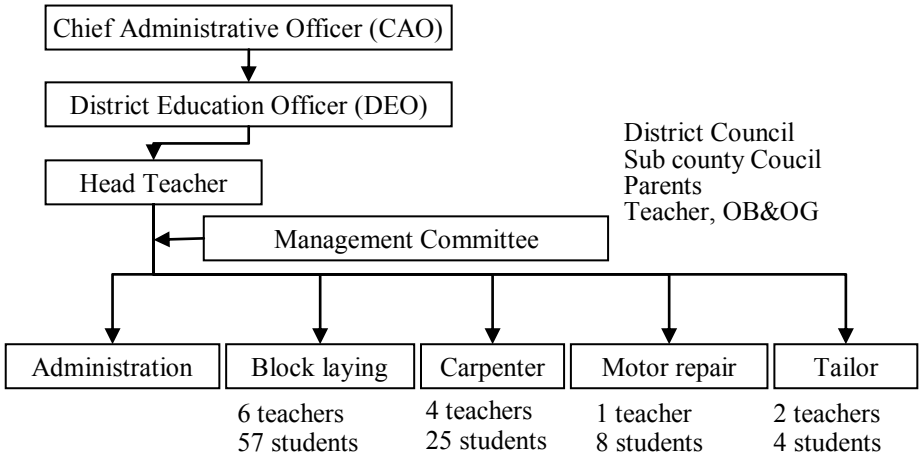


Figure 2.2.5 Opetration and Management System (August 2011)

The technical college performs operation and maintenance of the facilities and equipment under the authority of the headmaster with the management committee playing a central role. As for budget allocation, the district government draws up an action plan based on the Indicative Planning Figure (IPF) and thus allocates a budget to the technical college. However, discussion is seldom held with the DEO about the operation, etc. of the technical college. Regarding the technical aspect, some opinions were heard in the hearing survey regarding the inadequacy of the technical guidance provided by the district government and MoES, so it seems necessary to provide more guidance on technical aspects and on operation and management of the school.

One issue in operation and management is the lack of staff quarters, causing many of the personnel to have insufficient work time and adversely affecting the operation and maintenance of the facilities and materials/equipment. The teachers on three of the four courses complained about not having quarters, so the construction of staff quarters is vital for the continuous operation and maintenance of the facilities.

10) Outcomes and problems of this PP (Items to be reflected in the development plan and manuals)

It was confirmed that this PP, after implementation, improved the content of the lectures in the technical training and upgraded the level of technical skills acquired. It was also found, on the other hand, that none of the teachers had received special training in EVIs, etc. or was sufficiently capable of making full use of the supplied equipment, so technical training and capacity building programs are also required for the teachers. It was also discovered that the lack of student dormitories and staff quarters make it difficult to make full use of the facilities and equipment, demonstrating the need to include the construction of student dormitories and staff quarters in the development plan.

Another problem was found regarding the holding of classes for the socially vulnerable. In the first year of this Project, the launch of technology acquisition courses for EVIs, elders, and former child soldiers as summer courses was considered, but it was discovered that there are no plans for

holding such classes at the moment. The background reason for this is consideration for avoiding creating a sense of alienation due to exceptional handling of the socially vulnerable. There was also the problem of appointing the right personnel, because teachers with special training need to be assigned to classes for students with special needs such as EVIs, and due to the lack of teachers with such qualifications at Atiak Technical College, it was difficult to hold the special courses.

It was also discovered that many students want to get a job in relatively developed cities such as Gulu and Juba in South Sudan after graduation. Since the Type-A town-like development in this Project is expected to invigorate the secondary and tertiary industries in the local sub-county, it is important to include in the development plan administrative services to allow engineers who have graduated from the technical college to start a business or get a job in the sub-county in future.

Based on this, these findings, the results will be reflected to specified community development plan.

- District DEO and Ministry of Education and Sports(MoES) should be responsible for management of technical collge.

- Furthermore, implementation structure and other development plan proved to be feasible.

- There is no reflection based on the monitoring results to the manual regarding the implementing structure.

(2) Pilot Project on Improvement of Farm Roads (PP2)

1) Target area

Pukwany village

2) Background/ purposes

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

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

This pilot project aims at verifying the increase in volume of marketed agricultural product through

the improvement of market access road

3) Contents

- Reach at mutual understanding on road rehabilitation between UNRA (Uganda National Road Authority) and the Sub-County and in turn with the community
- Consensus building of the scope of O & M among sub-county officials and beneficiaries
- Rehabilitate 6 km long section of the road
- Installation of culverts along rivers where people have difficulties in crossing.
- Initiation of group marketing by the sub-county
- Monitoring activities by sub-county

4) Implementing Structure

Major Roles of Related Organizations

- 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

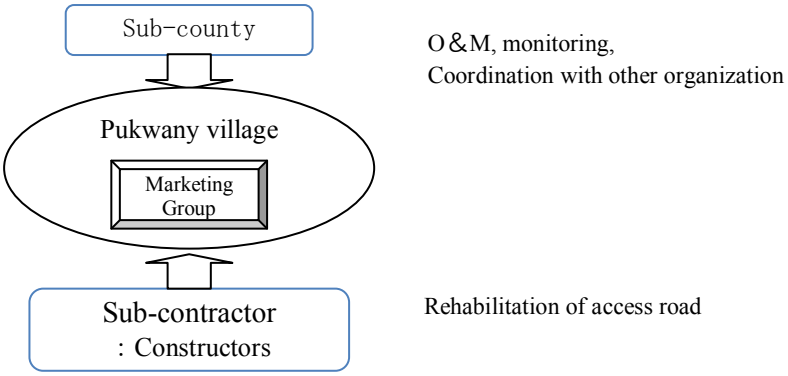


Figure 2.2.6 Major Role of Organizations concerned

5) Input

- Sub-contractor: rehabilitation of road, installation of culvert
- Sub-county, NAADS facilitators

6) Expected Outcomes

- 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.

7) Schedule

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

8) Verified Items by Implementation of the Project

i)First year

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

Table 2.2.2 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 easily. 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.

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.

ii)Second year

The table below shows the results of a traffic count conducted on three days (December 6 to 8, 2011) in the same way as in the first year, and the results of the same survey conducted on the day of the regular market held once a month in the central area of the sub-county. There was greater traffic density than either before or just after the project implementation. In particular, the traffic density of motorbikes or bicycle taxis called "boda-boda" sharply increased, and the number of villagers who visit the market from the surrounding villages also increased.

Table 2.2.3 Traffic Density after Road Construction
(Three Days from December 6 to 8 and Market Day)

Mode of transportation	Total for three days	Total on market day
On foot	3,999（56.6%）	2,539（57.1%）
Bicycles	1,974（26.6%）	920（13.9%）
Motorbikes	1,276（16.0%）	706（10.6%）
Vehicles	63（0.8%）	25（0.3%）
Total	7,312（100%）	4,190（100%）

In addition to improved access to the market in Kal Center village and the promotion of physical distribution, the following effects were confirmed though a hearing survey of the residents:

- More goods sold at the village kiosk
- Invigoration of the village market
- Start of bicycle-based taxi service

- Start of sale of earth and sand and bricks
- Improved access to the hospital
- Direct purchasing in the village by brokers from Sudan

On the other hand, the Rwot Kwery or its higher organization LC1 play a central role in conducting maintenance such as weeding every June along the community roads constructed with the collaboration of local residents. Some opinions were heard that the maintenance of the community roads was conducted because of their increased importance after the access road to which they are connected was rehabilitated in this Project.

9) Operation and Maintenance System

For the rehabilitated district road, a monthly budget of 30,000 UGX is supplied by the district government through the sub-county, and the surrounding community conducts maintenance such as weeding of the area along the road and removal of the earth and sand that accumulate in the culverts. In times of heavy rainfall, LC1 plays a central role in watching the passage of large vehicles such as trucks. There is a plan to upgrade the target road to a national road, and if it is upgraded, the Uganda National Road Authority (UNRA) will be in charge of operation and maintenance of the road.

On the other hand, the community roads are subject to road maintenance activities such as weeding once every year around June by the Rwot Kweri if the beneficiary is one TRK, or by LC1 if multiple TRKs are involved, by mobilizing the beneficiaries.

10) Outcomes and problems of this PP (Items to be reflected in the development plan and manuals)

The rehabilitation of the district road and community roads in this PP has promoted an increase in the number of boda-boda and the introduction of a bicycle-based taxi service in the community. The surrounding residents, having achieved improved access to the market and other public facilities, recognize the importance of the roads and have started to conduct operation and maintenance. Additionally, the promotion of the flow of people and goods to the market and invigoration of the secondary and tertiary industries in the surrounding community have confirmed the outcomes of this PP. On the other hand, the need to establish traffic rules was confirmed.

Furthermore, implementation structure and other development plan proved to be feasible.

There is no reflection based on the monitoring results.

(3) Pilot Project on Agriculture Productivity Improvement (PP3)

1) Target area

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

2) Background/purpose

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

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

3) Contents

Introduction of Ox plowing

- Formation of farmers group and registering them with NAADS
- Selection of two active groups in consultation with sub-county, Farmers forum, LCI and LCII chairman
- 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 and sub-county farmers" forum
- Executions of training on ox plow management by the district.
- Implementation of demonstration of ox plow on farmers field
- Execution of trial renral ox-plow

Distribution of Agricultural Equipments and Seeds

- Distribution of agricultural equipments and seeds to all farmers` group (3sets of agricultural equipments and seeds to be distributed in 15 acre)
- Formulation of action plan by farmers groups on the system of use of the agricultural equipments and distributed seeds
- Provision and distribution of seeds and equipments

4) Implementing Structure

Major Role of Organizations concerned

- Sub-county: Assist group registration under NAADS program, help group activity， and Monitoring of the project
- Village Leader and Rwot Kweri: Support for Activities of farmers‟ group
- 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

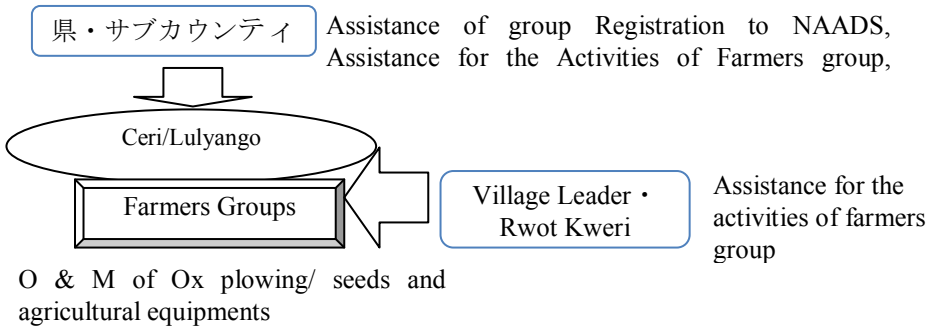


Figure 2.2.7 Implementing Structure

5) Input

- Agricultural equipments and seed
- District external advisers on ox plow (Ceri)/ experienced villagers (Lulyango)

- Training
- Sub-county officials
- Tools and equipments for ox plough (e.g.bulls)

6) Expected Outcomes

- Structure will be set up for utilizing agricultural assistances from NAADS.
- Cultivated varieties will be verified and acricultural production will be increased.
- The numbers of operators of the ox plow will increase.
- Farming through ox plowing will increase in the community.
- Income of farmers group will increase through renting of the ox plow.

7) Implementing Schedule

Activities	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						
	June	July	August	Sept	Oct	Nov

8) Confirmed Outcomes

i)First year

Introduction of Ox-plow

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.）

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

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.

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.

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

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

Village people with HIV positive, former child soldier and physically disadvantaged people will participate in farmers‟ group (e.g. Wakonyo Gang Kipur）of Lulyango. Furthermore, for people with physically disabled and elders, it was confirmed that the community in the village voluntary establish support system 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.

ii)Second year

Introduction of ox-plow

In this PP, although cattle plowing was introduced to a total of three groups, only one group, Lulyango Village, is still performing the plowing at present. The current condition of each of the groups is shown below.

-- Group 1 (Lulyango Village): Of the four oxen provided, two were lost because of disease. Cattle plowing is currently being performed using the remaining two oxen and two other oxen owned by a cattle plowing group in the neighborhood. The latter two

oxen were not provided through this PP.

-- Group 2 (Ceri Village): Oxen are monopolized by the group head and ox-plow is not currently performed.

-- Group 3 (Ceri Village): Because the calves provided by the Study Team were not sufficiently trained during the cattle plowing training by District Engineer for ox-plow, two of the oxen cannot be used properly in cattle plowing. Ox-plow is not underway currently.

Delivery of farm tools and seeds

In this PP, almost all of the target groups have achieved a favorable outcome in growing sesame and peanuts.

While this PP was being implemented, although problems occurred such as plant diseases, a plague of locusts and drought, information was not shared with the NAADS coordinators and no technical support was given to solve the problems.

9) Operation and Maintenance System

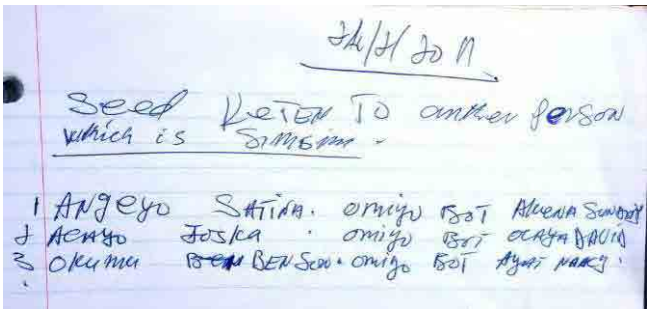


Figure 2.2.8 Record of Seed Re-Distribution (Sesame)

Farm tools on loan are managed by the farmers‟ groups so the tools can be lent out to their members as necessary in order to allow this PP to be implemented in a continuous manner. When lending the tools, it is presumed that a lending record is kept. In addition, concerning the delivery of seeds, a system will be established so that it will contribute to promotion of the use of seeds, as the seeds will be returned to the farmers‟ groups after the harvest to increase the number of farmers who can receive seeds (see Figure 2.2.8).

During hearing surveys conducted of sub-county officers, one input was that, since it is difficult to address problems occurring on site after the implementation of the project, it is necessary to develop plans that can prevent potential problems from occurring at the planning stage. For example, the farm crops to be grown should be selected by considering the natural conditions in the target areas such as the water sources and land features.

10) Outputs and issues of PP (Items to be reflected in development plans and manuals)

In this PP, in Ceri Village, a major problem occurred in implementation and operation of the project after the introduction of ox-plow. In one group, chair man of the farmers association monopolized all of the provided oxen. The target village of Ceri has not received much support, particularly from the local government and other donors, and since the village was not accustomed to collaborative activities, it is thought that there was conflict among the group members over the ownership of the oxen. In another group, the training of the calves for ox-plow was not successfully carried out, resulting in the problem that the group members could not control the cattle for plowing. This was partly because there was no one who had any experience in ox-plow in the group and the group was located at the northernmost end of the village, far from the center of the region, where it was difficult to receive technical support from NAADS coordinators and sub-county officers. The two oxen that cannot be controlled and used for plowing will be replaced with new calves and training will be conducted again for the new calves. Meanwhile, in Lulyango Village, in spite of the loss of two oxen to sickness, ox-plow has been conducted with 4 oxen jointly with a neighboring group that has no relation with this PP. The practice has contributed to an increase in the area farmed by the group members. The clue of the success in Lulyango Village lies in the fact that the group has some members who have experience in ox-plow. Also, collaborative work can be smoothly implemented when the group is composed of farmers who are families and relatives, which can prevent conflict over interest from occurring.

In addition to the above, although seeds were delivered to the farmers, problems occurred including crop diseases, harmful insects and bad weather during the agricultural season and no effective collaboration has been established for solving such problems with NAADS coordinators or sub-county officers.

Based on this, these findings, the results will be reflected to specified community development plan.

- Training of ox plough should be conducted based on the needs of the group.
- Furthermore, implementation structure and other development plan proved to be feasible.
- There is no reflection based on the monitoring results.

2.2.2 **Water Supply Sector**

(1) Pilot Project on Improvement of Town Water Supply System (PP4)

1) Target area

Kal Center village

2) Background/purpose

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

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

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

3) Contents

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

4) 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

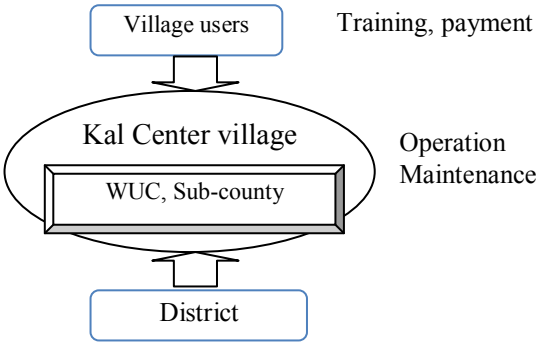


Figure 2.2.9 Implementing Structure

5) Input

- Participatory construction works of water facilities
- District officials in charge of water supply, sub-county officers
- Training on water management, O/M, water charging system to users
- Tools and equipments needed for operation and maintenance of water facilities

6) Expected Outcomes

- 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
- People can access to safe water source easily with minimum time

- The community will be able to repair water facilities through participatory method.

- WUC will be in charge of operation and management of the facilities and tools.

7) Implementing Schedule

	June	July	August	September	October	November
Baseline Survey						
Urgent pilot project work						
Establishment of WUC						
Tentative operation						
Training of WUC						
Monitoring/Evaluation						

8) Verified items by implementation of the project

i)First year

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/20ℓ (approximately 2yen/20ℓ) from those who run restaurant.

Table 2.2.4 Water Users' Fee (2010)

Target	Water Users" Fee
Regular Resident	200UGX/month/HH (app8 yen/month)
Resident who run restaurant	50UGX/20ℓ (app 2yen/20ℓ)

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.

ii)Second year

Originally, the public water faucets were in service from 7:30 to 11:00 when this PP started, but the time frame was extended from 7:00 to 19:00 because there was a strong need.

Also, the water fees to be collected that were originally established were revised as shown below.

Table 2.2.5 Water Users' fee (2011)

User	Water fees
General population living in the area	1.000UGX/month (approx. 34 yen/month)
Population operating any service-oriented business	100UGX/20l (approx. 3 yen/20l)

Of the users of the facilities, 77% (78 out of 101 households) pay water fees. Most of the general population, however, are farmers who live in Kal Center Village and have farmland in the neighborhood and their cash income is not stable throughout the year. They, therefore, pay their monthly water fees every two or three months by aggregating the due payments.

Households not paying water fees are mostly socially vulnerable people such as handicapped or older people, and the WUCs decided to exclude them from payment of water fees. In addition, there are households unable to draw water by themselves and neighbors offer them help to draw water.

9) Operation andMmaintenance Ssystem

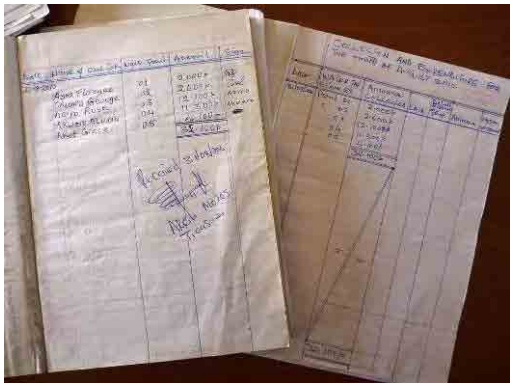


Figure 2.2.10 Book keeping for Water User's Fee

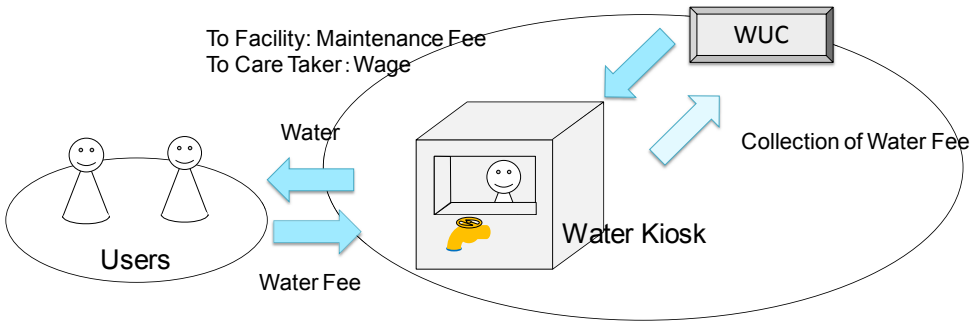
There is a system in place in which the caretakers keep a record of the users of the water facilities and the amount of water supplied to them, collect water fees and manage the facilities. A total of 5,000UGX is paid monthly to each caretaker from the collected water fees. The water fees paid and collected are managed by the sub-county officers and the water fees ledger is kept in duplicate, one copy for the WUC and the other for the sub-county officers (see Figure 2.2.10). According to hearing surveys conducted of the caretakers, they need to have a second job since the monthly payment they receive is not enough to sustain their livelihoods. Thus it is difficult for them to stay around the water supply facilities throughout the day.

Of the five water supply facilities, the faucet was broken at some facilities. Regarding the broken faucets, however, a request to have them repaired was submitted to the sub-county government and repair work was completed (the repair cost amounted to 60,000UGX). However, some of the broken faucets have been left unused.

10) Outputs and issues of PP (Items to be reflected in development plans and manuals)

Figure 2.2.11 Water Kiosk in Lamwo District

In this PP, with the support of the sub-county officers, the WUCs collect water fees for operating and maintaining the water supply facilities from the beneficiaries. Meanwhile, it was confirmed that consideration is also given to EVIs. However, it is difficult for the caretakers to monitor the public water faucets on a steady basis throughout the day, and incidents may occur when a lot of people get together, for example, at a music festival held in Pabbo Sub-county, the public water faucets were broken by some people, not intentionally but for a lark. The WUCs proposed that they would like to manage the public water faucets by introducing the system implemented in the central areas of Kitgum and Lamwo Districts (a system of selling water through water kiosks). Currently, the basis for setting up a system of water kiosks is already in place (there is recognition of the obligation to pay water fees based on the amount of water used), but there is not enough budget to construct the water kiosks (see Figure 2.2.12). It has been decided to incorporate the budget into the sub-county development plans for the next fiscal year.



*3 Jelican (1 Jelican = 18 Litre)= 100 UGX

Figure 2.2.12 System of Water Kiosk in Lamwo District

Based on these findings, results of this PP should be reflected to specified community development Plan.

- To introduce water kiosk after establishing implementation structure.

- Furthermore, the Project team confirmed the input and implementation structure will be feasible.

There is no reflection for the manual.

(2) Pilot Project on Installation of Boreholes and Enhancement of Maintenance and Operational System (PP5)

1) Target area

Pukwany village/Ceri Village/Lulyango Village

2) Background/purpose

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

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

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

3) Contents

Rehabilitation and Installation of Boreholes

- Submission of application by the community to sub county office
- Conduct workshop on the management of water facility
- Rehabilitation of boreholes

Establishment of WUC

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

Training of the pump mechanics

- Selection of two candidates per village
- Training of them for 5 days
- Discussion and consensus building on the O&M of boreholes among sub county and pump mechanics
- Provision of basic pump tool kit to Pabbo sub-county office
- Consensus formation on the maintenance methods among WUC and pump mechanics

4) Implementing Structure

Major Role of Organizations concerned

- 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

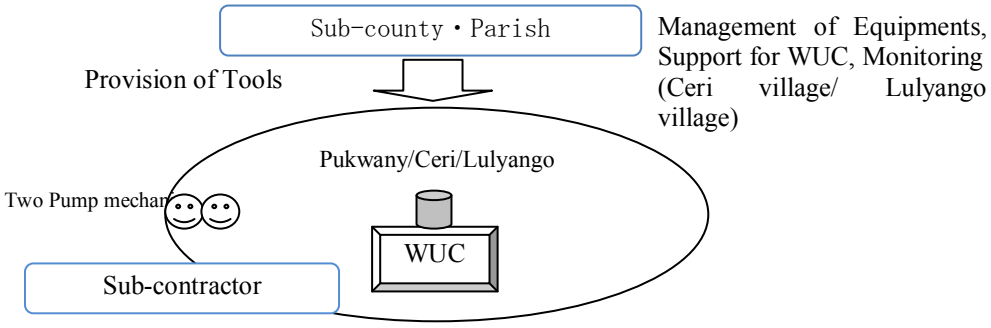


Figure 2.2.13 Implementing Structure

The study team will make contract agreement with the job to rehabilitate boreholes and 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.

5) Input

- Construction of water supply facilities
- District pump mechanics and sub-county officials
- Training of residents and managers
- Equipments for the operation and management (bicycles etc)

6) Expected Outcomes

- 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
- Water pump mechanics will repair the wells through the training.
- Sub-county will manage the basic mechanic tools and the village will be in charge of operation and maintenance.

7) Implementing Schedule

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

8) Verified items by implementation of the project

i)First year

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.

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.

ii)Second year

The latest status of water fee collection by each WUC is shown in the table below.

Table 2.2.6 Water Users Fee

No.	Location of WUC	Type	Water fees	Amount of money kept monthly		
				In bank	Privately kept	Total
1	Pukwany Village	B	200UGX/month	60,000UGX	None	60,000UGX
2	Ceri Village	C	500UGX/month (households close to the well) 200UGX/month (households far from the well)	170,000UGX	25,000UGX	195,000UGX
3	Ceri Village (in the community school)	C	500UGX/month (households close to the school) 200UGX/month (parents or other benefactors of PP6 students)	170,000UGX	10,000UGX	180,000UGX
4	Lulyango Village (in the community school)	C	200UGX/month (parents or other benefactors of PP6 students)	130,000UGX	77,000UGX	207,000UGX
5	Lulyango Village	C	200UGX/month	90,000UGX	13,000UGX	103,000UGX
6	Lulyango Village	C	500UGX/month	90,000UGX	21,000UGX	111,000UGX

Most of the water fees collected and kept in the bank is money given as an initial contribution, and although the amount differs from WUC to WUC, at each WUC, water fees are collected and kept privately, though the amount is small. As in the case of PP4 beneficiaries, most of the beneficiaries are farmers and their cash income throughout the year is unstable. Therefore, the beneficiaries pay the established monthly water fees every 2 or 3 months by aggregating the due payments. Under such circumstances, it seems that a system in which they are required make monthly payments is unsuitable

9) Operation and Maintenance System

In this PP, operation and maintenance of the wells are mainly conducted by the WUCs and if any repairs are necessary, the WUC contacts the sub-county government to request repair and then implements the repair work and pays the necessary costs from the collected water fees.

For all the WUCs, no maintenance costs have accrued since no repaired or newly constructed wells have broken down. However, the beneficiaries encounter extreme difficulties to pay the water fees because they have no other income source than farming and have no cash income at times other than the crop season.

As shown in the table below, although it is expected that general maintenance costs will accrue, no

money to be appropriated for that purpose has been charged and collected within the water fee framework.

In addition, operational costs such as those for the purchase of keys and payment for caretakers" services have already accrued and some of the WUCs (No. 2, No. 3 and No. 4) have already made payments from the collected water fees. At one WUC (No.1) which has not collected a large amount of water fees in total, payment in kind has been made for caretakers" services, for example, with agricultural products.

At the WUCs, discussions are regularly held concerning problems related to operation, but it was found that many WUCs have not successfully collected water fees for maintenance of the facilities. This is partly attributable to the fact that, since no problems that require repair work at any of the wells have occurred within a year after the implementation of this PP, the WUCs do not feel the need to collect water fees for that purpose.

10) Outputs and issues of PP (Items to be reflected in development plans and manuals)

In the TRKs where a well was constructed under this PP, although the population with access to a safe water source, namely the well, increased naturally, there are some households who still use springs located closer than the well, even though the well is situated in their own TRK or in a neighboring TRK. This is mainly attributable to a lack of understanding among the residents. They do not recognize that water from the well is safer nor did know that well water is safer in terms of hygiene. We could not find any awareness among residents who are members of the WUC that the constructed well can supply them with safe water and as a result they can improve their hygiene condition.

As described above, a change in water fee payment from monthly payment to payment every several months in line with harvest time should be considered.

Repair of the wells has not been conducted by repairers for wells constructed through this PP (because no wells broke down and needed repair), but after the training programs were implemented under this PP, wells were repaired by repairers in each village. This is mainly because no collaboration has been made with the sub-county governments and no support system has been in place in the local governments.

Based on these findings, results of this PP should be reflected to specified community development Plan.

- As for the water collection, villagers pays water users" fee according to several months payment (please refer to chapter 6 for details).

2.2.3 **Education Sector**

(1) Pilot Project on Up-grading of Community School to Public School (PP6)

1) Target area

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

2) Background/purpose

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.

3) Contents

Construction of classrooms, teachers" quarter, borehole and school sanitation facility

- Submission of application to sub-county with respect to upgrading of community schools.
- Construction of classrooms, teachers quarter, borehole and sanitation facilities

Strengthening of PTA

- Re-organization and strengthening of existing PTA with the sub-county initiative in collaboration with LCI leaders
- 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
- Sub-contractors: Construction work

Constructing culverts by village people (Ceri)

- Consensus building on the school road construction among people in the village and the Project Team
- Cnsensus building on the plan for required road maintenance and O&M
- School roads construction by village people
- Establishment of culvert over the river

4)Implementing Structure

Major Role of Organizations concerned

- 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

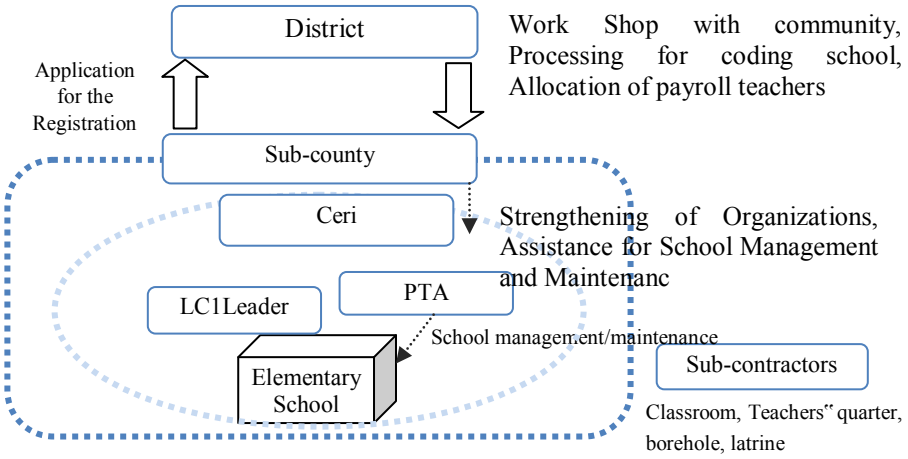


Figure 2.2.14 Implementing Structure

5) Input

- Sub-contract (Construction of new classrooms and housing, latrine and borehole)
- Full participation of district staffs and sub-county staff including parish chief

6) Expected Outcomes

- 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

7) Implementing Schedule

	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						

8) Observed Effects

i)First year

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

Table 2.2.7 Change in the Numbers of Pupils

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 2.2.8 Improvement of PCR and PTR (Public Primary School in Transit Site)

	Before	After
PCR	70	58
PTR	84	69

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.

ii) Second year

At both of the community schools, the number of students increased (in Ceri Village, the number of

students increased from 83 to 196 and in Lulyango Village from 92 to 163). In addition, new school grades have been added (in Ceri Village, P5 and P6 and in Lulyango Village, P6).

Table 2.2.9 Changes in the Number of Community School Students

	P1	P2	P3	P4	P5	P6	Total for 2010	Total for 2011
Lulyango Village	55	36	25	25	15	7	92	163
Ceri Village	59	34	23	25	27	28	83	196

Figure 2.2.15 Building Classes

At the Lukai Community School in Lulyango Village, the number of students per classroom (PCR) and per teacher (PTR) was 27.2/class and 81.5/teacher, respectively, while at the community school in Ceri Village it was 31.1/class and 26.2/teacher, respectively.

In Lulyango Village, in order to cope with the increase in the number of students, it was found that joint efforts were being made among the villagers to demolish the former classrooms and construct new ones (see Figure 2.2.15).

9) Operation and maintenance system

In Lulyango Village and Ceri Village, monthly discussions are held at PTA meetings particularly for the purpose of promoting smooth operation of the school and reviewing upgrading of the schools to public schools. The discussions mainly concern the upgrade to public schools and the school tuition fees. At both of the community schools, the schools are looking for their own public health staff and Ceri Village Community School is studying the possibility of taking on one public health employee.

Table 2.2.10 Discussions Held at PTA Meetings

Lukai Community School, Lulyango Village	Ceri Village Community School
<Topics of discussion> -- Upgrade of primary school to public school -- School tuition -- Discipline of primary school students -- Construction of classrooms for newly added grades -- Addition of teachers -- Recruitment of a public health doctor	<Topics of discussion> -- Upgrade of primary school to public school -- School tuition -- Introduction of P7 class -- Development of a farm to complement teachers‟ incomes -- Construction of huts for 4 teachers -- Cleaning of school facilities -- Recruitment of a public health doctor (stand-in by VHT)

Also, the present state of payment of teachers‟ salaries by the PTA was surveyed. The following is the result of the survey:

Table 2.2.11 Salary of Teachers

	Teachers‟ salary	School tuition fees collected from students	Collection rate
Lulyango Village	60,000UGX/month	3,000UGX/school term (additional 1,000UGX as examination fees for P3 to P5)	Less than 25%
Ceri Village	50,000UGX/month	4,000UGX/school term	Around 18% (school tuition fees are to be collected from 23 students out of a total of 175 students)

In Lulyango Village, school tuition fees to be collected for each school term, 3,000UGX, are paid by only around 25% of the parents of all the students, which makes it difficult to pay the monthly salaries of the teachers (60,000UGX). According to the teachers and residents, parents who have just returned from the IDP camp have no livelihood means and cannot afford the school tuition fees. Meanwhile, even if engaged in farming for a living, the farmers have difficulty in paying the school tuition fees on a regular basis only with their farming income. Therefore, in Ceri Village, it is planned to develop farmland to help the teachers earn a living from farm products in addition to their monthly salary of 50,000UGX.

Of the teaching materials and facilities provided under this PP, the teaching materials are utilized as they are lent to the students and managed by the teachers (the rule in Lulyango Village is that teaching materials can be borrowed for a week and at Ceri Village Community School they can be borrowed for 2 weeks).

10) Outputs and issues of PP (Items to be reflected in development plans and manuals)

Under this PP, the time necessary to access the school from the village was shortened and students who once stayed at transit sites have returned to their home villages. As a result, the number of children who attend school from their parents‟ homes has increased, a confirmed effect of this PP. In terms of operation and maintenance, however, there still remain problems, for example, payment of the salaries of volunteer teachers has fallen behind. In order to operate and maintain the schools in a sustainable manner, it is considered that the schools should be upgraded to public schools at an early stage. If they are placed under public management, not only will qualified teachers be dispatched by the district government, but also each school will obtain a budget from the district government for operation and maintenance of the facilities and equipment/tools.

In Lulyango Village and Ceri Village, surveys of the current situation were conducted by the district government with respect to upgrading of the schools to public schools and the DEO has just submitted application documents to the Ministry of Education to place those schools under public

management. Throughout both Amuru District and Nwoya District, it is difficult to secure a budget to employ new teachers and, therefore, it is expected to take time before the community schools targeted in this PP will be upgraded to public schools.

Table 2.2.12 Process of Upgrading Community Schools and Implementation Stage

Step	Content	
Step1: Request from Community to District	PTA and LC1 Chairman prepares the request to become the public school submit it to District.	
Step2: Site Survey by District (DEO)	District dispatch the inspector in charge of education. And he implements the site survey in the target community school. Four check points in the site survey is shown below. - Whether the area of the land is at least 5 acre. - Whether the pupils is at least 150. - Whether the distance from next public school is more than 2 km. - Whether the temporary classroom is installed by the community.	
Step3: Submission of Request Document to MoES	According to the results by the district inspector, if the conditions are satisfied, DEO prepare the request document and submit to MoES. In the document, the location of the site, the population, the boundary of the land, the number of the pupils, the number of the volunteer teachers, the access road, and so on are described. The minute between the community and the district and the agreement of the land acquisition among the land owner are attached. It is necessary to submit the document from the district to MoES until every February.	
Step4: Approval by MoES	MoES evaluates the document from February to June. Especially, MoES confirms whether the district has ability to set the teacher in new public school. In substitute the words, MoES confirms the PTR in the whole district in total, MoES approves the request if the PTR is less than 60.	←The present condition of both community school is under this step. This step is the bottle neck in the process.

Until then, in order to operate the community schools in a sustainable manner, it is essential to 1) establish the operational direction by clarifying the operations to be conducted at the community schools, and 2) promote technology transfers and training courses from neighboring schools. As a means of obtaining the interim budget necessary for operation of these schools, it is possible to submit an application through village consultation at LC1 level offered by the district government or to submit an application for a subsidy to local/international NGOs.

Based on these findings, results of this PP should be reflected to specified community development Plan. Also, there is no reflection to the Manual in implementing structure.

Example: Operation and management of Oturkume Community School

Oturkume Community School of Ceri Village was founded in 1958. The school was closed once during the conflict but in 2007 it started providing education again. At present, there are a total of 412 students enrolled at the school and four volunteer teachers offer lessons.

Particularly notable about Oturkume Community School is the fact that the school formulates plans to operate the school in a sustainable manner. The volunteer teachers and PTA of the school jointly formulate the school‟s action plans for each school year and implement plans necessary to manage the school, while obtaining cooperation from LC1 and parish chiefs. It is considered that this practice makes possible to offer effective explanation of the school‟s needs to administrative officers of LC3 and LC5 based on the plans developed by the school.

In addition, Oturkume Community School learned lessons from public primary schools in the neighborhood, including how to operate school in the above-mentioned manner (annual goals and strategies to achieve them) as well as how to teach children. It is considered that sharing of information among teachers is contributing to improvement of quality of class lessons and greater efficiency of school management.

Meanwhile, as in other community schools, school tuition payment is not fully made and salary payment to teachers tends to be delayed. Capital investment is also difficult to be made. Oturkume Community School, however, requests organizations such as Canadian Physicians for Aid and Relief (CPAR) and Save the Children in Uganda to construct school classrooms. In this way, if it is difficult to obtain budgets from the district government, schools will possibly receive support from NGOs for the time being.

2.2.4 **Health Sector**

(1) Pilot Project on Capacity Building of VHTs (PP7)

1) Target area

Ceri village/ Lulyango village

2) Background/purpose

Health care service in Uganda consists of five levels of health center from village level health center I (HCI) to district level Health Center V (HCV). In the target village, only one HCII exists, where only nurses are working, and is located far in the south end of the village. Besides VHT (HCI) services, whose purpose is to distribute medicine and provide fundamental health services to village people, are not properly working in the target area. Thus improvement of health services can be regarded as urgent matter.

This PP will verify the improvement in the prevention of diseases and health services in close collaboration with VHT and HCII (Ceri) and the extent of improvement of disease prevention and

primary health care service delivery through educational activities of VHTs (Lulyango). At the same time, it will evaluate challenges for sustainability of the activities.

3) Contents

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

4) 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

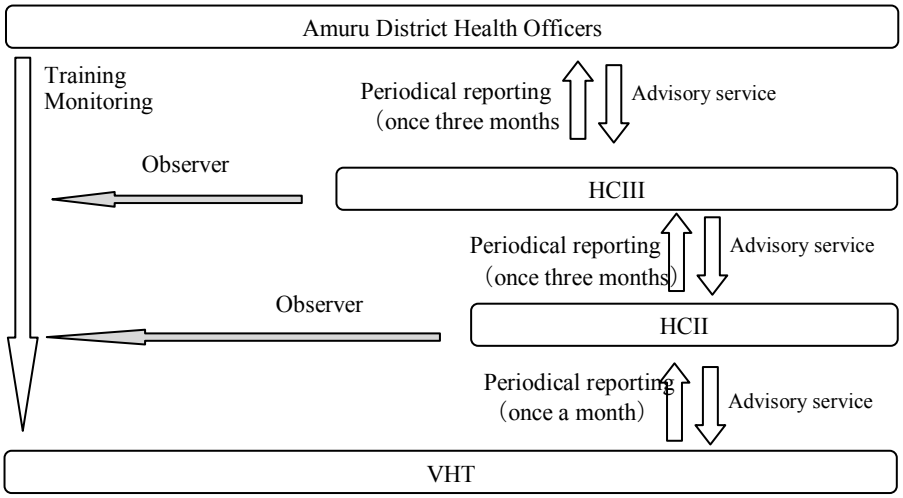


Figure 2.2.16 Implementing Structure

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.

5) Input

- Implementation of training by technical team of district health department, Stationary materials for training (note, pen etc.)
- Material for VHT activity (fundamental medical kit, bicycles)

6) Expected Outcomes

- VHT activities start in cooperation with HCII.
- Health services and condition of health and hygieneinf the village will be improved.
- VHTs will contribute to the primary healthcare provision by HCII.

7) Implementing Schedule

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

8) Observed Effects

i)First year

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.

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.

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.

ii)Second year

6 day training course for VHT was implemented in the first year. The following table shows the outline of VHT training course. 6 VHTs in Lukai TRK and 11 VHTs in Ceri village were trained in this course. They are implementing the activities based on this course.

Table 2.2.13 Outline of VHT Training Course and Present Activities

Contents of Course	Present Activities by VHT
・ Communication and Facilitation Skills ・ Counseling ・ Public Sanitation, School Sanitation, Food Hygiene, Infectious Diseases, Knowledge concerned with the Disease ・ Record Taking ・ Home Visit	・ Collection of the basic information from the Target Household. ・ Understanding of Individual Cases such as the EVIs ・ Sensitization for Public Sanitation, School Sanitation, Food Hygiene, Infectious Diseases, Knowledge concerned with the Disease ・ Record Taking ・ Preparation of Resource Map

Each VHT visits 30 to 70 households and keeps a record of the member composition and health-related information of the households in a notebook. The results of households survey are

different among VHTs. All trained VHT is recording the condition of the target households VHTs collect information from the communities for the items shown below

Table 2.2.14 Information Items Collected by VHTs from Communities

Basic information collected by VHTs	Information submitted to the Ministry of Health by HCIII
・ Composition of family members ・ Gender ・ Age ・ Number of deaths in the family (number of infant deaths) ・ Number of children not attending school out of all school-age children ・ With or without knowledge about family planning ・ Use of long-lasting insecticidal mosquito nets ・ Number of visits to HC for treatment ・ Whether or not received protective injections ・ Receipt of antiparasitics ・ Receipt of vitamin A The items surveyed in the hearing surveys may vary from VHT to VHT.	・ Information on protective injections ・ Records related to malaria prevention (IRS) ・ Records related to reproductive health ・ Information related to nutritional condition in each village ・ Number of births and deaths (infant deaths) in each village ・ Other

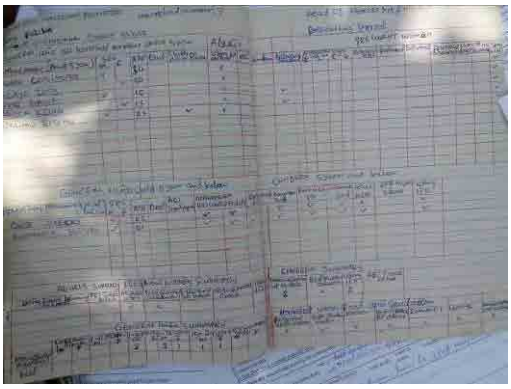


Figure 2.2.17 Household Record Keeping of VHTs

Figure 2.2.18 VHTs filling Questionnaires

As a result of the surveys on the activities of the VHTs conducted of households in Lulyango Village and Ceri Village, it was confirmed that the VHTs were working to inform the villagers about hygiene, prevention of infectious diseases such as malaria, the importance of preventive injections and the risks of malnourishment, based on what they learned during the 1st year training course. Through hearing surveys conducted of households in Lulyango, it was found that the VHTs‟ activities had had a positive effect, including improvement of the sanitary facilities in homes, enhancement of knowledge about health and hygiene, reduction of infectious diseases and improvement of health condition (see Figure 2.2.19).

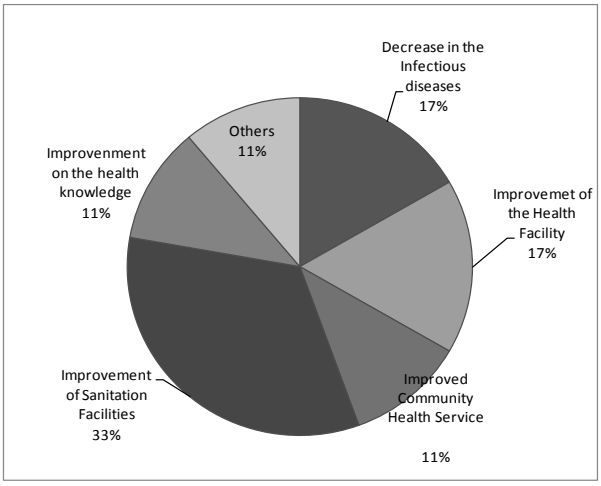


Figure 2.2.19 Impact of VHT Activities

In addition, in hearing surveys conducted of the VHTs, the VHTs answered that, as an output of their enlightenment activities, they noticed that immunization coverage against infectious diseases had increased among mothers and children, the number of toilets set up per household had increased and the number of malaria cases had decreased. As a result of the surveys conducted of village households and VHTs, therefore, it was confirmed that, through the introduction of VHTs at each TRK level, detailed knowledge about basic health issues was diffused, which in turn contributed to improvement of the hygiene environment of the community.

Since the two-week training program for VHTs was shortened to a total of five days and the training courses focused on community enlightenment, training in basic medical treatment was given only in a limited manner. Some trainees responded that they would like to be able to deliver and use the basic medical kits themselves. However, there are not enough basic medical kits at HCII level for the VHTs to deliver them to each household. For example, in Lulyango Village, of the 13 residents surveyed in a questionnaire, five residents responded that they had received Vitamin A tablets from the VHTs, while 8 responded that they had received treatment at HCII and obtained prescription drugs. Although the basic medical kits were once delivered to residents by the VHTs via HCII, which received funding from WHO, currently no such delivery is made by the government. And because drugs are currently provided based on prescriptions prepared by the medical facilities, no drugs will be delivered by HCI and HCII. Taking these circumstances into account, the current training programs in which the VHTs learn about enlightenment activities for the communities are considered relevant.

9) Operation and Maintenance System

The VHTs‟ key activities include implementation of surveys on the number of households and reporting of the results to the HC, educational activities to teach people about health and hygiene, and referring of patients in need of healthcare to the appropriate medical facilities. Therefore,

there is no need to supplement a budget for operation other than the initial input such as the training programs

10) Outputs and issues of PP (Items to be reflected in development plans and manuals)

The VHTs who received training through this PP established a system to report the health and hygiene conditions in the villages. Because of this system, health sector-related information on the TRKs can also be communicated to HCII and HCIII. In addition, a mechanism through which patients in need of treatment can be referred to the appropriate medical facilities has been established as a result of VHTs being stationed in the villages on a regular basis.

However, there are no individuals to supervise the VHTs‟ activities and many of the medical facilities at HCII or higher level do not have enough medical staff and equipment, which prevents such medical facilities from functioning properly. Therefore, it is necessary to help the VHTs to continue their activities in the communities as well as to promptly allocate staff to the medical facilities at HCII or higher level.

Based on these findings, imput and implementation structure in the original plan has proved to be feasible.

There is no reflection to the implementation structure in the Manual.

2.3 Verification of Relevance of Development Model

This community development project is aimed at promoting “resettlement” by 2015 as a short-term goal and at realizing “communities that are peaceful, prosperous and self-developing” by 2030 as an overall goal established by the district government. To this end, in this Project, a development model was created and proposed to promote comprehensive improvement of various sectors, namely, production and income generation, education, water supply, health and livelihood, taking into account the regional characteristics of the area. The following is a conceptual diagram of “resettlement.”

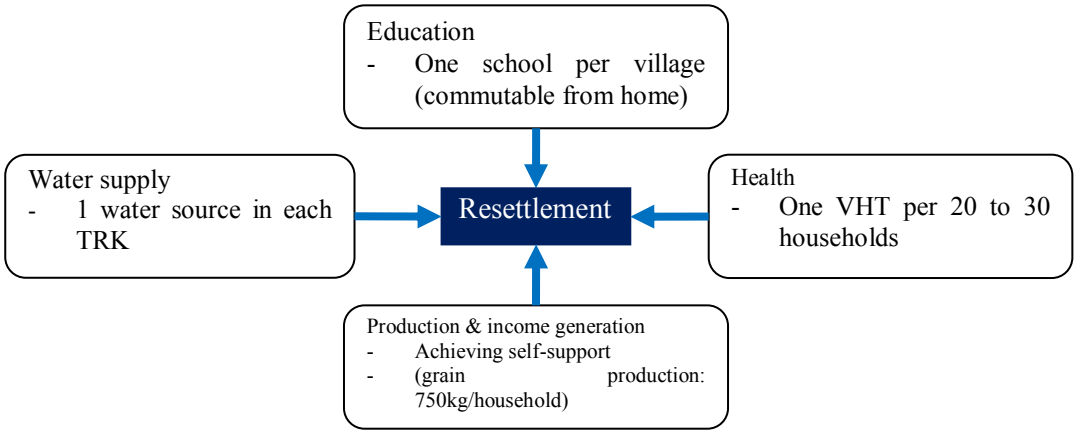


Figure 2.3.1 Image of Resettlement

In order to verify the relevance of the development model, in Ceri Village and Lulyango Village where this PP was implemented in multiple sectors, namely, production and income generation, water supply, education and health, an investigation was conducted of how far the short-term goals of the four sectors has been achieved. In addition, indicators of resettlement were used to identify how large an impact had been achieved on promotion of "resettlement" in the target communities.

2.3.1 Performance against Short-term Development Goals

The following shows a comparison of the actual achievement against the short-term sector development goals:

Table 2.3.1 Performance against Short-term Sector Development Goals (as of December 2011)

Sector	Short-term development goals (2015)	Ceri Village		Lulyango Village	
		Before implementation of PP	After implementation of PP	Before implementation of PP	After implementation of PP
Production & income generation	Grain production per household: 750kg	514 kg (3,427m$^{2)}$	1,525kg (10,164m^{2})	653kg (4,346m^{2})	1,347kg (8,980m^{2})
Water supply	Percentage of TRKs with a well: 100%	0%	25%	15%	31%
Education	Number of primary schools in the village: 1 or more	0	1	1	2
Health	Number of households per VHT: 20-30 households	757 households	42 households	104 households	52 households

Since harvesting was not completed during the survey conducted in 2011, grain production per household was estimated based on the total farm area.

As shown in the above table, the goal for the production and income generation sector was fully achieved as of 2011. Meanwhile, in the water supply sector, since this PP was implemented for a certain number of TRKs, the goal was achieved at a rate of around 30%. In the education sector, the goal was achieved in both villages through development of community schools. In the health sector, although the goal was not completely achieved, the situation was significantly improved over what it had been before.

2.3.2 **Verification of Relevance of Development Model using Resettlement Indicators**

In Ceri Village and Lulyango Village, surveys were conducted of the following monitoring items in the TRKs that benefited from the implementation of this PP and those that did not benefit from it. The number of households surveyed was 29 and 31, respectively. In addition, hearing surveys were conducted of community heads on some of the resettlement indicators (draft) that are related to all the sectors.

Table 2.3.2 Resettlement Indicators (draft) and Monitoring Items

Sector	Resettlement indicators (draft)	Monitoring items	Background
Production & income generation	Number of households which became able to support themselves	Changes in agricultural production (farm area) Changes in cultivated varieties	To examine hindering factor for resettlement „difficulty in practicing agricultural activities in original villages" and achievement of middle-term development objectives
Water supply	Time necessary to access basic infrastructure	Number of households using a well Time necessary to access water	To examine hindering factor for resettlement „lack of basic infrastructure" and achievement of middle-term development objectives
Education	Time necessary to access basic infrastructure	Distance to access school	To examine hindering factor for resettlement „lack of basic infrastructure" and achievement of middle-term development objectives
All sectors	Number of households whose family members all live together	Changes in the number of households whose family members all live together (percentage of children attending school from home)	To examine to what extent security for the residents has been improved and pupils commute to primary school
	Number of people resettled in their home village after implementation of the Project	Number of people who returned to their home village after implementation of the Project (growth rate of population or number of households in TRK)	
	Number of residents considered possible to be resettled in the long-term in a steady manner	Negative factors viewed by 70 or more households as inhibiting resettlement	

A summary of the survey results is shown below.

Table 2.3.3 Summary of Survey Results

Sector	Results of monitoring	Beneficiary TRK		Non-beneficiary TRK	
		2009	2011	2009	2011
Production & income generation	Changes in farm area after the implementation of PP	10,360m^2	18,072 m^2	12,968m^2	17,601 m^2
	Changes in cultivated varieties after the implementation of PP	3.9 varieties	4.6 varieties	4.8 varieties	5.0 varieties
Water supply	Percentage of households using a well	0%	30%	0%	7%
	Distance to access water	1.5km	1.0km	1.5km	1.5km
Education	Distance to access school	7.6km	3.0km	4.1km	4.1km
All sectors	Percentage of children attending school from home	30%	76%	63%	63%
	Growth rate in the number of people who returned home	2.2 times and 13.0 times		1.4 times on average	
	Negative factors viewed by 70 or more households as inhibiting resettlement	– Lack of access to safe water – Lack of access to health facilities – Lack of access to primary school	– Lack of access to health facilities	– Lack of access to safe water – Lack of access to health facilities – Lack of access to primary school	– Lack of access to safe water – Lack of access to health facilities – Lack of access to primary school

Regarding the survey results, although no major differences were found in the production and income generation sector, some significant differences were found with respect to other items among the beneficiary TRKs. As of the present time, therefore, it can be considered that the relevance of the development model has been verified and the resettlement indicators that have already been proposed are relevant.

Chapter 3 Review of Implementation System for Introduction to Other Districts

3.1 Summary of Administration System in Uganda

3.1.1 Local Administration System in Uganda

The local administration system in Uganda is composed of a political sector and an administrative sector, divided according to roles and responsibilities related to community development plan (see Figure 3.1.1). Each of these sectors is further composed of a hierarchical structure of local councils (LCs), from LC1 to LC5. LC5 is called Higher Local Government, while LC3 is called Lower Local Government.

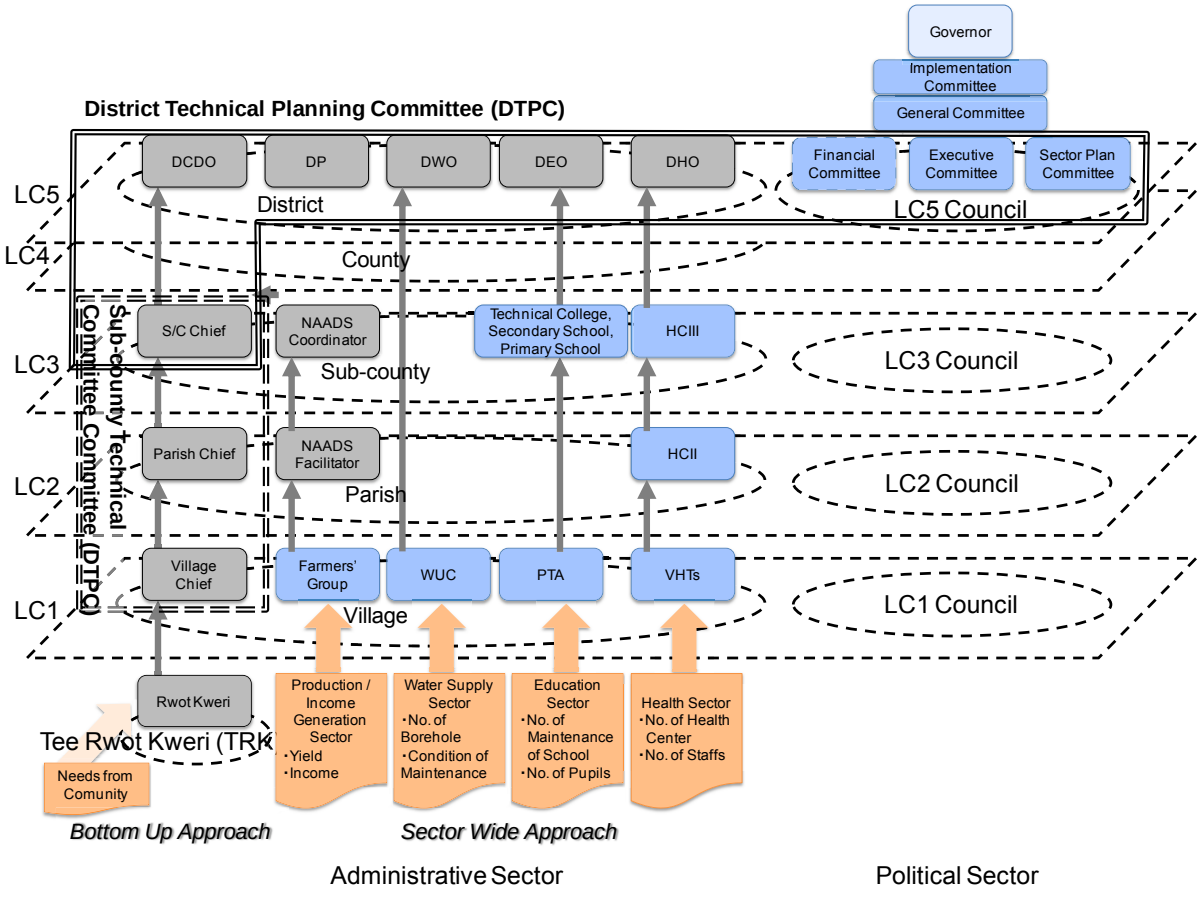


Figure 3.1.1 Local Administration System in Uganda

In community development plans, the administrative sector is responsible for planning and budget execution for local administration and the political sector is responsible for implementation and operation/maintenance of the plans. At LC5, draft plans should be reviewed based on the needs identified and collected from TRKs along with information on various sectors and both of these sectors should formulate and implement appropriate District Development Plans (DDPs) through

discussion. Currently, however, this system is not functioning appropriately.

3.1.2 Formulation Process of District Development Plans

At LC5, DDPs are formulated as mid-term plans for 3 years. DDPs are plans that are formulated based on the budgetary ceiling allocated by the central government and they are rolling plans to be reviewed every year[1]. In the National Guidelines for Development Planning in Local Governments established in March 2011, it was proposed to transform DDPs to 5-year mid-term plans and, as a result, starting in FY2011, DDPs have been formulated in accordance with the guidelines.

In formulating DDPs, basically, a bottom-up approach is adopted. LC3, lower local government, takes up needs from lower levels, LC1 and LC2, to formulate Sub-County Development Plans (SCDPs). DDPs are formulated as LC5 aggregates SCDPs submitted by each LC3.

LC5 formulates not only DDPs but also the Local Government Budget Framework Paper (LGBFP). LGBFP is a mid-term budget plan that is formulated based on how the plan has been executed in the past 5 years in each sector. Under the above-mentioned National Guidelines for Development Planning in Local Governments, DDPs and LGBFP are required to be linked to each other, but since LGBFP often creates impractical budgetary estimates, LGBFP is not being treated as important guidelines in the plan formulation process at LC5[2].

With regard to budget compilation, at budget meetings held in October, financial policies, allocation to each sector and the budgetary ceiling necessary to determine allocation to LC5 and LC3 are finalized and, therefore, the information gathering process necessary for planning starts around July. Consequently, the process of formulating development plans gets into full swing in October or later.

3.1.3 Central Government Ministries and Agencies' Roles and Guidelines for Development Plan Formulation

Regarding the survey results, although no major differences were found in the production and income generation sector, some significant differences were found with respect to other items among the beneficiary TRKs. Therefore, as of the present time, it can be considered that the relevance of the development model has been verified and the resettlement indicators that have already been proposed are relevant.

[1] Decentralization and Service Delivery in Africa: For administration services reaching local residents, Training Center for International Cooperation, JICA, 2007.7.
[2] Same as above.

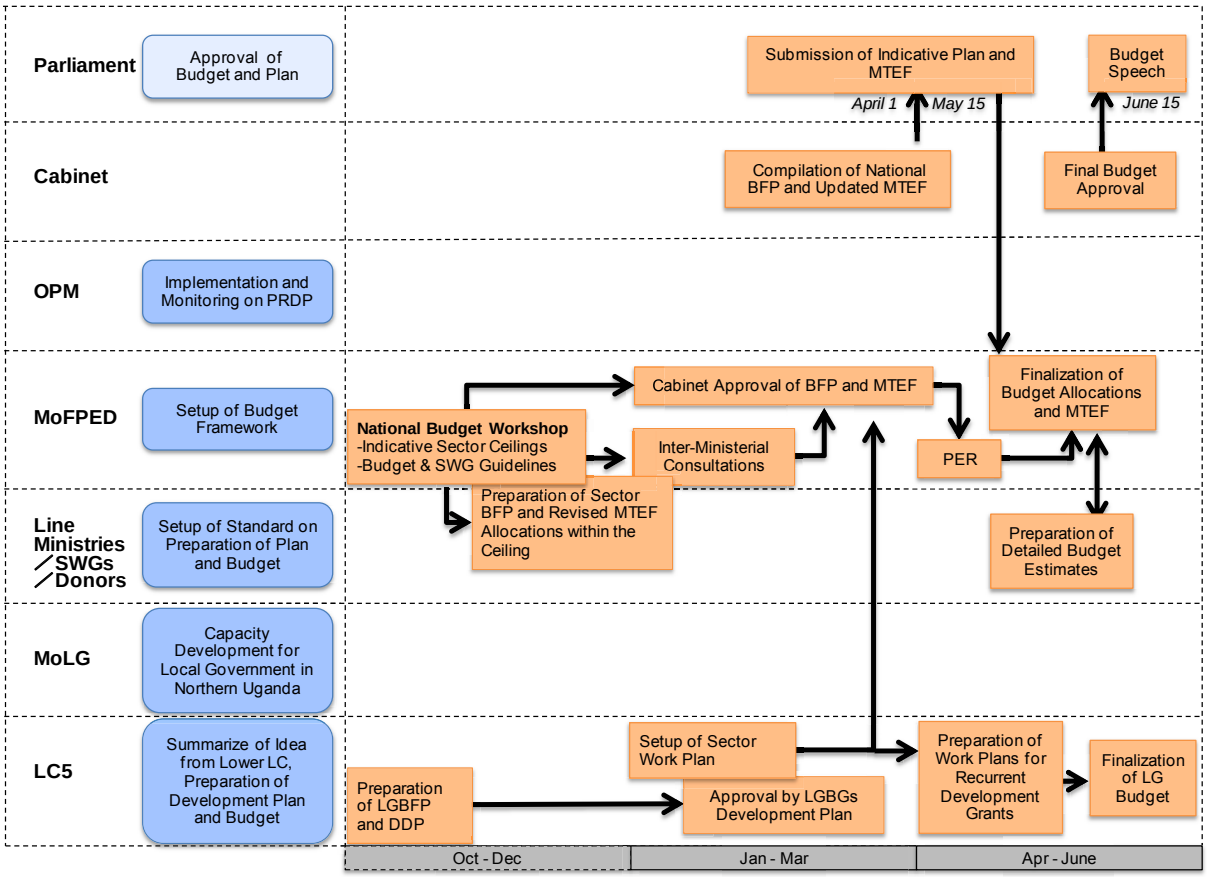


Figure 3.1.2 Role of Concerned Organization and Process of Preparation on Development Plan

As described previously, the administrative sector at LC5 to LC3 level formulates and implements plans in the formulation process for district development plans. Direction, coordination and monitoring related to the formulation process, however, are the responsibility of the Ministry of Local Government (MoLG). In order to complement these processes, the National Planning Authority (NPA) and MoLG have established guidelines describing the overall development planning process and procedures for budgeting for local governments. A summary of the guidelines is shown below.

(1) National Guidelines for Development Planning in Local Government

These guidelines describe the procedures for formulating DDPs with the aim of promoting conformity with the National Development Plan (NDP). In the guidelines, the planning process is described including the roles to be played by the parties involved in the planning along with a performance review of the development plans in the past 5 years. The following table indicates the parties involved in DDP formulation at each local government level and their roles.

Table 3.1.1 Parties Involved in DDP Formulation at Each Local Government Level and Their Roles

Local government level		Parties involved	Roles
1. District (LC5)	1-1	District Council	Discussion and approval of district development plans
	1-2	District Executive Committee	Review and aggregation of draft development plans
	1-3	Standing / Sector Committees	Discussion of sector plans and priorities
	1-4	District Chairperson	Approval of district development plans
	1-5	District Technical Planning Committee (DTPC)	Coordination with other districts, discussion of plan formulation, establishment of development goals and strategies in line with NDP, analysis of the present status and SWOT analysis
	1-6	Budget Desk	Budget allocation, preparation of annual budget reports and monitoring of budget execution
	1-7	Planning Unit	Setting up of priorities of sub-counties and approval of sub-county development plans
	1-8	CAO	Approval of district development plans and presiding over the district technical planning committee
	1-9	District Planner	Coordination and aggregation of district development plans, management of district information system, formulation of work plans and budget plans and provision of feedback to sub-counties and parishes
	1-10	Civil Society Organizations (CSOs)	Participation in the district technical planning committee, provision of information and involvement in development plans
	1-11	Private Sector	Participation in budget meetings
2. Sub-county (LC3)	2-1	Sub-county / Town Council	Discussion and approval of sub-county development plans as well as annual expenditure and revenue and setting up of priorities within sub-county
	2-2	Sub-county Executive Committee	Approval of councils, evaluation and monitoring related to work plan implementation and works related to collaboration with the government and the district council
	2-3	Sub-county Technical Planning Committee (STPC)	Coordination of sector plans and sub-county development plans, approval of individual projects and organization of planning council meetings
	2-4	Investment Committee	Planning of priority projects, calculation of indirect expenses, setting up of priorities within the budget ceiling and preparation of monitoring evaluation reports
	2-5	Sector Assistant Secretary / Sub-county Chief / Town Clerk	Approval of sub-county development plans and submission of the plans to the district government, reporting of decisions to parishes and appointment of promotion staff
3. Parish (LC2)	3-1	Parish Council	Discussion and approval of parish development plans and setting up of priorities within the parish
	3-2	Parish Executive Committee	Participation in and support of self-support projects, mobilization of personnel and other resources and requests for technical assistance
	3-3	Parish Development Committee	Updating of information on the parish, identification of development potentials and issues and formulation of parish action plans
4. Village (LC1)	4-1	Village Council	Participation in village-level planning council meetings and dealing with issues and problems in the village along with reporting them to the parish chief

Local government level		Parties involved	Roles
	4-2	Village Executive Committee	Collection of information on the village, call-up of residents, participation in self-support projects and monitoring of projects
	4-3	Project Management Committee	Ensuring of safety of project sites, calling for participation in projects and organization of meetings

Source: prepared by the Study Team based on the National Guidelines for Development Planning in Local Governments.

The procedures and detailed works for formulation of DDPs are shown in the following table:

Table 3.1.2 List of Procedures for DDP Formulation and Outputs

	Procedures	Outputs	Period
1	Review of DDP performance and promotion of diffusion of information on development plans to districts and relevant departments	Performance and explanation report	July - August
2	Profiling of districts (Analysis of present status and formulation of strategies)	Results of profiling of districts and present status analysis for establishment of vision	September - November
3	Review of conformity with priorities of NDP	Matrix of conformity with NDP	November/December
4	Review of prioritized investment of each district	List of priorities including cross-sectional issues	December
5	Relevance check against development potentials, conditions, issues, etc.	List of potentials, conditions and issues	-
6	Setting up of goals of districts	Establishment of goals of districts	-
7	Development plans beyond plan period (5 years)	Establishment of projects and targets	-
8	Setting up of objectives	Conformity of objectives with NDP	-
9	Policies of districts	Matrix of district policies	-
10	Setting up of district development projects	District programs and projects	January
11	Setting up of joint district projects	Establishment of joint district projects	-
12	Setting up of district action programs	District action plans	-
13	Formulation of budget plans beyond plan period	Budget plans	-
14	Formulation of annual district action plans beyond plan period	Annual district action plans	-
15	Review of conformity between DDPs and BFP	Annual district action plans in conformity with MTEF	January - March
16	Evaluation and formulation of DDPs	Establishment of DDPs	April – end of June

Source: prepared by the Study Team based on the National Guidelines for Development Planning in Local Governments.

(2) Participatory Planning Guide for Sub-counties (Harmonized Participatory Planning Guide for Lower Local Government)

This guide describes the roles played by each government level in the formulation of development plans through a bottom-up approach and sector-wide approach. This guide was created particularly in anticipation that it would be used by members of TPC (DTPC and STPC, respectively) in Higher Local Governments (HLGs) at LC5 level and Lower Local Governments (LLGs) at LC3 level. The following table shows the parties involved and their roles, both at parish and village level.

Table 3.1.3 List of Procedures for Development Plan Formulation and Outputs

	Procedures	Detailed activities	Outputs	Period
1	Confirmation of achievements of the Technical Planning Committee （TPC）	Review of STPC activities and analysis of capacity gap	－	July
2	Sharing of information on parish plans	Reporting of activities and achievements of parishes during the previous year and organization of parish-level planning meetings with involvement of the socially vulnerable	－	August
3	Formulation of plans at parish level	Support for parish-level development plans by STPC members	Parish plans	September
4	Analysis of parishes" situation	Analysis of situation in each parish concerning service delivery, poverty, livelihood, environment, etc.	Results of situation analysis	October
5	Analysis of parish SWOT	Analysis of parish SWOT by STPC and preparation of strategies for development plan formulation to improve performance based on the analysis results	Results of SWOT analysis	November
6	Setting up of sub-county level vision and goals	Setting up of vision and goals for 3 years ahead, based on SWOT analysis results	Vision and development goals	October
7	Identification of priority areas for investment in parishes	Setting up of priorities of projects	List of project priorities	November
8	Organization of budget meetings	Discussion of role sharing in implementation of projects in parishes and districts	－	November
9	Submission of project proposals	Submission of project proposals to the district government	－	
10	Preparation of detailed rules for project implementation	Preparation of detailed project implementation rules	Draft project profiles	January
11	Review of project proposals by the standing committee	Review and confirmation of project proposals	Project profiles (revised)	January and February
12	Formulation of draft development plans	Editing of present status analysis, vision, goals, objectives and proposals for project implementation by STPC	Draft development plans	February
13	Screening of draft development plans by executives	Improvement of draft development plans	Draft development plans (revised)	March
14	Revision of draft development plans by TPC	Revision of draft development plans	Draft development plans (revised)	March
15	Discussion and approval of draft development plans	Submission of draft development plans to the sub-county committee by sub-county chief	Approved draft development plans	March
16	Finalization of draft development plans	Finalization of draft development plans	Finalized development plans	April
17	Submission of development plans to the district government	Confirmation of finalized development plans by the district government	－	April 30
18	Feedback to LLG and LLC	Reporting of approval of draft development plans to LC2 and LC1	－	June and July

Source: prepared by the Study Team based on the Harmonized Participatory Planning Guide for Lower Local Government.

(3) Participatory planning guide for parishes (Harmonized Participatory Planning Guide for Parishes/Wards)

This guide describes the roles played by parishes and villages in the formulation of development plans through a bottom-up approach. The following table shows the parties involved at parish and village level and their roles.

Table 3.1.4 List of Parties Involved at Each Government Level and their Roles

Government level		Parties involved	Roles
1. Villages (LC1)	1-1	Village Council	▪ Attendance at planning meetings held in villages ▪ Identification of problems related to villages ▪ Plan implementation and budgeting to maintain plans to which investment was made in villages ▪ Participation in plan implementation at parish level ▪ Participation in feedback meetings
	1-2	Village Executive Committee	▪ Collection, analysis and storage of information and data on villages ▪ Mobilization of participants to implement planning meetings ▪ Facilitation of planning meetings at village level ▪ Submission of proposals from villages to parish councils ▪ Participation in plan implementation at parish level ▪ Participation in feedback meetings
	1-3	CBO / NGO Representatives	▪ Participation in planning meetings ▪ Financial and physical support
3. Parish (LC2)	2-1	Parish Chief	▪ Plan implementation and budgeting for surveys of village-level needs ▪ Submission of approved parish plans and proposal to sub-county chief ▪ Provision of information to village councils (feedback)
	2-2	Parish Council	▪ Mobilization of participants for implementation of planning meetings ▪ Discussion and approval of plans to use parish resources and of implementation by parishes ▪ Discussion and decision-making on priorities of parishes for submission to LC3 ▪ Feedback to communities about approved projects and priorities
	2-3	Parish Development Committee	▪ Regular collection and updating of information and data on the parish ▪ Identification of possibilities, opportunities, issues and priorities related to parish development ▪ Integration of priorities of all the villages within the parish ▪ Setting up of priorities within the parish ▪ Setting up of vision and strategies of the parish ▪ Integration of proposals submitted by each village in the parish ▪ Establishment and review of parish action plans and annual activity plans ▪ Evaluation of parish proposals with STPC technical assistance ▪ Recommendation to Parish Council of priorities list for

Government level		Parties involved	Roles
			plans to be implemented with parish resources ▪ Facilitation of meetings on village-level needs
	2-4	CBOs / NGOs and Private Sector Organizations	▪ Participation in plan implementation and budgeting ▪ Advice on promotion of LC plan implementation ▪ Contribution to LC plan implementation and budgeting process ▪ Integration of plan implementation and budgeting processes with LC

Source: prepared by the Study Team based on the Harmonized Participatory Planning Guide for Parishes /Wards.

The following table shows the procedures of the plan formulation process through a bottom-up approach and the outputs:

Table 3.1.5 List of Procedures for Plan Formulation Through Bottom-Up Approach and Outputs

	Procedures	Outputs	Period
1	Pre-planning meetings	Agreement on planning schedule	August
2	Survey of village-level needs	Priorities list	Beginning of September
3	Analysis of present parish-level status	Improved parish profiles	-
4	Analysis of service providers	Identification and analysis of service providers	-
5	Mapping	Maps of parishes	-
6	Time-line	Documentation of recent changes in parishes and causes	-
7	Analysis of livelihood of each group	Documentation of livelihood of each group	-
8	Analysis of parish SWOT	Results of analysis of parish SWOT	-
9	Establishment of vision and goals	Parish vision and goals (3 years)	-
10	Development of objectives, strategies and projects	Objectives, projects and list of activities	-
11	Parish meetings	Approval of parishes	-
12	Improvement of action plans	Action plans	-
13	Budgeting	Budgeting for parish plans	-
14	Detailed explanation of plans	Draft parish development plans	Late September
15	Approval of plans	Approved plans	1st week of October
16	Meetings for feedback to communities	Provision of information on parish plans to communities	2nd week of October

Source: prepared by the Study Team based on the Harmonized Participatory Planning Guide for Parishes/Wards.

3.2 Problems of Amuru District and Nwoya District

In order to provide administrative services to promote the resettlement of IDPs, it is necessary that the local officials have the proper abilities and that the environment to provide continued administrative services is in place. In Northern Uganda, local administrative functions are extremely vulnerable compared to those of other areas due to the prolonged conflict and there still remain a number of issues concerning the local administrative system as described in "3.1 Summary of Administration System in Uganda." These problem are non function of cooperation between administrative and

political sector and low publicity about the process and responsible person of preparation on development plan for the main actor of each LC, and so on.

In view of these issues related to the local administration system in Northern Uganda, "Program 6: Strengthening of local governments" was established under the PRDP, in which local government governance will be enhanced in the region. In addition, various donors including JICA have offered assistance in improving the abilities of local governments in the region.

At present, however, both Amuru and Nwoya Districts which were most impacted by the conflict in Northern Uganda have vulnerable administrative and political sectors as well as financial bases. In the next section, the problems and issues related to the system for implementation of community development plans identified during the monitoring process of this Project are described.

3.2.1 Formulation Phase for Community Development Plans

(1) Deterioration in residents' participation in surveys to investigate farmers' needs

In formulating DDPs, surveys are conducted to identify village needs at LC3 level. Since DDPs are required to be in conformity with the NDP, however, even requests repeatedly made by villages during the survey and given high priority at village level may not be adopted if the requests are not given high priority in the NDP. Residents are tired of repeating the same request and, as a result, the rate of residents" participation in meetings to survey village needs is decreasing. Deterioration of residents" participation in such meetings reflects an issue on the side of the assistance providers. At workshops given by a number of assistance provider organizations, monetary aid in the form of daily allowances, etc. is provided to residents. Meanwhile, in surveys of village needs conducted by LC3, no monetary incentives are provided to residents. This is one of the reasons for the deterioration in residents" participation in surveys to investigate farmers" needs.

(2) Reality in surveys of village needs

Based on the lists of requests collected at LC1 and LC2 level, LC3 plans projects based on necessity (residents" needs) and urgency (factors inhibiting development). At present, however, project lists are only lists of requests submitted by several LC under LC2 and, hence, no planning is conducted taking into account urgency and various other conditions in the area as a whole.

(3) Deficiency of means of data sharing and storage

Although data collected through a bottom-up approach are compiled by LC3, data collected on a sector-wide basis are often not shared with LC3 because information is gathered by each sector outside the hierarchical classification within the administrative system. As a result, plans are not formulated

in such a way as to consolidate both the bottom-up approach and the sector-wide approach.

In hearing surveys conducted of administrative officers in Amuru and Nwoya Districts, some officers commented that ideally information collected by each sector should be gathered and brought to the sub-county chiefs and then provided to the District Technical Planning Committee (DTPC).

In addition, in order that LC5 administrative officers can refer to village needs or local information, it is necessary to duplicate and store the information collected in paper form at LC1 to LC3 level. It is possible to utilize existing databases, but it will take time before the administrative officers are able to utilize and analyze such databases. The following table shows the existing databases:

Table 3.2.1 List of Available Existing Databases

Database	Summary
LoGIS (Local Government Information System)	As a system to monitor LC5 activities, MoLG introduced this system in 2004 on a trial basis. If this system becomes functional, it will allow sharing of information through the Internet between central government ministries and agencies and local government such as LC5.
CIS (Community Information System)	This system is managed by the Uganda Bureau of Statistics to collect and analyze data on each district including topographic data, progress of development in each area and demographic data. At present, a limited number of districts is covered by this system.
EMIS (Education Management Information System)	This system is managed by MoES to collect and analyze education-related data. It is expected to be used by MoES employees and DEOs in local governments.
HMIS (Health Management Information System)	This system is managed by MoH to collect and analyze information held by the central government, district governments and health units. It also includes reference information for individual patients.

Source: Prepared by the Study Team

(4) Disfunctionality of District Technical Planning Committee (DTPC)

In accordance with the local government law, LC5 has set up DTPC whose members comprise the heads of the Planning Unit (PU) and other departments and bureaus in each development sector to formulate DDPs and to implement and evaluate projects. At present, however, village needs identified by LC1 and LC2 are gathered by LC3 and then, at LC5 level, what was gathered by each LC3 is just organized separately for each development sector. As a result, the role of DTP to formulate truly strategic development plans by organizing and analyzing data, which DTPC is supposed to perform, has not been adequately fulfilled. This is considered to be because of the lack of analysis ability among district government officers and the overload caused by the shortage of personnel. Although the post of analyst to conduct data analysis was established in LC5, no appointment has been made in Amuru District.

At present, there is a gap between the required posts to perform tasks and actual personnel appointment. Therefore, local government officers hold more than one post at the same time. Thus it is assumed that they encounter difficulties in performing even the daily routine work of those posts.

3.2.2 **Implementation and Operation/Maintenance Phases of Development Plans**

(1) Shortage of district government personnel

As described above, there is a gap between the posts to perform the required tasks and the personnel actually allocated and currently many local government officers hold more than one post concurrently and face difficulties in performing even daily routine work.

(2) Shortage of ability to implement monitoring

Also as described above, due to the shortage of personnel mobilized at LC5 as well as the lack of transportation means at LC3, follow-up is not conducted sufficiently after development plans have been implemented. Although budgets for monitoring are appropriated from unconditional subsidies for which no limitation is placed on expense items and from district revenues, local governments" financial burden for monitoring activities is increasing since the budgets allocated from the subsidies and district revenues are small in amount and no monitoring subsidy is given by the central government for programs/projects not included in the DDPs.

In addition, through monitoring activities actually being implemented, problems should be solved by parish chiefs, sub-county chiefs and district government officers if any issue arises during the period in which the development plan is being implemented (particularly in the agricultural sector). Since, however, instructions on what should be monitored at LC3 level are not appropriately given, information is not shared concerning for what purposes, on what items and with what indicators monitoring should be conducted. From the results of hearing surveys conducted of administrative officers in Amuru and Nwoya Districts, it was found that district government officers" ability to perform monitoring and evaluation should be enhanced, taking into account the fact that information is not shared appropriately.

3.3 Review of Measures for Amuru District and Nwoya District

The following table shows the confirmed problems based on the discussion with DP and CDO as main actor of DTPC in Amuru District and Nwoya District.

3.3.1 **Formulation Phase for Development Plans**

The following table shows the measures considered capable of addressing the problems and issues identified in Amuru and Nwoya Districts:

Table 3.3.1 Measures to Address Issues

Challenges	Stakeholders	Countermeasures
(1) Implementation of excessive village consultation (survey of village needs)	Sub-county Chief	To promote residents" understanding of project priorities, by establishing target years for community development plans and defining the direction of development.
(2) Village needs survey	Sub-county Chief	To present development scenarios to residents by not only satisfying residents" needs but also defining the direction or vision of local development in the future. Based on this, it will be possible to make the development direction understood by residents.
(3) Data sharing and lack of information storage	Sub-county Chief	To bring to sub-county officers information collected by each sector and submitted to LC5.
(4) Lack of time and capacity in District Technical Planning Committees (DTPC)	DTPC (mainly DP)	To formulate community development plan in consideration of community needs and community characteristics, in line with the manual presented in this Project. This enables district officials to spare sufficient for collecting basic information and community needs.

3.3.2 **Implementation and Operation/Maintenance Phase of Development Plans**

The following table shows the measures considered capable of addressing the problems and issues identified in Amuru and Nwoya Districts:

Table 3.3.2 Issues and Measures at each Phase

Challenges	Stakeholders	Countermeasures
(1) Shortage of district government personnel	DTPC (mainly DP)	To streamline DDP process by introducing planning and implementing process presented in the manual of this Project in order to respond to lack of personnel and budget constraints
(2) Lack of ability to implement monitoring	DTPC (mainly DP)	To have farmers report to the LC1 chairman without fail, in order to enhance the system of mutual reporting between LC3 and residents in the farming sector. Since it is clear that monitoring costs will be able to be spent in the 2nd phase of the PRDP, this should be utilized and it is also necessary to provide monitoring results as feedback without fail.

Chapter 4 Formulation of Development Plans and Revision of the Manual on Plan Implementation

4.1 Comparison of Guidelines in Uganda and the Manual

4.1.1 Guidelines in Uganda

The three guidelines summarized in "3.1.3 Central Government Ministries and Agencies" Role and Guidelines for Development Plan Formulation" describe the outline of the development plan formulation process made through the bottom-up and sector-wide approach as well as procedures for budgeting. However, there is no description of how to actually formulate development plans in a detailed and logical manner. In addition, since the budgets necessary for the appointment of government officers and their activities described in the guidelines are not allocated, development plans being formulated at present are only a list of administrative programs created based on a top-down approach just for the purpose of budgetary requests. Also, since there is no accumulated basic information required to formulate development plans by each local government, it is difficult to set up a local development vision and scenarios, indicating that at present no development plans are formulated to meet local needs.

The Project Team also identified challenges in planning and implementing projects as argued below.

① Development scenario of each districts and prioritized area are not clearly stated, since District put emphasis on the development vision of National Development Plan exclusively.

② It is difficult to set development scenario by community categories due to insufficient profiling at LC I level.

③ Needs survey from LCI and information collection in every year sometimes have a negative effect on the shortfall of the manpower.

④ There are few concrete evidences for quantity survey of the prioritized projects.

These challenges stated above can be mitigated by adopting the process presented in „the Manual for Development Planning and Implementation", as it realizes reduction of work lord and improve work efficiency, complementing the shortage of district oddicials.

4.1.2 Concept of the Manual

In order to promote the return of IDPs, to support residents" resettlement in the communities to which they return and hence to achieve the long-term development vision of "construction of local society that is peaceful, prosperous and self-developing," it is necessary to formulate effective development plans and implement the plans efficiently not only in the target areas of this Project, Amuru District

and Nwoya District, but also in other districts in Acholi Region. This manual defines the series of processes and guidelines for formulation and implementation of development plans proposed under this Project and it was developed with the aim of also being used in development plans in other districts. The latest revised version of this manual reflects the results of the monitoring conducted in the current survey.

This manual describes the series of processes, phase by phase, which are necessary to formulate effective development plans in a smooth manner, including the processes of setting up a development vision, target goals and selection of priority projects which correspond to regional characteristics. The series of processes is established so that each administrative officer involved in planning at the district, sub-county or parish level can follow the process in the described order. In addition, this manual was developed so that district government officers can implement and manage projects in a smooth manner by organizing the practical information necessary for project implementation, for example, acquisition of land sites, selection of vendors and establishment of operation and management systems.

This manual should be revised repeatedly as necessary during use. It was developed on the presumption that mainly the District Technical Planning Committee (DTPC) will add, modify and revise it from time to time based on experience gained and lessons learned.

It is worthwhile mentioning that, in conflict affected communities where IDPs resumed to make their living for resettlement, changes in the social circumstances vary greatly in each of the districts. Therefore, it is essential to make the details of the development planning process accustomed to each districts. Considering these circumstances, Project designed specified community development plan and the manual to assist the process for extension to other district. District Technical Planning Committee (DTPC), the single committee which can do technical consideration of planning process should be the primary reader of this Manual. This Manual shall be revised in line with capacity development of each district DTPC. The Project Team does not intend to revise the Manual immediately nor expect each of the districts formulate it. Also, it is advisable that DTPC edit and revise the Manual, reflecting the experiences and lessons learned in planning process.

4.2 Revision of the Manual

4.2.1 Main Items in the Manual and Implementing Organizations

In this report, in Chapters 2 and 3, reviews were conducted on how to implement each PP and community development plan, phase by phase. Based on the review results, the main items and implementing organizations defined in this manual were revised. The three guidelines in Uganda are summarized in "3.1.3 Central Government Ministries and Agencies" Roles and Guidelines for Development Plan Formulation" and, in order to clearly indicate the relationship with these guidelines,

the terms used in the guidelines in Uganda are used in the manual as well.

The main items and implementing organizations indicated in the revised manual are shown below.

Table 4.2.1 List of Implementing Organizations involved in Development Plan Formulation and Implementation and their Roles

Main items	Implementing organizations	Roles
1. Revision of manual	District Technical Planning Committee (DTPC)	To make additions, modifications and revisions based on experience gained and lessons learned while using the manual
2. Formulation of development plans		
2.1 Understanding and analysis of present status	District Agricultural Officer (DAO), NAADS Coordinator	To arrange and implement farmers" group workshops
	District Water Supply Officer (DWO), Sub-county Chief, WUC	To arrange and implement WUC workshops
	District Education Officer (DEO), Sub-county Chief, Headmaster, PTA	To arrange and implement PTA workshops
	District Health Officer (DHO), Sub-county Chief, LC1 Chairman, HCIII Staff, HCII Staff	To arrange and implement VHT workshops
2.2 Preparation of maps of each village	Natural Resources Officer (NRO)	To prepare original maps
	Sub-county Chief, Parish Chief, LC1 Chairman, Rwot Kweri	To arrange and implement village-based workshops
	Sub-county Chief, Parish Chief, LC1 Chairman, Rwot Kweri	To compile maps
2.3 Classification of communities into several types	Sub-county Chief, CDO, NRO	To classify communities into several types
2.4 Setting up of development vision, target values, development scenarios and projects	District Technical Planning Committee (DTPC)	To set up development vision
	District Technical Planning Committee (DTPC)	To set up development goals for each classification type
	District Technical Planning Committee (DTPC)	To set up development scenarios and target values
	District Technical Planning Committee (DTPC)	To set up projects
3. Manual on setting up priority projects		
3.1 Identification of community needs	CDO, Sub-county Chief, Parish Chief, LC1 Chairman, Rwot Kweri	To distribute and conduct a questionnaire to identify needs and to arrange and implement village-based workshops
3.2 Identification of factors inhibiting return and resettlement of IDPs	Parish Executive Committee	To distribute and conduct a questionnaire to identify needs and to arrange and implement village-based workshops
	Parish Development Committee	To update parish information, to identify development potentials and issues and to formulate parish action plans
3.3 Selection of priority projects	Sub-county Chief, CDO	To share information compiled by

Main items	Implementing organizations	Roles
		sub-counties
	Sub-county Chief, District Technical Planning Committee (DTPC)	To evaluate projects and to select priority projects
4. Manual on development plan implementation		
4.1 Acquisition of land sites (medium-scale infrastructure)	CDO, Sub-county Chief, Parish Chief, LC1 Chairman	To provide explanation to landowners and to build consensus
	CDO, Sub-county Chief, Parish Chief, LC1 Chairman	To provide explanation to residents in the area
	Area Land Committee, LCI Chairman, RK, Clan Chief, Landowner	To register land sites
4.1 Acquisition of land sites (wells)	DWO, LC1 Chairman, RK	To arrange and implement workshops
	DWO, LC1 Chairman	To select sites
	DWO, Landowner	To build consensus among landowners
4.2 Formation of organizations and associations (farmers" groups)	DAO, NAADS Coordinator	To survey farmers' groups in the target areas
	NAADS Coordinator, NAADS Facilitator, LC1 Chairman, RK	To organize workshops
	NAADS Facilitator, LC1 Chairman	To form organizations, to select board members, to register with NAADS and to prepare bylaws
4.2 Formation of organizations and associations (WUC)	DWO, Sub-county Chief, Parish Chief, LC1 Chairman	To organize workshops
	Sub-county Chief, LC1 Chairman	To organize WUC and to prepare bylaws
4.2 Formation of organizations and associations (PTA)	DEO, Sub-county Chief, LC1 Chairman, Headmaster, Teacher	To organize workshops
	DEO	To establish organizations, to select board members and to prepare bylaws
4.3 Selection of vendors and management of construction	CAO, DP, DE DWO/DEO/DHO	To organize bidding committees and to select vendors
	CAO, DP, DE DWO/DEO/DHO	To manage construction

4.2.2 **Revised Manual (2nd version)**

The revised manual (2nd version) is attached as Annex 3.

Chapter 5 Defect Inspection of Urgent Pilot Projects

5.1 Basic Principle

5.1.1 Points to be Noted

In executing the liability study, the following points should be thoroughly considered.

- Examining the functions of facilities (including construction materials and equipments)
- Durability of construction equipments and facilities
- Sorting liability problem and problems in using facilities if defects are identified
- Supply & drainage facilities and electrical facilities are carefully examined, as they are inclined to have problems due to bad construction and poor materials, and are likely to lose functionality.
- The managers of the construction facilities should be included as witnesses in the liability study.
- The following table shows the liability period (one year) of each LOTs. The liability study and reconstruction works should be finalized within the liability period.

Table 5.1.1 Liability Period of Each LOTs

Project	Liability Period
LOT1; Amuru multipurpose hall	2011/12/ 9
LOT2; Pabbo public hall	2011/12/16
LOT3; Amuru staff houses	2011/ 9/21
LOT4; Pabbo staff houses	2011/ 9/21
LOT5; Amuru/Pabbo water supply	2011/ 9/21

5.1.2 Implementation Process

The Study Team followed the implementation process as shown below.

1. Liability Period (Examining the current situation)	In the witness of contractors, The Study Team, JICA and facility manager, the constructed facilities was thoroughly examined after an year of final completion to identify the damaged parts.
↓	
2. Rehabilitation of Liability Part	The contractors fixed the defects up to the contractors" responsibility.
↓	
3. Supervising rehabilitation of the liability parts	The supervision of the facilities was basically managed by the Study Team.
↓	

4. Liability Study (Final Examination)	In the witness of contractors, The Study Team, JICA and facility manager, the Study Team conducted final inspection of the defects.
↓	
5. Issue of Certificate of Liability Period	The Study Team issued the certificate of liability period and refund bank statement (equivalent to 2.5 percent of the contracted amount) at the end of the contract.

Figure 5.1.1 Flow of the Implementation Process

5.1.3 Schedule of the Final Inspection

The schedule of the liability study and the final inspection are as follows;

Table 5.1.2 List of Dates Executed on the Pre Inspection and Final Inspection of Each LOT

Project	Pre-inspection	Final Inspection
LOT1; Amuru multipurpose hall	2011/11/4	2011/12/10
LOT2; Pabbo public hall	2011/11/4	2011/12/ 9
LOT3; Amuru staff houses	2011/ 8/3	2011/ 9/27
LOT4; Pabbo staff houses	2011/ 8/3	2011/ 9/27
LOT5; Amuru/Pabbo water supply	2011/ 8/3	2011/ 9/27

5.1.4 Participants

The participants of the liability study and the final inspection are shown below;

Table 5.1.3 List of Participants of Liability Study and Final Inspection

Inspector	Lot1	Lot2	Lot3	Lot4	Lot5
JICA: Mr. Yoshiharu Nakamura	1	1	1&2	1&2	1&2
JICA: Mr. Emmanuel Pacoto	1&2	1&2	1&2	1&2	1&2
NTC international: Mr. Shingo Ueno	2	2	-	-	-
NTC international: Mr. Akena Charles	1&2	1	1&2	1&2	1&2
Amuru: Mr. Odera Jimmy (District Assistant Engineer)	-	-	1	1	1
Amuru: Mr. Okwarmoi Ben (District education officer)	1&2	-	-	-	-
Pabbo: Mr. Ochola Charles(Parish chief)	-	1&2	-	1&2	-
Contractor (Coil ltd): Mr. Mgabo Wyncliff	1&2	-	-	-	-
Contractor (GQ investment): Mr. Nyeko Sam	-	1&2	-	-	-
Contractor (Ibinonga): Mr. Lakica Patrick	-	-	1&2	-	-
Contractor (Stanhope): Mr. Ocan Micheal	-	-	-	1&2	-
Contractor (Draco): ---	-	-	-	-	-

Remark: 1; attended first inspection 2; attended second inspection

5.2 Result of Liability Study and Repair Work

Although several defects were identified through the liability study, repair work has been carried out within the liability period. The result of the liability study and repair work are shown in Annex 4.

Chapter 6 Lessons Learned and Recommendation

6.1 Lessons Learned and Recommendation through Implementation of Urgent Pilot Projects

The lessons learned and the recommendations abstracted through Urgent Pilot Projects are explained in this Chapter in sequence of the timeline of implementation process of PP.

6.1.1 Planning and Design of Constructing Facilities

- Since the local governments of Uganda cannot secure enough budget for maintenance of facilities, the troubles of facilities and equipments are left as they are, for a long time. Therefore it is important to have a thorough discussion in advance for the plan on use and maintenance of water supply system, flush toilet and electric facilities, which are prone to failures. From the technical point of view, it is possible for the contractors of Gulu to do maintenance works of those facilities, and hence securing the budget for maintenance is the major task. Especially in the level of sub-county, the staff do not understand well enough on the necessity of changing the consumables like light bulbs and the durability of electric and water supply facilities are limited. Therefore, a thorough discussion is required. The Project Team explained the defects and expected troubles of facilities and equipments and provided information of local contractors to officers of Amuru District and Pabbo Sub-county. The explanation and information sharing as mentioned above are necessary to instruct proper operation and maintenance of similar facilities.

- It was observed that broken glasses of the entrance of the public hall of Pabbo Sub-county was left for a few months before the defect inspection. The damage was repaired during the inspection, but the same situation was expected after the damage of entrance and glasses. So the Project Team requested Pabbo Sub-county to repair those damages by rental fees of the hall as a part of the maintenance. The steel doors might have been better in consideration of durability rather than glass doors which has a better looking.

The Project Team explained the defects and expected troubles of facilities and equipments and provided the information of local contractors to officers of Amuru District and Pabbo Sub-county. The explanation and information sharing are necessary to instruct proper operation and maintenance of similar facilities.

- Although flush toilets were introduced to Amuru District and Pabbo Sub-county, the damages to facilities and unsanitary use were observed. The Project Team requested District and Sub-county to educate the users, but flush toilets might have been too early to be introduced at the government buildings in the northern area considering the situation of the long conflict, rural livelihood and maintenance capacity of the local governments.

Necessary educational activities are required to be introduced to similar facilities and the timing of introduction should be carefully studied.

- The land issues are aggravated in all over Amuru District after the post-conflict return of people, and hence the construction works of other donors were stopped or some facilities were difficult to be used due to land problems.

It is important to collect information related to the target area widely not only from the government side but also from the residents and other donors during the planning stage of facilities.

- The existing water supply facility constructed during the humanitarian assistant stage and left behind was rehabilitated at the IDP camp in Pabbo Sub-county.

The rehabilitation of existing facilities is cost effective, and is mostly free from land problems which commonly affect the construction works in Amuru District, and hence it is also effective in the future.

- The galvanized materials called Eco-Tiles, used for roofs in Lot 1 and 2 look better (also cost more) than the orthodox flat materials due to its shape as roof tiles. But, they are easily deformed, creating gaps, and causing leakage. The rains with stormy wind occur sometimes in Amuru District, and hence use of Eco-Tiles is not recommended.

- Lightening often occurs in Amuru District and it brings troubles in the electric systems, and hence a simple manual system is better than an automatic system of water supply.

The materials which are easier for maintenance should be used.

6.1.2 **Setting Planned Price for Bidding**

- Some donors prioritize contribution to local economy and job creation over quality control and demonstration effect. They carry out projects according to local conditions.

- According to the interview from the contractors of emergency pilot projects, they made very little profits from the construction works other than Lot 1. It seems that their motivation was discouraged during the last half of the project.

The price setting requires a clear compromise between the local conditions and the demands of the Japanese side. The actual construction works encounter various uncertain conditions such as natural conditions, local transportation, material procurement and so on. These issues should be considered for setting of the planned price. Otherwise the contractors who propose a low cost and low quality are tending to be selected. Therefore the price setting should be made with the thorough

consideration on contractors‟ capacity, and troubles should be avoided during the implementation stage.

6.1.3 **Selecting Appropriate Contractors**

- As construction lots become smaller, local contractors get more chances to bid and more economical effects are expected to the region. But on the other hand, more risks for contracts and implementation works occur. There seems to be no contractor in the northern Uganda who can construct larger buildings than the staff houses. Even a contractor of Kampala caused lots of troubles due to lack of capital for construction of Pabbo Sub-county public hall, a large scale building. The bidding prices are quite different between Kampala base contractors and northern base contractors, and hence the average prices instead of the lowest should be chosen for the planned price setting to secure enough capacity of the contractors. Generally speaking in Uganda, the contractors bidding in very low prices often have problems.

- Delay should be minimized for short period works. Avoiding contractors with a poor cash flow is the most important, but it is not easy when small contractors are bidders. In most cases, the contractors run short of cash which delays material procurement and payment to workers. Lot 2 work was delayed and stopped due to this reason.

- Increasing the number of payments is one of the ways to avoid the lack of funds. More paper works are required to be carried out, but it would be effective for small contractors. Flexible payment schedule also helps capital problems. Therefore sometimes contractors‟ vigorous efforts are needed to inject cash through increasing number of payments or payment in cash (poor cash flow contractors often have debt to banks, and their withdrawal amount is frozen or restricted).

The bank statements and financial reports of contractors should be carefully studied during bid evaluation (when the planned price is set low, choices of contractors are limited). Sometimes even qualified contractors lack funds, and therefore, it is important to avoid delay caused by lack of funds with applying of flexible payment schedule like monthly payment according to accomplishment.

6.1.4 **Execution Management**

- In Uganda, the loan rate from the bank to the construction company is high (more than 10%), and most of the contractors make efforts to get their benefit by all measures at the execution phase. It would appear routinely that securing of safety and qualities are often ignored in the construction works in Northern area.

- In regard to process control of supervision in Northern Uganda, there are some critical

problems due to execution capability, natural conditions / procurement conditions, accessibility of the field (especially the rainy season), complaint and labor dispute etc.

In regard to the above, in case of the supervision of works of the such type of facilities, it is necessary to implement the work in consideration of various factors including the securing the safety, and quality by the contractors.

- There was not only the technical problem of plumbering, but also there were some defectives from the defective items (valve, joint, ceramic basin,e tc). Most of the water-supply installation items distributed in Uganda are imported from China and not evaluated well.

In regard to this, trial use and monitoring after construction are essential supervision items for such type of facilities.

- At the floors with cement plastering, some cracks were found at many rooms after construction (condition is the same as the other donor‟s facility). On the other hand, cracks weren‟t found at the floor (LOT1) put mortal with crack prevention material (nylon fiber).

In regard to this, cracks with cement plastering are difficult to be avoided at the process of supervision, and therefore, it is necessary to consider the crack prevention materials, especially, relatively large floor. In addition, there were no cracks at the tiled floors, and therefore, it necessary to consider the tiled floors as one of the alternatives.

6.1.5 **Liability Study**

- The defects liability period of the urgent pilot project was set up for a year in reference to other works. It seems that it was longer the period to be set as a construction work, even though, the other donors set up the construction period for half a year. For this reason, the repair work of the defection was ordered to the contractor, but there was no reaction of the contractor at the defects liability phase (especially LOT2).

In regard to this, it is necessary to set up the appropriate defects liability period by refering other donors‟ works of the same type of facilities.

- The contractor in Gulu responded to all the repair works of this project. It is possible for the engineers in Gulu to implement the repair works of this project, and maintenance works are expected to be managed in Gulu base. Specifically, those works are the plumbing work, plastering work, reinforced concrete work, welding work and electric work, etc. Mending materials are generally available at the market in Gulu.

In this regard, the operation and maintenance after beginning of the service will be the obligation of the provided side, and therefore, it is necessary to provide and share the information of engineers who have responses of proper operation and maintenance work.

- In case, Japanese contractors like grant aid engage in the contraction works, the contractors conduct the defects inspection by themselves before the actual inspection, and in most cases, they repair the major defection parts before the actual inspection. On the other hand, the contractors in Uganda maintain no relation with the client in the medium, long-term period. Therefore, it is important for them to get the maximum benefit in a certain project, and accordingly, the contractors try to pay only the minimum expenditure of the indicated points at the defects inspection. However, the contractors arranged the work schedule of the repair works of LOT3, LOT4, and LOT5, which took two months from the first inspection to the final inspection after completion of the repair works. As a result, LOT1 and LOT2 took the finish work for a month. However they might spent two months similar to LOT3 and LOT4, if there was no pressure from the study team. It is not always necessary for the Japanese engineers to attend through the entire defected study period. When the repair work will be conducted in the limited period, it is essential to establish the system of the defects inspection to utilize the local engineers. It is mentioned that extension of the period of repair works was caused due to delaying of the support of repair work with the trouble of key management of facility in Amuru district.

6.1.6 **Operation and Management of the Constructed Facilities**

As mentioned above, in case of the instruction of the operation and maintenance of the same type of facilities, it is necessary to share the information of the local capable contractor and explain the necessity of the maintenance to the user.

- ◆ The network of electricity is not installed in Amuru District. The needs for solar panel become very high due to the spread of electrical products such as the mobile phone and so on. In some cases, solar panels were installed by other donors, and these facilities become the target of theft in Amuru District and Pabbo Sub-county.

The fences were installed by the Project and the guards were arranged by the using the District budget. It is necessary to consider the installation of the fences and explain the necessity of the guard to the user.

- ◆ As mentioned above, the multipurpose hall in Amuru District was designed and planed before the division of the District. The capacity of the accommodation and the scale of the facilities are bigger. It is appropriate to consider the plan to use with Nwoya District. The hall is operated and managed by CDO. This present system is limited for the usage. The hall is not only for

meeting, but also for traditional and cultural activities, sports and so on. The hall has advantage of the unique facility in Acholi region. It is considered utilizing the multipurpose hall as a tool for the development of health, education, water supply, production and income generation and so on either individually or together.

It is considered utilizing the multipurpose hall through discussion with DTPC. CAO is the chairman of DTPC., and CAO should be involved in this discussion. In order to attract the active usage beyond the surrounding district and the administrative services, it is necessary to collect and share the information from them. The improvement of the current management system is urgently needed. From this situation, it is necessary to establish a management system under the direct control by CAO.

6.2 Lessons Learned and Recommendation through Implementing Pilot Projects

This report presents the lessons learned and recommendations through the implementation of pilot projects.

6.2.1 **Production and Livelihood Sector**

(1) Improvement of Technical School (PP1)

Special consideration for EVIs

In the post-conflict country, it is important to make allowance for EVIs, elderly and former child soldiers considering that the unemployment of former child soldiers and other obstacles to social integration lead to social unrest. In this pilot project (Improvement of Technical School), "to cultivate human resources for development of industrial town" was set as a goal, and it is expected that this project would contribute to promoting employment of EVIs and social reconciliation.

However, it is not clear when the technology acquisition course starts for former child soldiers and EVIs, though in the first year of this pilot project, the course for EVIs and former child soldiers is considered to be opened as summer course. The first reason for this is that special treats for EVIs possibly lead to a sense of alienation, and hence people were so careful to open courses specially for EVIs. The second reason is that specially trained teachers must be placed to offer classes for students with special needs such as EVIs. However, there is no qualified teachers in Attiak Technical School. Therefore, when carrying out projects which need special consideration for EVIs, it is necessary to design the project involving the relevant organizations such as government agencies and expertized NGO.

(2) Pilot Project on Improvement of Farm Roads (PP2)

Rehabilitation of the district road, which is so important for residents to gain access to each public service and other economic resource, lend weight to community road which connects to the district road. In the target area, people participate in maintenance of road, not only in the target section, but also in the area outside of the target section where the culverts were not installed, such as mowing by beneficiaries once in a year. Usually, the beneficiaries are mobilized for maintenance of road as workforce by Rwot Kweri at TRK level or LC1 chairman at village level respectively. Thus, when considering the rehabilitation of the community road, it is important to select the target section based on the administrative boundary to establish a feasible road maintenance system.

(3) Pilot Project on Agriculture Productivity Improvement (PP3)

Introduction of Ox plowing

Obed Ikene farmers group located in Aringoto TRK in Celi village was formed prior to implementation of this project. Later in November 2010, chairman of Obed Ikene farmers group at the time signed in the document on providing ox from JICA to the farmers group. However, he took possession of four oxen and distributed the seeds provided by JICA only to the patriarchs of two families who are relatives of the chairman and he didn"t distribute to the other two families. Finally, this unfair distribution of agricultural equipments lead to incidence of attempting to injury. Thus, team was dispatched from the Sub-County, composed of LC1 chairman, parish chief, LC2 chairman and community based facilitator and they discussed with Obed Ikene farmers group members and the result was reported to sub-county.

The selection of this group was properly done following the involvement of LC3 stakeholders (village chairman, Parish chief and sub-county chief) including the NAADS coordinator. However, the conflict arose within the groups after starting the activity. Most of the causes of the conflicts were due to the former chairman. The following points are considered as the cause;

- During the conflict, awareness of joint activities of the residents became weakened
- Compared to other regions, there was less assistance of other donors for this area after the conflict.
- They had less experience for support of joint activities with other donors.

The staff of sub-county and the county expert of cattle plowing, who are responsible for monitoring of farmers" groups, were not able to do consultation in monitoring system (which was set by the survey team and stakeholders), because of the lack of means and budget for access to remote areas. This is

thought to be the causes of delay to solve the problem which was hard to solve within the community beyond the group.

Considering the results of monitoring, the farmers" organizations which have a certain social relations should take the responsibility for joint activities when selecting beneficiaries group in the conflict affected areas. This ensures the rapid support and the sustainability of the activity. On the other hand, considering the group dynamism associated with the return of the IDP, it is important to select the beneficiaries with the attendance of LC1 or Parish chief, like this project. It is thought to be efficient that the groups are selected from the established farmers" organizations using their information such as the attribution of organization member the circumstances of establishment, which will be updated on a regular basis by the staffs of sub-county or NAADS. The overview is shown in the table below.

Table 6.2.1 Project Level Peace building Needs and Impact Assessment

Destabilizing Factor	Situation of Target Area	Impact on the Project	Possible Positive and Negative Impact on the Project	Countermeasures
Conflict among residents over the input from development assistance project	▪ Unfair distribution of agricultural inputs provided from the project by vice chairman of the target farmers group ▪ unfair power structure and uncertain decision-making process of the target community ▪ Lower government institutions have little to reconciliate issues among the beneficiaries of the project in the community	Change of beneficiary of pilot project	(Negative Impact) By unequal benefit, projects possibly cause discord among residents	▪Periodical monitoring by officers in Parish and LC1/2 ▪Reconciliation of social relationship ▪Strengthen reporting system to higher Local government.

Distribution of Seed / Agricultural Equipments

The yield of agricultural crops (except the distributed seeds) has also been increased because of the extension of agricultural technology to the farmers" organizations such as "check-row planting". To promote the effect of distributed seeds by NAADS and other organizations, it is important to adopt the techniques which are easy to introduce to farmers" organizations and can be diverted to other crops.

6.2.2 **Water Supply Sector**

(1) Pilot Project on Improvement of Town Water Supply System (PP4)

S/C staff are involved in management of WUC. It is very effective on promoting to collaborate between WUC and LC3. For example, it is simplified to order to S/C for the repair when the tap in the water supply stand is broken. Pabbo S/C pays for the repair in practice.

The problem for the operation and maintenance is the management for the water supply stand. The water fee can be collected based on the prosperity of the private services. On the other hand, although not intentionally, the frequency of trouble also increases, since many people gather. As for measures, the construction of a water kiosk in planning stage prevents the problem on the operation and maintenance.

(2) Pilot Project on Installation of Boreholes and Enhancement of Maintenance and Operational System (PP5)

The maintenance fee for borehole is shown in the following table. The frequency of the maintenance for the each item is different. The parts need to be repaired and changed once in five years at the maximum.

Table 6.2.1 Frequency and Necessary Fee of Maintenance for Each Item

Item			Frequency	Cost of Maintenance	Quantity	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	7th Year
1	Underground Parts											
	1-1	Cylinder Assembly										
		1-1-1 Pump Bucket	Every 2 Years	10,000 UGX	1 set							
		1-1-2 Rubber Seating (Lower Valve)	Every 3 Years	25,000 UGX	1 pcs.							
		1-1-3 Rubber Seating (Upper Valve)	Every 4 Years	35,000 UGX	1 pcs.							
		1-1-4 O ring Sealing Rubber	Every 4 Years	5,000 UGX	1 pcs.							
		1-1-5 Cylinder Housing	Every 5 Years	120,000 UGX	1 pcs.							
	1-2	Rise Pipe										
		1-2-1 Leakages at the end of the pipe	Every 2 Years	25,000 UGX	1 pcs.							
		1-2-2 Leakages on the pipe by rusting	Every 3 Years	60,000 UGX	4 pcs.							
		1-2-3 Broken through over tying	Every Year	25,000 UGX	1 pcs.							
		1-2-4 Reduction in the diameter (Friction)	Every 4 Years	50,000 UGX	4 pcs.							
2	Over ground Parts											
	2-1	Pump Head Assembly										
		2-1-1 Hesagonal Bolt M12 by 20	Every Year	1,000 UGX	1 pcs.							
		2-1-2 Hesagonal Bolt M12 by 40	Every 2 Years	1,500 UGX	4 pcs.							
		2-1-3 Hesagonal Nut M12 and Washer M12	Every 2 Years	1,000 UGX	4 set							
		2-1-4 Breaking of Pump Handle	Every 3 Years	85,000 UGX	1 pcs.							
		2-1-5 Bearing on Axles	Every 3 Years	15,000 UGX	1 pair							
		2-1-6 Chain Bolts	Every 2 Years	10,000 UGX	1 pcs.							
						26,000 UGS	**73,500 UGS**	**211,000 UGS**	**163,500 UGS**	**146,000 UGS**	**258,500 UGS**	**26,000 UGS**

Even if the borehole is managed to be maintained properly, it is desirable to upgrade the equipment in each seven years. It means that seven years are the period for the operation and maintenance of the borehole. The payment for the maintenance and the care taker is estimated as shown in following table.

Table 6.2.2 The Payment for Maintenance and Care Taker

	Seven Years	One Year	One Month
Maintenance Fee	904,500 UGX	129,215 UGX	10,768 UGX
Payment for Care Taker	504,000 UGX	72,000 UGX	6,000 UGX
Total	1,408,500 UGX	201,215 UGX	16,768 UGX

It is estimated the payment for one month is around 17,000 UGX.

The standard of installation of borehole is one in a TRK. The population and household in average is around 300 persons and 50~75 households. If the water fee of 500 UGX is collected property, it is

enough for the operation and maintenance.

However, the people in the project area are famers, and they do not have any stable income. They have a difficulty to adopt a monthly payment. It is adequate to collect the water fee of 3,000 UGX twice in a year. This is based on the timing of the cultivation.

In addition, the Project set that the collected water fee is deposited to bank every month. But it is suitable to deposit twice in a year, the same as the timing of collection of water fee. At the same time, due to monitoring the situation of the collected water, the result of the monitoring is reported to LC1~LC3. Therefore, the situation of the borehole is checked and the periodic inspection is done by the pump mechanic.

6.2.3 **Education Sector**

(1) Pilot Project on Up-grading Community Schools to Public Schools (PP6)

This Project identified „the difficulty in commuting primary schools from their parents" home" as one of the hindering factors of resettlement of IDPs and assisted construction and upgrading community schools in hard-to-reach communities in Ceri and Lulyango. The community schools not only enabled children to go to close schools, but also endorsed reconciliation and integration among village people through school management. On the other hand, considering the high rate of Pupil Teachers Ratio of the Districts and community schools running within the area, it is difficult to upgrade the community schools assisted by JICA sooner.

It has been proved that the community based school management is the pre-requisite for sustainable operation and management in hard-to-reach area. On the other hand, in the area where IDPs have been rapidly resettled in a shorter period, community lacks accumulated knowhow in school management, which hinders resolution of the challenges. Therefore, by complementing service delivery from the district, it is important to strengthen school management in a way that promotes community activities e.g. field visit to other schools with regards to sharing school management and teaching.

6.2.4 **Inter-sectoral Challenges**

It is often likely that people in the communities might not be accustomed to the cooperation among groups in the conflict affected areas, which results in the collaboration failure as reported above. In line with the community sensitization on the idea of group works, the project implementors in coordination with the lower local government officials (e.g. parish chiefs and LC I chairman), should examine the possible positive and negative impacts of selecting the groups as beneficiaries of the projects.