



THE REPUBLIC OF UGANDA

JINJA DISTRICT

FIVE YEAR DISTRICT DEVELOPMENT PLAN III

2020/2021-2024/25

VISION

“Prosperous People, Harmonious Communities and Attractive District”

MISSION STATEMENT

“Sustainable socio-economic development through efficient provision of quality services to the people in conformity with National policies and District priorities”

THEME:

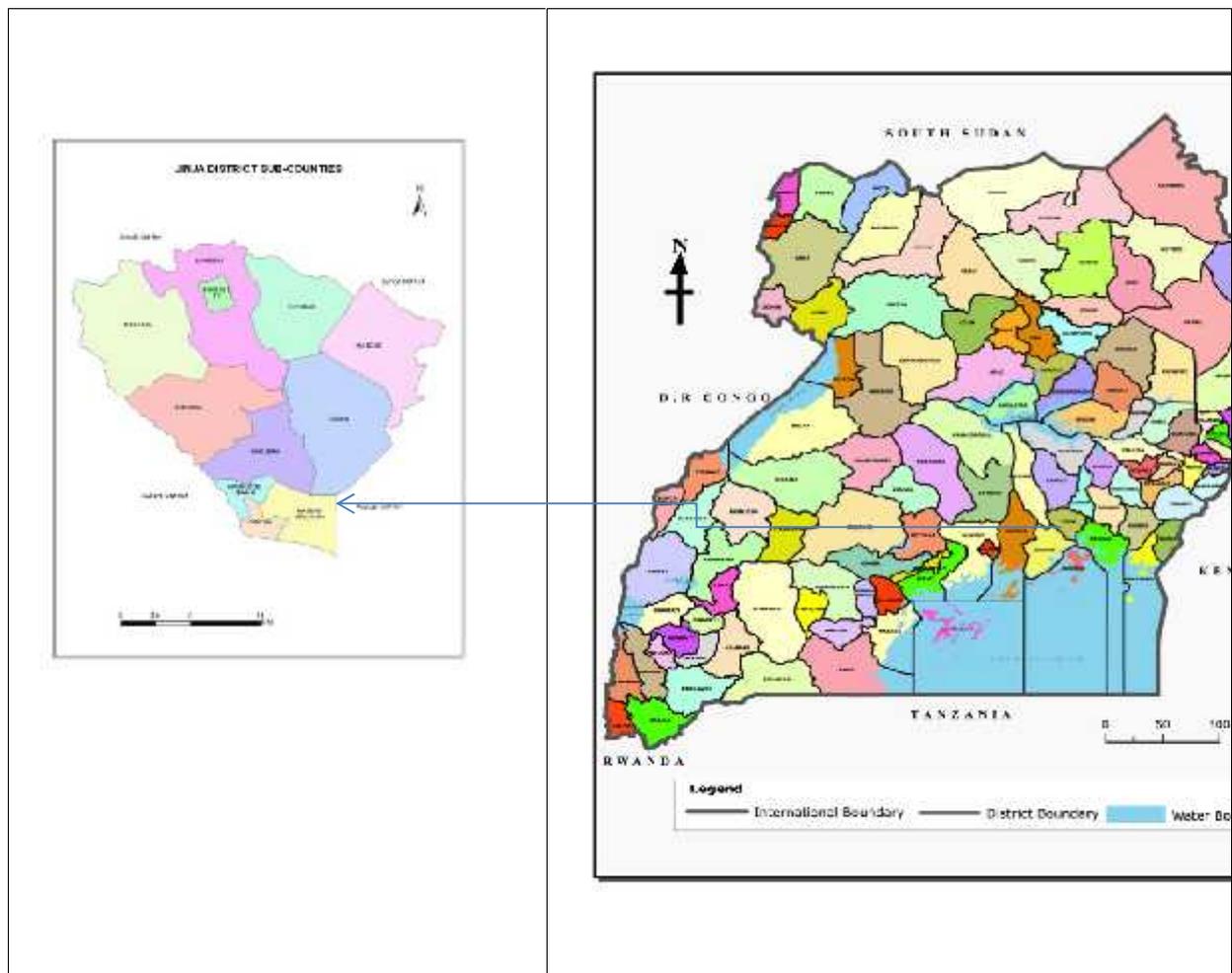
“Strengthening Jinja’s Competitiveness for Sustainable industrialization for inclusive growth, Employment and sustainable Wealth Creation”

GOAL

“Increased household incomes and improved quality of life of Jinja residents”

Dec, 2021

The Map of Jinja District and its Location on the Map of Uganda



JINJA DISTRICT VISION, MISSION STATEMENT, AND CORE VALUES

DISTRICT VISION

“Prosperous People, Harmonious Communities and Attractive District”

MISSION STATEMENT

“Sustainable socio-economic development through efficient provision of quality services to the people in conformity with National policies and District priorities”

CORE VALUES

“Honesty, Integrity, Accountability, Transparency, Professionalism, Teamwork”

FOREWORD

The Local Governments Act, CAP 243 devolves planning powers to Local Councils in their areas of jurisdiction. The Act was amended to include Subsection 35(4) which states that “The planning period for Local Governments shall be the same as that of the Central Government”. It is in accordance with these statutory requirements that this Third Five (5) Year District Development Plan was approved by the District Council in May 28th, 2020 under Min/DC/185/2020. The Budget Estimates and Annual work plan 2020/21 financial year were laid before the District Council on 24/02/2020 under Min/DC/173/2020 and approved on 28/05/2020.

Section 35(3) of the Local Government Act (Cap 243) mandates District Councils to cause the preparation and approval of a comprehensive and integrated development plan. The 2020/21 – 2024/25 Five- Year District Development Plan was prepared in accordance with the Constitution of the Republic of Uganda, other relevant laws and in line with Government Policy that provides for decentralized participatory planning.

This plan addresses the District challenges, strategic objectives, activities, and the possible courses of action to be undertaken in order to achieve the set objectives in the mentioned period. The Plan builds on the achievements for 2015/16 – 2019/20, which are particularly in the areas of infrastructure development, Capacity Building, and service delivery in the District. The realization of these achievements have been in support to Universal Primary Education, Health, Production and marketing, Water and Sanitation, Road Maintenance as well as opening new ones, environmental protection and participation of youth, women and disabled in the District.

The activities addressed by the Plan include; good governance, implementation of the National Anti-Corruption Strategy, construction of a new Headquarter office block at Kagoma for the District, rehabilitation and maintenance of Nakabango Demonstration Farm, construction and completion of Health centres and staff houses; completion and construction of new classrooms, pit latrines, provision of furniture, appropriate sanitation facilities, provision of books in schools, provision of water facilities such as boreholes, protection of springs, and shallow well constructions, provision of plant seedlings, training and other services aimed at improving the welfare of the community.

Jinja District Local Government is committed to maintain and sustain its infrastructure at all times. The District proposed a budget of UGX 4,006,779,000 for Operation and Maintenance (O & M Policy) of assets and facilities including water facilities, buildings, and machinery and capital investments where applicable for the next five years 2020/21 – 2024/25.

I am quite confident that the maximum stakeholders’ participation and commitment prevailing in the District will enable the successful implementation of the development activities in order to achieve its development goals and objectives.

KISAMBIRA TITUS
DISTRICT CHAIRMAN
JINJA DISTRICT LOCAL COUNCIL

ACKNOWLEDGEMENT

The Planning and budgeting powers of the District Council are enshrined in the Local Government's Act CAP 243, under Sections 78(1) and 78(5), which stipulate that the budget should be formulated, approved and executed, taking into account the approved District Development Plan of the Local Government.

The Five Year District Development Plan III (DDP) is resource-constrained as the priorities are many, but the resources are limited. The priority projects to be implemented in the next five years include enhancing Agriculture value addition, Infrastructure development, upgrading of roads, enhancing good governance and Human Capital Development through career development. The District Development Plan aims at attaining the desired objectives with a collective effort of various stakeholders resulting from the bottom – up participatory development planning process.

I am highly indebted to the District Chairperson and the Executive Committee plus the entire District Council for the continued cooperation and support that created a conducive atmosphere for the development of this Plan. The District is grateful to the Ministries especially the Ministry of Local Government (MoLG), Ministry of Finance, Planning and Economic Development (MoFPED) and other line Ministries for spearheading local development programs such as LGMSDP, URF, PHC, SFG and PAF which are the major contributors to the District budget.

I owe compliment to the National Planning Authority (NPA) for providing the Planning Guidelines and technical support that facilitated the process for formulation of the Five-year District Development Plan. Indeed, the aforementioned support eased what appeared to be a complex mandate.

Special thanks go to the District Technical Planning Committee which tirelessly had to go through the planning process and later developed the Plan. Gratitude also goes to the Lower Local Governments and other various stakeholders for submission of the relevant investment decisions for inclusion in the Plan.

In conclusion, it is my sincere hope that the District Council and Technical staff will adopt and implement this Five (5) Year Development Plan III (FY 2020/21 – 2024/25 with a view of promoting the welfare of the people of the District and will provide good governance and accountability.

KANYESIGYE WILLIAM
CHIEF ADMINISTRATIVE OFFICER

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List of Acronyms

BFP	Budget Framework Paper.
CAO	Chief Administrative Officer
CSO	Civil Society Organization
DCDO	District Community Development Officer
DCO	District Commercial Officer
DDP	District Development Plan
DDP(III)	District Development Plan Three
DEC	District Executive Committee
DLG	District Local Government
DPU	District Planning Unit
DTPC	District Technical Planning Committee
EMIS	Education Management Information System
GOU	Government of Uganda
HIV/AIDS	Human Immune Virus/Acquire Immune Deficiency
HMIS	Health Management Information System
JDLG	Jinja District Local Government
JMC	Jinja Municipal Council.
LG	Local Government.
LGA	Local Government Act.
LGDP	Local Government Development Plan.
LLGs	Lower Local Governments
LOGICS	Local Government Information Communication Systems
LR	Local Revenue
LTD	Limited
M&E	Monitoring and Evaluation
MC	Municipal Council
MIS	Management Information System
NDPIII	National Development Plan (Three).
NGO	Non Government Organization
NPA	National Planning Authority
OVC	Orphans and Vulnerable Children
PBS	Program Budgeting System
PPP	Private Public Partnership
SACCOs	Saving and Credit Saving Cooperatives
SWG	Sector Working Groups

EXECUTIVE SUMMARY

The Jinja LGDP III is to be implemented basing on the 5 broad adopted 5 year NDP III priorities which include the following;

Theme: “Industrialization for inclusive growth, employment and sustainable wealth creation”

Goal: “Increase Household Incomes and improve quality of life”.

Objectives:

1. Enhance value addition in Key Growth Opportunities.
2. Strengthen private sector capacity to drive growth and create jobs.
3. Consolidate and increase the Stock and Quality of Productive Infrastructure.
4. Increase productivity, inclusiveness and wellbeing of the population.
5. Strengthen the role of the state in development.

Implementation of the District Development Plan (DDP) II (2015/2016 – 2019/2020) registered various achievements as summarized hereunder; The District Budget Performance improved from UGX 11,168,587,634 in FY 2014/2015 to 48,200,379,000,000 in FY 2019/2020, Under primary education, the 59 government aided primary schools received 99% support through the Universal Primary Education (UPE) and Universal Secondary Education (USE) programmes. There was an increase in Primary Enrolment from 69,871 in 2015 to 84,623 in 2019. This led to increased demand for teachers, school infrastructure, text books, and sanitation facilities. The teacher pupil ratio remained high at 1:80 and the classroom pupil ratio at 1:78. There are 10 Government aided secondary schools in the District with an addition of 2 new under construction (Buwenge and Buyala Seed secondary schools) with a total enrolment of 9,785 students. Since 2015 to 2019, infrastructure development in primary schools grew from 497 permanent complete classrooms to 575, from 575 latrine stances to 790, and 872 desks to 1,217. Jinja District has a total population of 236,884 children of school going age (3-17), this represents 20% of school age population in the District. There was a slight improvement in performance of primary leaving examination (PLE) results from 80% in 2015 to 88% percent 2019.

The Production and marketing services have also been provided to the local community through agricultural extension services. Considering that over 80% of the total population in Jinja is highly dependent on agriculture for their livelihood.

The District maintained District and community access roads totaling to 726 kms of which 28.8% are in good condition, 44.7% are in fair condition and 26.5% are in poor condition. Council meetings were held to consider Annual work plans, Budgets, Committee performance and monitoring. The number of community based animal health workers increased, helping farmers to carry out simple veterinary tasks like deworming. Over 30,000 animals were treated, 10,000 inspected, 10,000 vaccinated, the sector’s fish production stood at approximately 3.47 tons compared to the District’s potential of 34.7tonnes per year.

Under Health, HIV/AIDS ART Coverage improved from 60 percent to 84.6percent and ART retention rate improved from 58 percent to 80 percent. In patient malaria deaths per 100,000 persons per year reduced from 568 to 344 on average and malaria cases per 1,000 persons per year reduced from 496 to 388. Health Facility deliveries improved from 62 percent to 84 percent. Under Community Based Services social protection programmes, 15% of the

vulnerable people benefited from special grant. On average, the District pit latrine coverage in households is estimated at 82% thus, 18% don't have access to pit latrines. The practice of hand washing is also poor in most households and this stands at 40%.

Challenges 2015/2016 – 2019/2020

Although there is tremendous development which has been realized since the implementation of DDP II 2015/16-2019/20, there are constraints that still undermine development in the District namely; poor road network and inter-connectivity, shortage of qualified staff, un conducive working environment, inadequate funding, low quantity and quality of social services (education, health and water), low agricultural production, productivity and limited access to markets, high population growth rate, degradation of natural resources, social conflicts, negative cultural perceptions and gender imbalances and a weak public private partnership/coordination mechanism. These constraints present the need for coherent and poverty focused approaches to planning that will address the felt needs of the people in the District in an effective and efficient manner so as to have an improved financial performance for sustainable development, Increasing population as a result many factors such as low levels of contraceptive use/ family planning amongst the population. Large proportion of households still in the subsistence economy, insufficient creation of quality and gainful jobs in the real economy, especially for the youth with an estimated unemployment rate of 13.3%. About 78% of the population is aged 30 years and below, Inadequate central funding affecting service delivery in most sectors slightly prevailing public corruption, Severe reduction in the forest cover as well as wetland degradation and encroachment and the sector is faced with challenges of inadequate enforcements, Dwindling local revenues insufficient to fund local service delivery in the District, the Quality of education remains low characterized by the low levels of literacy and numeracy, coupled with the high rate of school dropout, Inadequate functionality of some health facilities and rising cases of non-communicable diseases.

Priority areas for 2020/21 - 2024/25

Agro Industrialization: Facilitation of Extension Worker Services, Crop disease control and regulation, Farmer Institution Development, Fisheries regulation, Livestock Health and Marketing, Plant clinic/mini laboratory construction, Tsetse vector control and commercial insects farm promotion

Human Capital Development: 4 unit Teachers Houses with 4 stance Pit Latrines constructed in 20 Primary Schools @ year for 5 schools, Stance brick lined VIP Pit Latrines constructed in 20 primary schools @ year 5 Schools and rehabilitation/emptying of existing, 2 classrooms constructed and rehabilitation with lightening arrestors and hand washing facility and furnished the classroom in 24 primary schools, Monitoring and Supervision of Primary, Secondary Education and Institutions, Skills Development Services, Public Health Promotion, Immunization Services, Basic Healthcare Services, Health Centre Construction and Rehabilitation, Maternity Ward constructed and rehabilitated, OPD and other ward Constructed and rehabilitated, Healthcare Services Monitoring and Inspection.

Integrated Transport Infrastructure and Services: Rehabilitation of District roads, Manual routine maintenance of 120km of CAIP rehabilitated labor Based maintenance of 146.7km of roads done in the District, Routine mechanized road maintenance of 30.6kms, Procurement of 1 supervision vehicle.

Natural Resources and Environment: 4 mini solar piped water supply systems constructed, 100 Boreholes rehabilitated, 30 Springs re-protected, 60 Rain Water Harvesting tanks for schools and

Health Centres procured, Land titles for institutional land, Physical plans for Namgera & Buyengo TCs, Tree seedlings,

Private Sector Development: 4 mini solar piped water supply systems constructed,

Development Plan Implementation: Effective and efficient allocation and utilization of public resources, Improved resource mobilization, Improved budget credibility, DDP III implementation coordination developed, Monitoring Report on implementation of DDPIII prepared, Improved compliance with accountability rules and regulations, Improved service Delivery,

Tourism Development: Increased number of tourists received in tourist destinations

Public Sector Transformation: Supervision and monitoring of all government programmes and projects carried out, Efficient and effective internal audit functions carried out on all government processes and projects, New District Offices constructed, Annual capacity building of staff developed and coordinated and Updated District Website.

Community Development: Gender Mainstreaming, Children and Youth Services, Support to Youth Councils, Support to Disabled and the Elderly, Culture mainstreaming, Work based inspections, Labour dispute settlement, Representation on Women's Councils, Social Rehabilitation Services, Facilitation of Community Development Workers.

Total budget requirements for the Plan.

The cost of financing all the District planned programme interventions over the 5-year period is estimated at around UGX 215,598,889/= of which UGX 205,678,871/= (95.4%) shall be grants that are directed toward particular sub-programs/sectors. While UGX 44,651,495/= (3.0%) from local revenue shall be used to finance recurrent expenditures while external revenues shall be used to finance interventions supported by the donor community.

The Funding gap of unfunded priorities is Shs 117,644,328,000/=

Plan Implementation, monitoring and evaluation arrangements:

In line with the National Development Plan, a quasi-market approach, which includes a mix of government investments in strategic areas and private sector market driven actions, will be pursued. The Private sector will remain the engine of growth and development, while the local Government, in addition to undertaking the facilitating role through the provision of a conducive policy, regulatory and institutional framework, will also actively promote and encourage Local Economic Development and Public – private partnerships in a rational manner. The District will also pursue out ward oriented policies by encouraging investors from outside the District on top of promoting investors within the District.

In order to bring together all District development stakeholders to achieve common goals and objectives, in line with the National Development Plan, a “business approach” will be adopted in the implementation of the District Development Plan. The fundamental basis of this new approach is that successful District development requires the public and private sectors to adhere to the perception of the District as a “corporate” or a “business entity”, jointly owned by both sectors and working in tandem in pursuit of a common vision.

In order to operationalise the aforementioned concept, several reforms will be implemented including: improving the public service delivery system and deepening and strengthening the consultative machinery between the public and private sectors.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides the background of the Development Plan, Development Planning Process, Actors and Timeframe, and the District Profile including key geographical information, administrative structure and demographic characteristics of the District, natural endowment, and information about the socio-economic infrastructure.

1.1 Background

Jinja District is one of the Districts in the Eastern Region of Uganda. It is bordered by Iganga District in the Northeast, Kamuli in the North, Lake Victoria in the West and Jinja city in the South, and Mayuge District in the South East, Luuka to the East. It lies between latitudes 00° south and 30° North and longitudes 33° East and 12° East, with an average altitude of 1500m above sea level. Jinja District Headquarters are situated at Busoga square. However, the New District Headquarters are being constructed at Kagoma in Buwenge Sub County. The District has a total area of 767.8 sq. km of which land area is 65.8. sq.km.

At independence, Jinja was part of Busoga District under the 1974 provincial Administration. Jinja District acquired the status of a District in 1975 and Jinja Municipality from which the current District takes its name was declared a Township in 1906.

Jinja City was created out of Jinja DLG and Jinja MC. The City was expected to be operational with effect from 1st July 2021. Budondo Sub County, Mafubira Sub County and Bugembe Town Council formed the Northern Division and the former Jinja Municipal Council formed the Southern Division.

1.1.1 Context of the Local Government Development Plan

The 5-year Development Plan (2020/21 – 2024/25) was prepared in line with the requirements of section 36(3 &4) of The Local Governments Act CAP 243. The Plan was formulated within the context of the Comprehensive National Development Planning Framework, 2007. The Framework presents a paradigm shift from needs – based to a proactive vision- based planning.

This District Development Plan is the third in a series of five (5) year Plans. It has been prepared in line with the National Vision 2040 that aims at transforming the country from a predominantly peasant and low income to a competitive, upper middle income country with a per capita income of approximately USD9, 500 in the next 30 years.

The Plan builds on the achievements registered under the first and second District Development Plans and takes into consideration the challenges encountered and lessons learnt during its implementation.

This Development plan has been aligned to the NDPIII and Vision 2040 and prioritizes the key development opportunities and fundamentals as envisaged in the Uganda Vision 2040.

1.1.2 Description of the Local Government Development planning process

The plan formulation process was rigorously consultative and widely participatory. The planning process started at community level with generation of village wish lists that were compiled into parish action plans. The village and Parish Participatory Planning meetings were facilitated by the Community Development Officers who work as the Planning and Gender Focal Persons at Lower Local Governments. Sub County and Town councils then

convened Planning conferences that considered views from the Parishes, a process that yielded a category of projects that were forwarded to the District Technical Planning Committee for integration into the District Development Plan III.

The District convened a District Budget Conference on 31st October 2019 at the Civil Service College in Jinja and development proposals were listed. This Conference was attended by Councilors from all levels, Members of Commissions, NGOs/CSOs, Technical staff at all levels, opinion leaders, religious leaders and the private sector. The Conference yielded a wish list of development interventions that informed the formulation of the plan.

After the Budget conference, the District Technical Planning Committee (made up of Heads of Department and section plus representatives of the Civil Society) undertook drafting of the Plan. During this stage, Heads of department / section responsible for mainstreaming of crosscutting issues like Gender, Population and Development, HIV/AIDS, Environment provided technical support to the drafting committee and ensured that cross cutting issues had been integrated into sector plans. The draft Plans were then discussed by the District Technical Planning Committee and thereafter presented to the District Executive Committee for discussion and input.

The input of the District Executive Committee was then incorporated into the draft plans by the District Planning Unit. The draft Plan and Budget Estimates for FY 2020/21 were laid before the District Council on 24th, February 2020 under minute Min/DC/173/2020. The Plan and Budget Estimates were referred to all Standing Committees for scrutiny. The Standing committees then presented their recommendations about the draft plans to the subsequent District Council for approval.

The Jinja DDPIII (2020/21 – 2024/25) and Budget Estimates for FY 2020/21 were approved by the District Council on 28th, May 2020 under minute Min/DC/185/2020.

1.1.6 Structure of the Local Government Development Plan.

The Plan is comprised of six Chapters. Chapter One covers the introduction which gives the general background, context of the Plan, description of the development planning process, structure of the plan, District profile, administrative structure, demographic characteristics, natural endowments and social – economic infrastructure in the District. Chapter Two Covers Situation analysis comprising of analysis of the District potentials, opportunities, constraints, and challenges, capture key standard development indicators, review of the sector development situations including constraints, analysis of the State of cross cutting issues, review of the previous plan, performance per sector, and analysis of urban development. The Third chapter consists of the Vision, Mission, presents the summary of the adopted NDPIII Strategic direction of the Development Plan, key development results Chapter four gives the plan implementation and coordination strategy, Institutional arrangements, integration and partnership arrangements, pre-requisite for a successful implementation. Chapter Five covers the Plan Financing frameworks and resource mobilization strategy consisting of a summary of the funding sources for the five years, summary of program costs for the five years and the Resource mobilization strategy. Chapter Six is the Monitoring and Evaluation Framework comprised of the Monitoring and Evaluation arrangements, Monitoring and Evaluation Matrix and the Communication and Feedback strategy/arrangements

1.1.3 Key achievements of previous Plan.

Education: Facilities constructed: One Seed Senior secondary school, 14 classrooms, 85 5 Stance, Brick lined VIP pit Latrines with hand washing facilities at 17 primary Schools, 12 4 stance pit latrines and 3 staff houses, 600 3 seater desks were procured and 26 classroom blocks were completed.

Production: Plant/ animal clinic & laboratory building at the DPO's office was constructed, Established 4 Tilapia fish breeding centers, 18 demonstration sites with 54 bee hives were installed in 18 acres of coffee gardens, Procured & deployed impregnated 370 tsetse fly traps, Established 6 communal tick control centres, Established one Centre for skilling of Youths in Busoga Sub region – a Presidential Initiative, Demonstrations aiming at Agro – Industrialization& LED were established, A 4 acre model demo, Irrigation techniques on 20 acres by MoWE was established, Established & maintained the dairy artificial insemination collection centre at DPO's office, 28 Farmers Groups were supported with tractors by MAAIF/NAADS, Support to Farmers with seed and planting material for food and household income by NAADS/ OWC

Water: 69 boreholes were drilled, 5 springs were re-protected, 280 water sources were tested, 7 public latrines were constructed, one water borne toilet was constructed, 65 boreholes were rehabilitated,

Roads: 424.5 kms of roads were routine labour based maintained, 424.2 kms of roads routine mechanized maintained, 98.3 kms periodic maintenance carried out.

Community: 131 Youth Livelihood groups were facilitated, 101 Women groups benefited from Uganda Women Entrepreneurship Programme, 27 Groups benefited from Special Grant for People with Disabilities, 2,208 Expanding Social Protection Programme (ESP), 1800 Adults benefited from Functional Adult Literacy Programme.

Health: 2 Maternity Wards and One Two Stance emptyable pit Latrine were constructed, 4 OPD were renovated, NMS Medicines budget received per annum for Health facilities,

1.1.4 Major challenges.

In a bid to deliver DDP II the Jinja District faced a number of challenges

1. Poverty, 80% of the households practice in subsistence farming with so many unable to sustain them with food throughout the year. There is low production and productivity as result of land fragmentation.
2. Low quality of education remained characterized with low levels of literacy and numeracy, coupled with a high rate of school dropout..
3. Unreliable/unpredictable weather patterns leading to reduced agricultural production and productivity
4. Lack of access to electricity by households, institutions and entrepreneurs hindering rural transformation and sustainable economic development
5. Poor state of infrastructure such as roads and bridge network that affect economic development
6. Natural calamities caused by climatic change effects such as long dry spell and heavy rain fall which destroy most of the feeder roaders. Severe reduction in the forest cover as well as wetland degradation and encroachment lead to increased vulnerability to climate change
7. Poor community attitude and mindset towards government programmes

8. Inflation variances between the pricing for inputs at the budgeting time and the time of implementation hence affecting quantities and service delivery
9. Cultural issues coupled with negative social norms and cultural practices that perpetuate gender inequality that impede development
10. Unexpected emerging situations such as pandemics and conflicts amongst the community.
11. Low local revenue tax base thus dependent on central government transfers which cannot ably finance the people's need.
12. Discriminative policy on salary payment e.g. Scientists vs. Arts

1.1.5 Lessons learnt

Based on the end-term review of the DDP II, a number of lessons were learnt including:

- Increasing investment in the productive sectors of the District to optimize use of the increased infrastructure capacity through different District project opportunities.
- Revisiting the development approach, in particular the role of Lower local governments and citizens in the development process.
- Re-focusing efforts on the production of appropriately skilled labor in the District through appreciation of technical institutes for hands on skills to curb youth unemployment.
- Improving the functionality and range of services provided by sub-counties and parishes in order to effectively address development needs at the local level.
- Increasing the effective utilization of alternative sources of development financing like enhancing the private sector, development partners and CSO in the District.
- Breaking down the silo approach to planning, budgeting and implementation through the introduction of a program approach that brings together all stakeholders necessary to address a particular development issue. And also encouraging citizen participation in the planning, budgeting and development process.
- Need to address the issue of land management for development projects by both private owners and on public land, strengthening the role of District in increasing access to market opportunities.

The District growth strategy for the third plan focuses on: consolidating and increasing the stock and quality of productive infrastructure; enhancing productivity especially in the agricultural sector through different projects like UGIFT, Operation Wealth Creation and others; sustainable management of natural resources; and supporting private sector development through providing affordable financing such EMYOOGA, Parish Community Associations etc and favorable policy atmosphere.

1.2 District Profile.

1.2.1 Key Geographical information

Jinja District is relatively flat with high ridges and isolated hills and undulating lowlands. The hills are linear and of convex slopes between 2% and 8% and almost flat valleys of slope less than 2%. The lowest point of 1,200 m above sea level is in the south along the Lake Victoria and the highest 1,500-m above sea level is found in the north. The District has a long shoreline of Lake Victoria in the south.

Un-differential gneisses formerly seen as part of basement complex underlie the District. It is dominated by argillite, especially in Kakira area. These soils are as deep as 15cm or over a meter. A variety of clay, light soils and sandy loamy soils are commonly found in some valleys with a well-defined course and shallow alluvium in beds. There are also the *ferrisol* soils (red soils) on basic rocks. What about land use and vegetation?

1.2.2 Administrative structure.

The District has 2 counties comprising of 3 rural sub-counties and 4 Town Councils. There are 266 villages.

Table 1: Lower Local Governments and Administrative Units in Jinja District

Name of County / MC	Number of:			
	Sub-counties	Town Councils	Parishes / Wards	Villages / Zones
1. Butembe	1	1	13	99
2. Kagoma	2	3	21	167
Totals	3	4	34	266

Source: Office of the Chief Administrative Officer / Jinja District

Table 2: Distribution of Parishes / Wards and Villages by LLGs in Jinja District

Name of County and LLG	Number of:	
	Parishes / Wards	Villages / Zones
Butembe County		
1. Busedde Sub-county	5	45
2. Kakira Town Council	8	55
Sub-total	13	99
Kagoma County		
1. Butagaya Sub-county	4	46
2. Buwenge Sub-county	5	47
3. Buyengo Sub-county	4	35
4. Buwenge Town Council	4	18
5. Namagera Town Council	4	21
Sub-total	21	167
Total	34	266

Source: Office of the Chief Administrative Officer / Jinja District

The District Council is the highest political authority with members from the LLGs under the Leadership of the District Chairperson. It has a technical team headed by the Chief Administrative Officer, distributed in 12 departments. Every department has a Head of department and sectional Heads.

1.2.3 Demographic characteristics

The distribution of a population by age and sex is among the basic types of information needed for planning. Sex and age composition of a population has significant implications for the reproductive potential, human resource, school attendance, family formation, health care and other service delivery in general.

The National Population and Housing Census was conducted in 2014 by UBOS and the provisional results were released. The provisional results for Jinja District are indicated in Table 3 here below: -

Table 3: Jinja District Population by sex, sex Ratio and density

Sub-County	Male	Female	Total	Sex Ratio	Land Area	Population density
Butembe county						
Busedde	18,021	18,696	36,717	96.4	94.3	389
Kakira Town Council	17,453	15,240	32,693	114.5	104.3	313

Kagoma county						
Butagaya	25,838	7,708	53,546	93.3	113.2	473
Buwenge	22,413	24,203	46,616	92.6	100.3	465
Buwenge Town Council	10,369	11,757	22,126	88.2	9.2	2,405
Buyengo	16,002	16,486	32,470	97.2	78.0	416
District	230,189	241,053	224,168	95.5	678.7	694

1.2.4 Natural Endowments (Natural resources and their rate of exploitation)

1.2.4.1 Water Resources

Table 4: Type of Water Resource

Type of Water Resource	Lakes	Rivers	Streams	Permanent Wetlands	Seasonal Wetlands
No	1	2	20	12	88

Jinja is endowed with Lake Victoria, Africa's largest lake covering a total area of 68,800 sq. km and a 3,440km² shoreline, River Nile, the longest river in Africa and the world with its source in Jinja with a length of 6,670km and depth of 8-11m, River Kikko with its source in Kakira through Buyengo, Busedde, Buwenge into Kamuli District and later pouring into the Nile.

Many streams are interconnected with fringe seasonal wetlands totaling to 88 and 12 permanent wetlands do exist t and they are instrumental in contributing towards the water resources in the District.

1.2.4.2 Forest Resources

Table 5: Forest Resources

Forest Reserves	Central Forest Reserves (CFR)	Local Forest Reserves (LFR)
No	12	03

1.2.4.3 The Soils

Table 6: The Soils

No.	Type of Soil	Coverage (Ha)	Percentage (%)
	Rhodiferrelistic Nitisol		42
	Un-differential gneisses		
	Epi/Endopetric Plinth sols	595.1	0.8
	Nitisols		
	Rhodilixiferralsols	30340.5	41.9
	Eutricgreylsol		6.6
	Episkeleticleptosols		1
	Histicgleysols	479.7ha	0.6

(Source: Environment Department)

1.2.4.4 Dependence on Natural Resources in Jinja District.

Table 7: Households and population by type of fuel used in rural and urban areas

Types of fuel for cooking	Rural		Urban		Total	
	Household	Population	Household	Population	Household	Population
Electricity	49	295	1,452	7,503	1,501	7,798
Paraffin	104	322	190	422	294	744
Charcoal	7,403	24,018	14,386	59,117	21,789	83,135
Gas	6	21	22	90	28	111
Firewood	35,935	182,775	3,021	10,565	38,956	193,340
Dung / Grass	7	14	4	7	11	21
Not Stated	235	974	223	835	458	1,809
Total	43,739	208,419	19,298	78,539	63,037	286,958

(Source: 2002 Population and Housing Census)

1.2.4.5 Types of soil degradation in Jinja District

Table 8: Types of soil degradation in Jinja District

Sub county	Type of degradation	Cause	Percent	Others
Buyengo	Soil erosion	De-vegetation of hills	70	30
Buwenge	Nutrient depletion	Land intensification	60	40
Kakira	Nutrient depletion	Land intensification (Sugarcane Growing)	65	53
Butagaya	Nutrient depletion	Land intensification	65	35
Busede	Nutrient depletion	Land intensification Sugarcane growing	70	30

(Source: Agriculture Department Jinja District 2002)

1.2.5 Social –economic infrastructure

The socio-economic characteristic entails life standards indicators, Local economy analysis, livelihood patterns, human settlements, productive resources and Economic Activities of the District.

1.2.5.1 Life standard Indicators

Housing conditions by type of house

About 98% of the housing units in the District are roofed with iron sheets. The number of houses built with burnt bricks and roofed with iron sheets is on the increase and hence improving the housing conditions. Subsequently construction materials determine the stability of households over years. Approximately 76% of the houses are constructed with permanent walls and 57% are constructed with permanent floors in the District

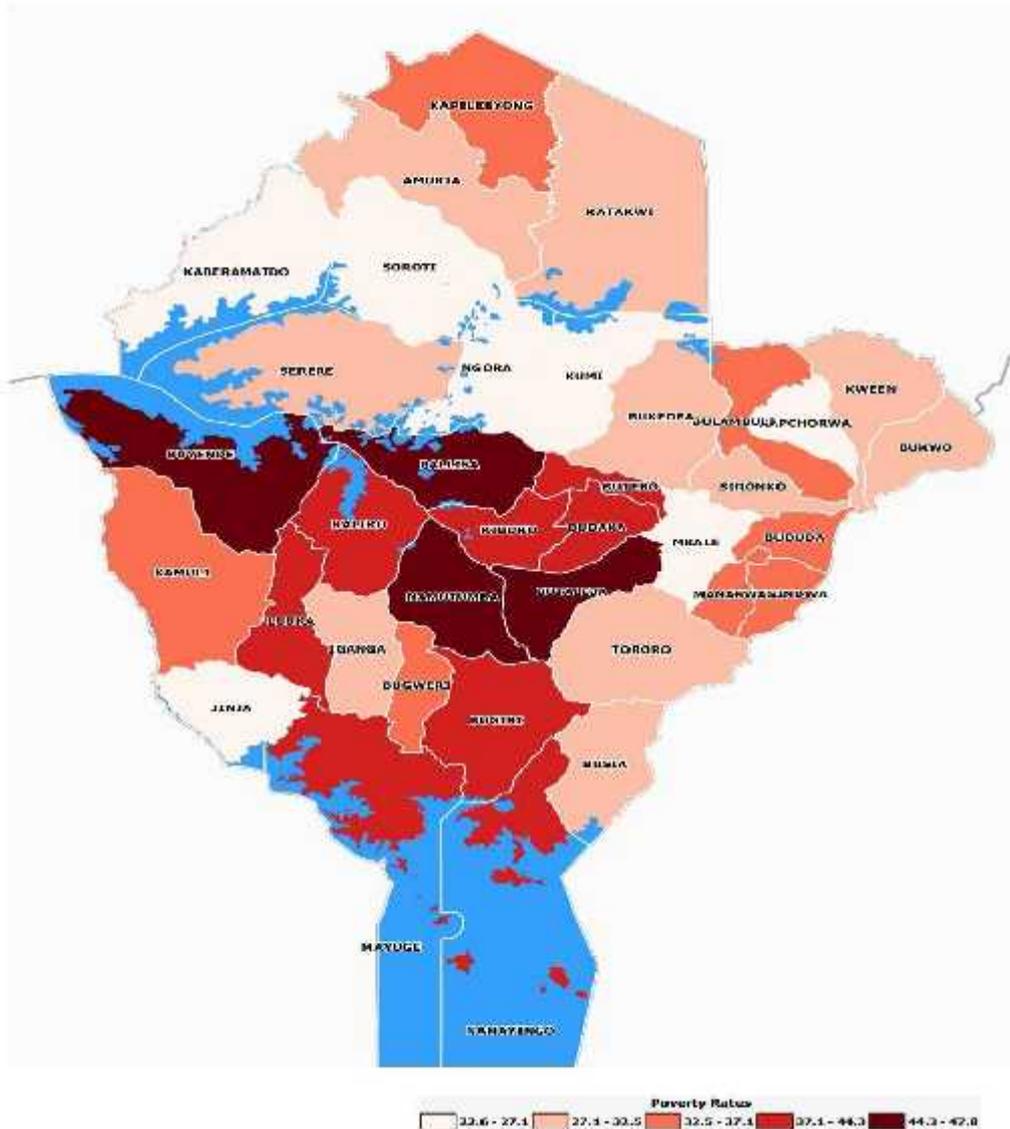
Poverty distribution

Poverty has many different dimensions, ranging from material well-being (basic needs of life like nutrition, good health, shelter, education etc) to lack of human rights, citizenship or social networks. Economic factors such as low income, lack of assets, access to markets or public services can lead to poverty.

Uganda 2016/17 poverty mapping by By UBOS in collaboration with UNICEF and World Bank

Surveys provided comprehensive information on living standards including income and/or consumption

Figure 1: Uganda 2016/17 poverty mapping



Source: UBOS Poverty mapping 2016/17

Household Assets

Source of Energy for Cooking and Lighting

Firewood is the only source of energy for cooking in the District for both rural and urban dwellers. This puts a lot of pressure on the environment to provide energy for cooking. This high demand for firewood & charcoal contributes to high levels of deforestation and environmental degradation. This calls for reduction of the electricity charges as a policy measure, as this would encourage its use for cooking in addition to lighting.

1.2.5.2 Economic Background

The District stagnated in its economic development due to the declaration of the Economic war in 1971. Originally built as an industrial centre, a good number of industries were established in the District since the 1960s. During the economic war most of these went out of operation. However, with the present day privatization and liberalization of the economy many of these industries have been rehabilitated in Jinja City and new ones built like BIDCO, Steel Rolling Mills at Masese, Kakira Sugar Works, Nile Agro processing and Nile Breweries.

1.2.5.3 Economic Activities.

The District population is predominately engaged in small-scale agriculture mainly sugar cane growing and animal husbandry. A substantial amount of fishing is also carried out contributing to employment, income and nutrition of the people. The District is located on the fertile crescent of Rive Nile with well-distributed rainfall. The people grow a variety of food and cash crops. 85% of the farmers are engaged in crop production as their main activity, 12% are engaged in mixed farming and a much smaller percentage is engaged in livestock keeping and fishing. Sugarcane, maize and coffee are the main cash crops. Farming is carried out mostly on small holdings using family labour, hence producing subsistence output. Crops grown include cassava, sweet potatoes, beans, sorghum, groundnuts and soybeans.

1.2.5.4 Road Network

Jinja District is strategically located on the Highway of Nairobi Kampala. Jinja District is between Kampala City, the Capital of Uganda, and the Kenyan cities of Nairobi and Mombasa. The Kampala-Nairobi Highway is also a link to both the Northern and Northern Eastern Uganda and its roads are well served and networked. The District is served by railway that links it to Mombasa and Kisumu in Kenya, Mwanza in Tanzania, to Kasese in Western Uganda and Pakwach in Northern Uganda. Kisumu, Portbell, and Mwanza are linked via a wagon ferry. Jinja City which was part of the District has a pier and an Airstrip both of which are non-operational. There is a long-term plan to develop the Airstrip into an International Airport second to Entebbe International Airport and to revive the Steamer services at the Pier.

1.2.5.5 Power

Owen falls power station in Jinja City is now producing 180 megawatts. When Owen Falls power station was upgraded and rehabilitated, it was renamed Nalubaale and this has considerably reduced on load –shading. The government has also constructed Kiira Power Station a 200-megawatt power plant. Already two generating units of the extension have been commissioned, adding 80 megawatts to power production. When the Kiira Power Station is fully commissioned Power production at Jinja will rise to 380 megawatts. With the completion of the Budhagaali Power Project it will rise to 630 megawatts. The Government programme of Rural Electrification power has reached the whole District.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Analysis of District Potentials, Opportunities, Constraints and Challenges

The sections below present a number of Development Potentials and Opportunities existing in the District, as well as major Challenges and Constraints to service delivery, the slow growth and development of the District is attributed to Challenges and Constraints while the Potentials and Opportunities that can be harnessed to realize the goals and objectives of the Development Plan and cause development in the District. Challenges and Constraints relate to level of Local Economic Development in the District

Table 9: Potentials, Opportunities, Constraints and Challenges.

Potentials	Opportunities
<ol style="list-style-type: none"> 1. Availability of socio economic infrastructure like water, roads, schools and health facilities that support economic growth and sustainable development. 2. Availability of natural resources including land, Lake Victoria, River Nile, forests which are also tourist attractions. 3. Availability of land, 85% of total land for commercial farming, industrial park and also human settlement. 4. Committed District leadership. This is composed of the Members of Parliament, District Chairperson, Elders and Opinion leaders that are united for the cause of Jinja. 5. Good transport and communication system. The District has the main road which connects from Kampala via Iganga to Busia, Kenya. In addition to this is a well distributed network of feeder and community roads. In terms of communication the District is served by a fixed UTL line as well as other mobile telephone networks of Airtel, MTN and Africel Telecom. There is also a railway line across the District. 	<ol style="list-style-type: none"> 1. Availability of land for the industrial park and access to the main road from Kenya is an opportunity for the industrial development which can provide jobs for the people and market for the goods produced. 2. Geographical location of the District along highway from Kampala to Mombasa offers great potential for development 3. The high population of the District offers internal market for commodities and as well availability of labor for agricultural production 4. Central programmes like Operation Wealth Creation, Youth Livelihood Programme, Uganda Women Entrepreneurship Programme and other equalization programmes 5. The existence of hydro power for the industrial development. 6. The strong commitment by most partners to the development of private sector and civil society organizations. This will boost the overall development of the District, WHO, UNICEF, PACE and GAVI, among others
Constraints	Challenges.
<ol style="list-style-type: none"> 1. Poor community Mindset towards government programs 2. Population explosion caused by high fertility rate that put pressure on existing infrastructures, environment and services 3. Low purchasing power of the population affects investors in the area hence lowering economic development 4. Limited funding to implement the development plan to achieve the desired change for the people of Jinja District 5. The Land tenure system and pattern is prohibitive for development and large scale commercial agricultural production 6. Limited equipment, tools and facilities for effective and efficient service delivery 	<ol style="list-style-type: none"> 1. Unreliable/unpredictable weather patterns leading to reduced agricultural production and productivity 2. Unexpected emerging situations such as pandemics and conflicts amongst the community. 3. Lack of access to electricity by households, institutions and entrepreneurs hindering rural transformation and sustainable economic development 4. Poor state of infrastructure such as roads and bridge network that affect economic development 5. Natural calamities caused by climatic change effects such as long dry spell and heavy rain fall which destroy most of the feeder roaders. 6. Pest and diseases that affect production and productivity levels

2.2 District Performance on Key Development Indicators

Jinja District population is growing at a rate of 1.6 (UBOS 2014 NH&CC) with a poverty rate of 23%. Infant Mortality was 32 per 1,000 live births whereas under five mortalities was 43 per 1000 births lives, Life Expectancy at birth was 69.6 years in 2014; where by Male – 67.7 years, Female – 71.5.0 years.

The table below shows the District performance as at the end of DDP II and expected results after the 5 year plan period of this DDP III, they will be used to inform the goal of improving people’s livelihood and quality of life.

Table 10: LG Performance on Key development indicators

Expected key targets		Baseline 2019/20	LGDP III target	NDP III
Poverty rates (% below poverty line)		23	18.0	5
Population Growth Rate		1.6	1.2	
Tourism receipts (UGX billion)		0	0.02	
Average Monthly nominal Household income		No Data	350,000	
Annual growth of farmer organization membership [%]		40	45	50
Annual growth of registered farmer contacts with extension staff [%]		60	60	70
No. of fully serviced industrial parks		0	2	
Access to electricity (%)	Household population	16.5	50	80
H/holds dependent on subsistence agriculture as a main source of livelihood (%)		80	65	55
Forest cover (% of total land area)		9.1	15	15
Wetland cover (%)		13.4	13.4	9.57
Area (ha) of wetlands demarcated and restored		1	1	
No. of wetlands gazetted and restored		0	1	
District reforestation rate [%]		60		80
WASH Coverage (%)	Rural Water	74.9	85	100
	Urban Water	92.3	100	100
	Sanitation (Improved toilets)	39	65	80
Local Revenue performance to Budget (%)		9.7	12	15
% of people within 1,000m of an improved water source		100	100	
% of rural water point source functional		87	95	85
Proportion of water sources tested for quality [%]		6	6	6
Pupil to latrine/toilet stance ratio		1;72	1;50	1;40
Numeracy rate [%] (10Yrs)		43	60	100
Literacy rate [%] (10Yrs)		41	60	73
Completion rate [%]		58	70	
Primary to Secondary transition		64%	80%	
Proficiency scores (Proportion of students passing O' level)S		45	45	60
Adult literacy rate		60	60	100
Infant Mortality Rate/1000		32	25	34
Life expectancy at birth (years)		69.6	75	85

Expected key targets		Baseline 2019/20	LGDP III target	NDP III
Total fertility Rate		5	3	4
Maternal Mortality Ratio/100,000		336	200	15
U5 Mortality Rate/1000		32	20	
Immunization coverage [%]		46	56	60
Percentage of villages with functional VHTS		80	100	100
% of population accessing social services		15	50	
Annual change in reported cases of domestic violence		60	80	
Share of District roads in fair-to-good condition [%]		56	78	80
Share of community access roads in fair-to-good condition [%]		42	60	60
Share of Urban access roads in fair-to-good condition [%]		32	50	50
Share of locally generated revenue [%]		9.7	15	
Budget absorption rate [%]		93.7	100	100
Annual NDP compliance score		60.4	70	100
Share of LG establishment staffed		80	90	

2.2 Analysis of the Development Situation

The District has got a high level of poverty according to UBOS 2016, it stands at 23% compared to the National level of 21.4%. We note that many of the affected households are either children headed, elderly, female headed or head by PWD. The backbone of Jinja's economy is in its natural resources which are vital to the livelihood of people, these include agricultural lands, lake and river, fish, wetlands and forests. The District is of considerable hypsographic interest to all lovers of nature comprising of the lake, roaring waterfalls, as well as rivers, forests and wetlands. Almost 8 out of every 10 persons in the District make their living from the products and services of the District soils, water and biota. Therefore, the condition of these resources bears directly and widely on the welfare of the people. Jinja District has a land ownership system that gives confidence and strong basis for development. However, the land tenure system prevailing in the District, which consists of customary land, fails to provide security of tenure needed for sustainable socio-economic development.

Table 11: Agriculture POCC Analysis

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> • Availability of fertile land. • Availability of labour. • Availability of water for production • Potential for large scale commercial farming. • Potential for fish farming and irrigation • Potential for green livelihoods through agro forestry. • Potential for food processing • Availability of both 	<ul style="list-style-type: none"> • Favourable land tenure systems. • Availability of machinery like tractors. • Good terrain to facilitate irrigation • Available reliable land for production • Presence of swampy areas for fish farming and irrigation • Ready market for 	<ul style="list-style-type: none"> • Land fragmentation • Un-skilled labour. • Limited accessibility of water • Inadequate utilization of the existing land majorly for subsistence farming. • Poor production techniques majorly using hand hoes 	<ul style="list-style-type: none"> • Land grabbing, limited land ownership. • Poor attitude and mindset among the community, • Increasing un productive young population, High mobility. • Lack of advanced technologies in the different enterprises • Poverty among the community members • Poor weather • Poor quality inputs • Shortage of bulk storage facilities

Potentials	Opportunities	Constraints	Challenges
skilled and unskilled labor for production	products both by local and foreign population.	and poor post harvest handling including limited value addition • General high levels of monetary poverty	<ul style="list-style-type: none"> • Lack of value addition facilities • Limited extension services • Limited water for production • Insecurity of the farms

2.2.1 Agriculture.

The population in the District is predominantly engaged in subsistence agricultural with focus on mixed farming with a low level of cash crop production. The main cash crops grown include coffee, sugarcane and maize soya beans, cocoa & cassava. Large-scale agricultural production is experienced on sugarcane plantations, an activity mainly carried out by the Madhvani Group of Companies for sugar production by the same company. The Company has boosted out growers in the areas of Buyengo, Busedde, Kakira and part of Buwenge.

Table 12: District Crop production statistics (Tonnes)

Crop	F2015/16	F2016/17	F2017/18	F2018/19	F2019/20
Coffee	1,200	3,580	4,210	4,982	5,771
Maize	6,470	8,479	10,587	12,850	15,124
Soy bean	389	547	612	972	5,944
Horticulture	953	12,058	18,587	22,750	32,200
Bananas	10,256	10,862	17,470	21,047	33,904
Fish farming	0.17	1.5	2.7	3.4	3.9
Honey	0	0	0.14	0.19	0.22
Milk (Litres)	395	408	647	701	967

Source: District Production Department records

Production levels amongst farmers of different produce as noted in the table above are very low, on average coffee farmers produce 700kg per acre, Soya bean farmers produce 700kgs per acre, maize farmers production is at 1,200kgs per acre. Pond fish farmers are harvesting 1 ton per year whereas those in fish cage farming have less than a ton tilapia fish fingerlings production is at 10%. Out of 1,250 acre acres estimated to be under agricultural use only 26 are under irrigation. Low production is worsened by **theft of farmers' products**.

Agriculture is mainly carried out in the rural areas supporting the rural dwellers and the neighboring Districts with food and horticultural outputs. However, agricultural production is hampered by the **uncertain weather conditions** such as harsh seasonal droughts, smallholdings (on average 2.5 acres per household) and **poor methods of farming**. Whereas **market** is available for agricultural outputs **accessibility is hard due to the poor state of roads**, with the use of water and possibility of air transport since Kimaka airstrip has a potential of developing into an accessible outlet for products to international markets.

There is low **adoption& uptake of high yielding technologies** being promoted which is mainly attributed to **poverty and low income levels among farmers**. Due to low the production level we are face with inadequate capacity of farmers to meet the demand for value addition, the low levels of production are responsible for the under development of the agriculture. Over 55% of the District population is employed in the agricultural sector of which 63% are female. These depend on the **uncertain climate and unpredictable weather conditions**. Climate change has had adverse impacts on agricultural production and food

security in the District. The prolonged dry spells have their toll especially on the peasant farmers whose livelihoods survive on agriculture. This has a significant effect on employment for it will determine whether people are employed or laid off until it is good to favor large production and so have them back in employment. They entirely depend on rain for their agriculture which of late delays to come. **Lack of market information** this has led to farmer selling their products at low prices and this coupled with **lack of collective marketing association** for all the agricultural products.

The high intense prolonged droughts accompanied by erratic rains and floods inevitably increased the incidence of pests, vectors and diseases in plants, livestock and poultry. Loss of soil fertility and soil erosion negatively impacting agricultural production and productivity

Farmers generally **use rudimentary tools** such as hand hoes, Pangas and knives. Ox-cultivation has not picked up yet due to the type of soils that do not favor all seasonal use of these implements. Special training is required for Ox-cultivation use. Tractor hire services are utilized on plantations especially by the sugarcane growers. A few **farmers hire tractors**. However, the limiting factors are the small land acreage per household and the costs incurred in hiring. Farmers in Buwenge and Butagaya have tractors and they hire at 100000shs per acre.

2.2.2 Skills and Level of Education

The farming community has acquired a number of skills through training and practice under different agricultural programs and village level participatory approach. The Technical staff and extension workers ably delivered such services basing on the demonstrations set at parish and village levels (circle levels). Such skills include: crop husbandry, poultry and livestock management practices soil and water conservation. Appropriate village technologies in post-harvest were emphasized though a few farmers adopted. Busedde and Buyengo have adopted well these practices. The level of education in Jinja farming community is mainly primary level. A few farmers have attained secondary education while about 2% are of University level but most importantly the farmers have **no skills for value addition** worsened by lack of training institutions in the District yet **not all required extension workers have been recruited**.

2.2.3 Main Farming Systems

Inter-cropping is mostly practiced, while specialization is mainly within large plantations. Agricultural enterprises focused at include: crops, poultry, and dairy production fishing/and fish farming. However, still about 2/3 of the population **employ the traditional agricultural production methods**.

2.2.4 Economic Systems

In Jinja District, a few farmers operate above poverty line, the Production levels amongst farmers of different crops: on average coffee farmers produce 700kg per acre, Soya bean farmers produce 700kgs per acre, maize farmers' production is approximately 1,200kgs per acre. Out of 1,250 acres estimated to be under agricultural use only 26 are under irrigation. Currently spoilage during post-harvest is 30% especially in maize whereas processing is at 30% for maize.

Farmers still use rudimentary farm implements with **limited capital** in the struggle to improve their output levels, as subsidies are not available. The cost of implements, tools and

seeds is high, pesticides and acaroids and value addition are expensive making them unavailable to the farming communities. Lack of capital coupled with **no financial institutions** in the rural areas make it hard for the farmers to improve on the yields later on add value. The situation is worse for the women who are mainly in agriculture yet have no collateral to access loans.

On average dairy farmers in Jinja get 6 litres of milk per day. The prices of the produce also do not favor the farmers' investments; farmers hardly attain the break-even point. **Lack of market information and market surveys** in the rural farming communities have put farmers at the mercy of business people. However, there is need for sensitization, education and mobilization of the communities to form marketing co-operative organizations to optimize profits and benefit from their investments and also devise ways of curbing theft of livestock especially cattle, poultry & goats. There are **governance issues in existing Farmers' associations** and poor attitude by farmers towards ownership of support (which support??) rendered and dependency syndrome.

Aquatic ecosystem: Jinja is endowed with a variety of natural resources such as wetland where the second largest fresh water body (Victoria Nile) and second longest river (Nile) in the world find their source. The largest part (1210.2sqkms) of the District is covered by the nit sol type of soil with high fertility potential and medium credibility and low erosive; and 36sq km under forests. A significant percentage of the total land (38.9sq km) is under wetlands. The wetlands support a diversity of plants and animals; however, this diversity of flora and fauna in the wetlands is mainly determined by seasonal rainfall and temperature.

Fisheries Resources: The fisheries activities in the District are mainly in Lake Victoria and River Nile. Fish farming is the most common activity, which constitutes an important resource and contributes to District economy and the nutritional welfare of the people. Fish farming extensively or semi-extensively done is slowly picking up in Jinja District. Of the 96 fish ponds located in different parts of the District, 62 ponds are in Butembe county, 33 in Kagoma county and one at the Agricultural Show Ground. On average these ponds are 200 square metres by size. Fish contains a high quality animal protein. It has been estimated that the fish folk around Lake Victoria consume fish in the order of 50-60Kg / year almost four to five times the National average. Post post-harvest losses for fish are minimal because of the presence of three fish processing factories Viz. Gomba, Agro Marine and NAFCO at Masese. The latter deals in "mukene" which are sun dried and stored in the existing sheds. Fish storage is done by these industries with fishermen only keeping fish for few hours before the agents take it to the factories and others bought for home consumption. All the fish landing sites in Jinja are accessible by road. This enables fish to be sold before they are spoilt. Some of the fish produce in Jinja is marketed in Tororo, Mbale and Busia. The main problems affecting the fisheries industry include the pollutants from the industries in the District which discharge waste in the water and have proved to deplete the level of oxygen available.

Jinja District has 4 private landing sites, namely: - 2 for marine and Agro Industries, 1 for Gomba and 1 for Uganda Fish Packers. The Sub-sector inspects all fish handling activities at these landing sites however silt & mud at the landing site of Wairaka has reduced production. The water is contaminated by upstream activities which may include Spraying of gardens, local brew distillers in Kakira and Busede. The District also has 3 factories namely: - Marine and Agro, Gomba and Masese now under Uganda Fish Packers. There are 6 landing sites on Lake Victoria namely Kisima I, Kisima II, Wanyange, Wairaka, Masese and Ripon. There are numerous landings along the River Nile however there is need of de-silting Wairaka &

Kacungwa landing sites. The District has a total of 126 ponds distributed in all the Sub-county but most of which are abandoned.

By way of life, the fishing communities are susceptible to acquiring HIV because they migrate from landing site to landing site. The sub-sector discourages such migrations. The Sub-sector encourages modern tree planting along riverbanks and Lake Shores to avoid siltation into the lake and rivers, which may lower production. Fish farmers are encouraged to rare some animals so as to get refuse for the fertilizers and their ponds. The ponds are water catchment areas which water can be used for irrigation. Fish production has been hampered by the farmers

Pond fish farmers are harvesting 1 ton per year whereas those in fish cage farmers get less than a ton of tilapia fish and fingerlings production is at 10%. The biggest catches drawn from the Jinja fishing ground are lates spp (Nile perch – Mputa), oreochromis spp (Tilapia – Ngege), protopterus (lung fish- Nakibali) and Rastrineobola argentae (Mukene). Other minor catches include bagrus (Semutundu) Mormyrus (Kasulu), O. Esculetus (Nandere) and Clarias spp (Male). Rowed canoes are the main mode of transport from the lake to the shoreline. However, motorboats are used to transport fish and people from the Islands of L. Victoria.

Fish production statistics

There is a great potential for growth and increased employment by the fishing industry in the District. The following fish types have a high potential; Oreochmis Niloticus- This is readily available and found in all markets Lates Niloticus: This is second to the Oreochmis Protopterus. This type of fish is only preferred by a particular class of people due to its cost. Rastineobola Argeurea (Mukono) This kind of fish is widely used for both human consumption and making animal feeds The District receives both fresh and processed fish from the neighboring District of Mukono and Mayuge.

2.2.5 Tourism & Wildlife

The District has a wide variety of flora and fauna mainly found in the gazetted forest reserves. Some of the fauna include primates, a wide range of insects, snakes and reptiles. The only gazetted place for wild life is the Nile Bank Forest reserve, which is 606 hectares. Today this has proved to be a good site for tourist attraction. Nile Bank forest reserve is located in Butagaya Sub-county – Kagoma County and is managed at a local level by Butagaya Sub-county council. This forest reserve has some primates and is a bird sanctuary. The Pressure on Wildlife still exists due to overpopulation of the area leading to the need for agriculture expansion, which led to the decline of plant and animal bio-diversity. The Nile Bank Forest Reserve was cut down in early 70's.

The District has an important historical location at the Source of the Nile River, which represents a significant tourist attraction. There is also the Budhagaali and Busowoko Falls located north of the District on the Nile River. The potential to these tourist attractions is beginning to be recognized and could offer significant local business opportunities for generating income. However, with the completion of the hydro-electricity, the falls were affected.

Table 13: Tourism POCC Analysis

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> • Presence of tourist sites like Busowoko falls in 	<ul style="list-style-type: none"> • Relative peace of the area • The presence of Jinja Main 	<ul style="list-style-type: none"> • Low private sector investment in tourism industry 	<ul style="list-style-type: none"> • Lack of enough tourist infrastructure like hotels, ICT, roads and transport

Potentials	Opportunities	Constraints	Challenges
Butagaya • Presence of Hotels, Bars and lodges, Beautiful women. • Community tourism; art and craft, traditional food and cultural dance of Busoga	high way which connects from Kampala to Kenya, this brings in many visitors from within the country and abroad. • Favorable climate like average Rain fall and sun shine which attracts many tourists especially those from Europe. • The hospitality of the local people to visitors.	• Limited knowledge and skills among the population about the tourism industry • Limited capital among the private sector to invest in tourism industry • Poor security putting tourism venture at risk	facilities • Undeveloped tourist sites to attract visitors • Poor branding and marketing • Poor tourism infrastructure such as the road network, accommodation etc. • Poor service delivery by those in the tourism initiatives

Tourism promotes a number of economic activities that are dominated by the poor especially women such as making and selling of locally made craft items however they are **low quality products** which is attributed to **low capital base**. The District encourages the protection of the environment in bid to ensure that its tourism and wildlife potential are realized. This is in line with the view that environmental issues are of great concern and create the potential for sustainable exploitation of tourism and form part of institutional structure and land use planning.

Jinja District, prioritized tourism promotion however **Tourism in the District is undeveloped** with limited tourism products as reported by service people in the sector. The District hardly has hotel services for the tourists. The District only banks on the lake and river falls after which there is nothing much to show off. Whereas livelihood of the people who stay around the tourism sites has been empowered they are still in very remote areas whose **access roads are in a sorry state making them inaccessible** especially during the rainy season. Tourism in Jinja has not been marketed, the tourism industry is a people industry that requires constant update and marketing and they have always to be aware of what is there to offer in all aspects. Despite the good security the District those in the business face **insecurity** with their property and merchandize, thus the District has not been successful in attracting investors. The **poor accommodation and ICT facilities** in the outskirts of Jinja that are coupled **with untrained and unqualified tour guides have derailed tourism growth** worsened by **lack of tourist maps**. The tourist curio shops located at Busowoko Falls are mainly run by women but due to the gender norms and power dynamics in the community women and girls' involvement in the tourism business have not been able to grow and diversify. The poverty levels among our community have contributed to girls having unhealthy sexual relations with tourists as a means of survival thus contracting HIV among other infections within the community. **Lack of a Tourism Development Officer** in the District has failed efforts of reaping out of the tourism potential currently since no profiling has been done, no data on visitors this contributed to failure of the revenue collections branding, marketing that would market Jinja the best tourist destination area in the country.

2.2.6 Trade, Industry and Cooperatives

The Trade, Industry and Local Economic Development (TILED) department in Jinja is responsible for formulating and reviewing where necessary appropriate policies, legislation, regulations and standards; Initiate, coordinate, support, oversee strategies and Programmes aimed at enhancing development and promotion of Trade; Inspect, Monitor and evaluate the performance, progress, standards, state and efficiency of various sectors; Conduct studies and evaluate the impact of sectoral, fiscal and other policies in advancement of poverty

eradication Programmes in the District, promote and coordinate research activities geared towards stakeholder improvements; Assess the need, mobilize resources to support balanced industrial, cooperative and entrepreneurial development and also collect, process, analyze, store, disseminate national and international information on the sectors and provide an input for rational decision making. In Jinja District agricultural produce are the most traded items with sugarcane being the highest item given the presence of Kakira Sugar Factory and other factories in the neighborhood of the District such as Kaliro Sugar, Mayuge suagr, GM Sugar among others. Second to sugarcane is maize, a number of farmers are engaged in maize growing and given the presence of Agro-ways Produce Ware house in Jinja City there are many buyers within the District outsourcing maize in order to sell to the warehouse. Important to note is that most trade activities are carried out in the city with their day population giving an advantage to traders

The activities of TILED are sub-divided in five core inter-linked strategic objectives areas and these include;

- Trade; This aims at improving the way of doing business, nature private sector, increase market Access, improve the stock and quality of trade infrastructure, promote trade development, provide equal opportunity to women and disadvantaged groups and promote use of standards and quality infrastructure improvement.
- Industry; Here the department is involved in overseeing development of Micro, small and medium scale enterprises, development of value addition, increase competitiveness of local products and increased research and advisory information using technology.
- Cooperatives; The department is involved in promoting governance of cooperative movement, increase capacity to competitive regional and national markets and encouraging diversification of the type and range of enterprises undertaken by cooperatives.
- Tourism; TILED is developing several strategies to ease tourism business in the District.
- Local Economic Development. Different enabling market approaches have been designed to help the community increase in their competitiveness, diversify business opportunities and more from primary dealing to commercial with view to increased wallet and poverty eradication

Table 14: Most trades commodities and services in the District

No.	Commodity	Items
1.	Agricultural commodities	Sugar cane
		coffee
		maize
		Cocoa(Butagaya, Budima, Muwangi and Buwenge)
		Milk
2.	Services	Eggs
		Education
		Health
		Restaurants
		Transport
Source: DCO Office records		

The District is characterized with a lot of informal trade which is predominantly small with **low capital or operational costs** some are registered with the District whereas many are not. A number of SMEs are run in the District dealing in brewing, maize mills, however many are financially constrained with and unable to meet requirement to access financial credit this

further explains why many are unable to add value to their products so as to reap more. There are SMEs in the District **employing a few people who are socially unprotected** most of whom are family members and also paying tax. The most traded services are education especially ECD and primary schools, health and drug shops operated by individuals Women and other vulnerable groups such as elderly, PWDs, Children heading households among others are more represented in the informal sector since it requires low capital to trade whereas men are in other areas of trade such as construction, manufacturing and transport.

Trade is mostly done with agricultural products however agriculture is characterized by low productivity this therefore explains the low level of trading since farmers are unable to add value. The different government programmes in which gender concerns were taken care of still have not been embraced by the poor and the different vulnerable groups due to their poor attitude. The **poor state of infrastructure such as roads, communication, ICT** has negatively affected trade in the District. Trading has led to development of a number of centres as Buyengo, Namagera among others in the District. The District **lacks a regulatory framework for the informal businesses and social support to local enterprises and supportive physical planning**. There is need for targeted **inclusive interventions, trainings and skills development and innovations** for those in the informal sector to participate in the value chain of the various items traded.

2.2.7 Financial Services

Jinja District **hardly has an established bank**, however people access banking services from the City of Jinja with a number of mobile banking spots within proximity with a branch of Bank of Baroda in Kakira TC and Stanbic bank.

The Business environment in Jinja is slowly improving with expectations of further improvement in the subsequent years. A number of businesses are being created markets are propping up in the centres though **purchasing power is still low** the nature of businesses established are small.

Financial services are still poor given that people have **inadequate and unreliable cash flow** in their different businesses ventures, without sufficient available capital they cannot afford to pay bills let alone invest in efforts that will help grow the business. 75% of the people in Jinja are engaged in subsistence agriculture which is considered to be risky business, they **lack collateral to access credit from financial institutions** and the situation is worse for the women and youth. **Youth unemployment** is a key concern in the District despite many social protection interventions in place their requirements are not favorable for the youth and other vulnerable groups to access finances and support.

The limited finances people have led to lack of requisite infrastructure to support manufacturing thus using basic technology thus low production

2.2.8 Status of SACCO progress activities

A total of 20 SACCOs are currently registered and operational in Jinja District, others are held at Ministry of Trade, Industry and Cooperatives undergoing registration process. Further trainings of the executives on especially in areas of governance, finance and lending principals are conducted regularly to ensure growth and development of these SACCOs.

The private sector led strategy will steer the strategic direction of LED in the District. To improve the partnership between the public and the private sector, the District started with

support from UNICEF to establish a Public-Private Dialogue Platform. The PPD-Platform promotes engagement between the government and the private sector in a formal process to achieve shared objectives. The stakeholders come together to define and analyze problems, discuss and agree on specific reforms and then work together to ensure that these ideas become reality.

Table 15: Showing SACCO membership, shares fixed deposit, savings and loans for the period 2019/2020

**TABLE III SHOWS THE SACCO MEMBERSHIP AND FINANCIAL POSITION IN JINJA
AS AT 30th June 2020**

LLG	Number of Sacco's	Membership	Shares	Saving	Loan
Buyengo SC	1	238	3,620,000	4,620,000	4,820,000
Butagaya SC	2	1109	32,030,000	38,580,000	101,200,000
Buwenge SC	5	1989	93,262,000	67,710,000	101,200,000
Busedde SC	3	1057	22,845,000	28,072,000	52,451,000
Buwenge TC	3	247	7,980,000	9,080,000	27,120,000
Kakira TC	6	2242	519,296,000	1,745,446,000	2,058,941,000
	20	21,275	1,330,352,200	4,233,998,504	6,222,561,600

(Source: Trade and Industry Department)

A number of challenges are faced by SACCOs in the District thus failing progress as the case would be, these include:

1. Insufficient funds from the member savings and shares which cannot meet the loan demand to the members.
2. High operating costs in form of salaries and wages, rent, stationery and security expenses for SACCOS which have not received support despite several promises. Only four out of the ten supported SACCOS received the salary and Rent package.
3. Little attention given to farmers since MSCL mostly gives commercial loans as opposed to Agriculture.
4. Inadequate facilitation to the DCO's office to ensure timely supervision and monitoring of the SACCO activities
5. High delinquency exhibited in some SACCOS that kill other potential savers.
6. Closure of some SACCOs that depict a very negative impression to the industry, attached is table showing the names of the SACCOs, their location and remarks in form of steps taken to rejuvenate the SACCO.
7. The Amendment of the cooperative law is long overdue.
8. Lack of adequate collaborative network between the SACCOs and OWC

Jinja District is slowly regaining the lost victory in trade with a number of companies setting up together with its linkage to the rest of Busoga other Districts like Mukono, Kampala, Kayunga, Buikwe among others. The hotel industry is also doing well in enhancing the tourism industry.

A total of 1200 businesses engaged in retail trade. Most of the businesses are very small (sole traders and family micro-enterprises) and weak to generate appropriate employment opportunities for the population.

The community still lacks information on the availability of various financial services that are applicable in their context

2.3 Economic/Productive Infrastructure

Jinja District is still affected with meeting the demands of infrastructure and its associated costs. Infrastructure is crucial to have a resilient, integrated, independent and self-sufficient economy. To support and promote the economic activities in the District, there is need for appropriate infrastructure especially in terms of transport, water and energy. Physical infrastructures such as roads play a key role in the movement of final goods and services as well as factors of production from supply to the market.

2.3.1 Water for Production (WfP)

Water is an important factor in production; in Jinja Probably every manufactured product uses water during some part of the production process. Industrial water use includes water used for such purposes as fabricating, processing, washing, diluting, cooling, or transporting a product; incorporating water into a product; or for sanitation needs within the manufacturing facility. Some industries that use large amounts of water produce such commodities as food, paper, chemicals, refined petroleum, or primary metals. The presence of Lake Victoria and River Nile in the District makes supply of the needed quantity and quality favors establishment of industries or manufacturers in the District.

2.3.2 Transport (Road DUCAR)

Jinja District main mode of transport is road; Jinja DLG has 204km of roads of Q- and the District council fully understands the benefit of roads as they open poor villages to markets, increase farm prices and decrease transport costs.

Feeder roads and Community Access Roads enable access basic social services like education, health, extension services and agricultural inputs though many are in bad condition. The District opened 87 km of roads in the last 5 years in the different LLGs.

Jinja District has 204 km of motorable roads of which 128km interconnect within the trunk road system. 149.3 km serve internal District needs and 27.3 are low volume traffic roads extending into the peripheral areas. The District further has 120km which were rehabilitated under CAIIP in the Sub Counties of Butagaya, Budondo, Mafubira and Busedde to enhance the Agricultural Production. The roads were handed over to sub-counties as community roads however under URF grant sub-county funds cannot manage maintenance of rehabilitated roads at the moment with only 42% of the roads in fairly good condition for users, they lack the Routine Manual Maintenance yet the District funding does not cover community roads.

Jinja District has 56% (District Roads data) of the roads in a fair condition it is faced with a high cost of maintaining them transport infrastructure and a service, the prices of road construction and maintenance are continuously increasing with no increment in the budgetary allocations. The increase in the District population has had an impact on growth in vehicle population coupled with inadequate transport planning has led to traffic congestion along the roads, road crashes, **high road maintenance costs and** the murrum nature of the roads makes them very **vulnerable during the wet season** where roads are damaged by water yet they have no drainages. The increased number of vehicles and *boda boda* led to increase in air pollution, delay in reaching the city centre and delay to access business centres. The District is faced with vandalism of road furniture especially in the urban areas and lack of cooperation with the community in maintaining of roads like *bulungi bwansi* concept

The District has no railway connection to the neighbouring Districts which is partly attributing to the high costs of trade with the neighbouring regions and the rest of the country.

2.3.3 Energy UBOS CENCUS

Over 95% of the households', institutions and industrial energy demand and consumption in the District is from biomass mainly in the form of fire wood and charcoal yet it is used inefficiently. **Over 80%** of the rural populations utilize firewood and while 50% of the urban population use charcoal as their main source of energy for cooking. The use of other improved sources of energy such as gas, bio-gas and briquettes is insignificant.

Energy plays a central role in the economy. It is the engine for economic growth and triggers sustainable development and enhances poverty reduction efforts. It affects all aspects of development, social, economic and environmental including livelihoods. In Jinja District there are mainly three major sources of energy that are being used namely; fuel wood, petroleum products and solar.

Another source of energy is the solar photovoltaic system. This supply basic electricity to meet institutional and household's energy demands. Unfortunately, there is no data on the percentage of households and institutions that are using the system. In Jinja the small scale industries such diaries, posho mills among others, mainly use hydro power to run, this has great potential due to its efficiency, but the prohibitive initial cost makes it difficult to afford by many households.

The other sources of energy are petroleum products. In Jinja petroleum related products like kerosene, diesel and petrol are the major energy sources mostly used for transportation. However, about **60%** of the households in the District also depend on kerosene for lighting with its negative health impacts. The high price of fuel tends to influence the prices of moving goods and people. The current trend of increasing prices for these commodities has had a considerable impact on the development of the local economy and on the well being of the people. The cost of living in Jinja is too high due to high prices of commodities and industrial goods that are linked to high transport costs. The consumption of these goods means draining of capital away from the District, they cause emissions and are next to unavoidable in some aspects of the economy of the District.

The cost of connecting power is high for an average Jinja household therefore power lines are in most areas tapping has proved to be a challenge.

2.3.4 ICT

ICT is an accelerator to development, and a driver of social economic development its coverage in Jinja District is quite good with the major line from Mombasa passing through Jinja. All the telecom networks, UTL, Africel, MTN and Airtel are effective and there is noticeable improvement in office communication though we have inadequate ICT knowledge and skills. The high cost of end user devices and services attributes to the 25% population usage of internet services while mobile phone users stand at about 70% of the adult population. However, most of these phones are used for voice calls. ICT usage is still very low among those engaged in trade though the urban community is slowly embracing e-services such as URA services and paying utility bills. High price of data is one of the main

reasons why many people are not using the internet and associated services. It remains a major stumbling block to meaningful deployment of ICT in socio-economic development.

2.4 Human and Social Development

Children below 18 years constituted over 56% of the population and over two-fifth of the District population are below the age of 15 years. This population age structure is expected to be youthful for the next 15 years and this poses a big population and development problem of high dependency ratio. Jinja's population pyramid is broad based reflecting a young population of a typical developing country. The narrow ended picture implies low life expectancy at birth and at the same time high mortality rate. This also implies high demand for services for infants and children with limited savings. This is a big development constraint for the District unless efforts are put to reverse this population age structure.

2.4.1 Health

Jinja District has a well-coordinated and functional extended District Health Management Team (EDHMT). The extended DHMT is the sector's technical decision managing body at the District level. The extended DHMT is comprised of the following members: The DHT (DHO, ADHO-MCH, ADHO-Environmental Health, SHI, SHE, Bio-statistician, Programme Focal Officers), ACAO-Health, District Community Development Officer, HSD in charges, Representatives of RRHs and General Hospitals, PNFP Representative, District Planner, a representative of the Private Health Providers, CSO Representative and a representative of IPs (Implementing Partners, District Program Officer (DPO) RHITES EC).

The Jinja District Health Office (DHO) oversees activities of 84 health facilities; 29 private and 55 public. There are five HSDs to which the health facilities submit and report. The top five causes of morbidity in the District are: Pneumonia- cough or cold, Malaria, Intestinal worms, Urinary Tract infections and Diarrhea acute. Below is the performance of the health sector on the key Health Sector Development Plan indicators:

Table 16: District health sector performance 2019/2020 FY

S/NO	INDICATOR	LEVEL OF PERFORMANCE
1	PCV3 Coverage	86%
2	ANC 4 coverage	50%
3	IPT 2 coverage	73%
4	Supervised deliveries coverage	84%
5	HIV+ pregnant women initiated on ART	98%
6	Latrine coverage	82%
7	Fresh still birth per 1000 live births	8
8	Maternal death audited	86%
9	TB treatment success rates	78%
10	Patients diagnosed with malaria that are lab confirmed	83%
11	Approved posts filled with qualified health workers	84%
12	Monthly reports sent on time	60%
13	Completeness of monthly reports	96%
14	Timeliness of quarterly PBS report submitted	75%
15	HIV testing among TB patients	92.5%
16	Presumptive TB testing	42%
17	Malaria prevalence	20%

Source: DHO's Office

Jinja District has **inadequate health promotion, disease preventions and community health interventions**, 80 % of the villages in the District have active Village Health Teams. All sub counties have a health centre three and with **inadequate infrastructure** according to the health sector service standards. Functionalizing health service delivery at all levels according to the health sector service standards **Poor Environmental health and sanitation services**, improved access to sexual reproductive, health services and rights, immunization services, Prevention and control of communicable diseases(Malaria, Tuberculosis, HIV/AIDs),prevention and control of non-communicable diseases, Nutrition services, clinical services school health services, epidemics and disaster preparedness and response from community level to District. The District is still faced with **limited access to PrEP and PEP services** with high rates Community stigma on HIV further more there **high rates of teenage pregnancies leading to high maternal and infant mortality rates** this is attributed to **limited information on sexual reproductive health and rights by the adolescents**

The District continuously experiences **low male involvement** in supporting women and children to access health services timely. There is need to hold routine community dialogue meetings with men and community leaders on how to address late attendance of ANC and high numbers of un immunized Children in the District. Further still the **number of new HIV infections among young people is increasing** this is contributed by a number of factors namely concurrent sexual partnerships, non-disclosure, transactional sex, inconsistent use of condoms, alcohol and drug abuse and gender inequalities within our communities. Environment health reports in the District indicate that many households practice **poor garbage disposal**, homes surrounded with breeding grounds for mosquitoes. The community still has a poor attitude/behavior in malaria prevention and management especially in rural areas, mosquito nets are used in gardens this has kept **malaria prevalence high in the District**.

Jinja District has a total population of 518,330 people of which 26, 4348 are women among these it is estimated that 47% (247,762) are women in the reproductive age. The District is currently experiencing increasing population at a high fertility rate of 4 children per woman in the reproductive age group (15-49 years). This has led to an unplanned population thus competition for limited resources threatening economic prospect and the envisaged endowments of having a large youthful population. The contributing factors to the current fertility rate are **low awareness and access and uptake of family planning services (% using FP), early child marriages, high teenage pregnancies, competition amongst women especially those in polygamous relationships, culture which recognizes more children as wealth to the parents, sex preference for a child, High level of unemployment, and high level of illiteracy**.

The poor living standards seen at both individual / household level and District Vision 2040 requires us to invest more in fertility reduction while supporting economic interventions to cater for the increasing population.

The health infrastructure for the District include: Buwenge General Hospital, Buwenge Hospital and Medical centre (PNFP), Kakira Hospital, Buwenge HC IV. The Health centre IIIs are Kakira, Busede, Mpambwa, Magamaga, Kakaire and one PNFP of all saints. Health centre twos include Kisasi, Nalinaibi, Nabitambala, Bunawona, Bwase, Buwolero, Kabaganda, Mutai, Kitanaba, Mpungwe, Busegula, Nsozibiri and Kamiigo. Two PNFPs are Nakagyo and Muguluka. In summary the Jinja District will have 21 public health facilities

and 6 private not for profit facilities

2.4.2 Education

Jinja District has 290 **ECD centres** with 181 **Unlicensed/ unregistered** thus a few care givers in Early Childhood Care and Education (ECCE) services further still jeopardizing the quality of service given. There is **Unequal distribution of ECD centres in the District** with so many preschools predominately privately-run and located in urban areas of the District. Many **lack the essential requirements for licensing** such as clean water and toilets, and are **managed by untrained volunteers**. Whereas the District is predominantly rural the young people need not miss out on this social service and this justifies so many ECD that are not registered. Investing in the early years is not only in the best interest of children, it is also key to developing human capital.

Jinja District has 87 primary schools and 18 secondary schools government aided schools, by December 2019 the District had 84,623 pupils enrolled for Primary education of which 32,744 were boys and 39,899 girls. Buyengo P/S (1,288). Nawamboga P.S had the least pupil enrolment of 298 only. The District still experiences **absenteeism which is attributed to poverty** among the people despite the UPE program, communities cannot meet a number of needs for the pupils to keep with schools such as scholastic materials, food, among others, making it difficult for poor children to access education and survive. The District has endeavored to create a favorable study environment by building 12 classrooms using the Education Development Grant since FY 2015/16 to FY 2019/20 This was aimed at reducing PCR however, there is still notable congestion in the following schools Kaitandhovu P.S with only 5 classrooms the following schools have a PCR of over 100 pupils Namaganga P.S, Namasiga P.S, Mawoitto Salvation. Army P.S, Kalebera P.S, Buwenge T/ship P.S Busia 1 Parents, Buyengo P.S, Mafubira P.S, Bugembe P.S, St. Stephen's P.S Kakira. The overall classroom pupil ratio in the District is 1:78 against the National ideal ratio of 1:54. **Poor performance** as seen in the scores of **PLE exams**, the government schools in the District are experiencing **deteriorated quality** leading to many parents and pupils being discouraged thus end up **dropping out of school**. Dropout rate stands continues to pose a challenge to successful implementation of the UPE and USE policy. The dropout is experienced differently by boys and girls. The girls drop out is mainly attributed to **teenage pregnancies, early marriage** coupled with prioritizing boys' education over girls also are still a challenge to education in the District, a factor that leads to their dropout in larger numbers than boys. This is experienced in both primary and secondary education. **Absence of school feeding in schools** also led to absence of learners which eventually leads to dropouts and thus low transition from primary to secondary schools.

The table 25 shows the distribution of Pre-primary, Primary, Secondary and Tertiary schools by Sub Counties in Jinja District.

Table 17: showing Distribution of Educational Institutions in the District as of June 2020

Type of school	No of the Schools in the Sub County						District Total	Gov't	Private
	Buwenge SC	Busedde	Buyengo	Butagaya	Buwenge TC	Kakira TC			
Pre-primary									
Primary	15	11	10	15	03	05	329	59	31
Secondary	2	2	1	1	3	4	13	10	3
BTVET	0	0	0	0	0	1	1	1	0

Table 18: Proportion of pre- primary school-age children enrolled in ECD centres in 2019

	Nationals (District)		
	Male	Female	Total
Population Projection of 3-5 years			
Enrolment of 3-5 years in EDC Centers	4499	4944	9443
Proportion enrolled			

Source: EMIS data

Table 19 :showing Completion, literacy and numeracy rates for in the District as of June 2020

Indicators	Data Points						Comments
	2015	2016	2017	2018	2019	2020	
Completion rate (primary education)	57%	57.5%	56.5%	60.3%	61.1%	68.9%	Below average
Gender parity index in enrolment	67.5%	68.2%	69.1%	70.3%	71%	74.8%	Steadily improving
Literacy rate b(10+)	21.2%	21.2%	21.2%	21.2%	21.2%	21.2%	Below average
Numeracy	43.7%	43.7%	44.5%	45.6%	48.7%	51.8%	

Source: DEO Jinja

Table 20: showing number of training institutions in the respective sub-counties

Type of school	No of the schools in the Sub County						District Total	Gov't	Private	Com
	Buwenge SC	Busedde	Buyengo	Butagaya	Buwenge FC	Kakira FC				
PTC	0	0	0	0	0	0	0	0	0	0
Nurse Training	0	0	0	0	0	0	0	0	0	0
BTVET	0	0	0	0	0	1	1	1	0	0

Source: DEO Jinja

Table 21: showing the trend of enrolment from 2015 to 2019

Year	2015	2016	2017	2018	2019
Male	49,746	50,798	51,581	37,202	37,300
Female	45,744	50,659	51,619	37,418	37,958
Total	95,490	101,457	103,220	74,620	75,318

Source: Education Management Information System (EMIS), 2015 – 2019

Table 22: Showing facility types, classrooms e.t.c.

Year	2015	2016	2017	2018	2019
Facility Type					
Permanent Classrooms	1093	1109	1123		722
Pupil Classroom Ration	95:1	90:1	88:1	88:1	85:1
Permanent Staff Houses	252	258	258		147
Proportion teachers accommodated	11:1	10:1	10:1		10:1
Pupil Stance Ration	95:1	90:1	90:1	87:1	85:1

Table 23: showing Performance indicators for the primary education in the District

Indicator	2015 / 16	2019 / 20	National Normal
Pupil Classroom Ration (PCR)	98:1	78:1	53:1
Pupil Teacher Ratio (PTR)	95:1	78:1	53:1
Pupil Stance Ratio (PSR)	90:1	87:1	40:1
Pupil Text book Ratio (Pupil Text Book Ratio)	5:1	3:1	1:1
Pupil Desk Ratio (PDR)	8:1	5:1	3:1
Completion Rates	68%	80%	

Source: EMIS 2015 - 2019

In 2015/16 the pupil classroom ratio was at 98:1, in 2019/20 it reduced to 78:1, in 2015/16 the pupil teacher ratio was at 95:1 and in 2019/20 it reduced to 78:1, in 2015/16 the pupil stance ratio was at 90:1 and in 2019/20 it increased to 87:1 there is slight improvement because many times new one are constructed on replacement basis though enrolment is increasing as well, in 2015/16 the pupil text book ratio was at 5:1 and in 2019/20 it reduced to 3:1, in 2015/16, the pupil desk ratio was at 8:1 and in 2019/20 it reduced to 5:1, in 2015/16 the completion rate was at 78% and in 2019/20 it increased to 80%.

Table 24: showing Primary Leaving Examinations Results for 2015 – 2019

Year	Div 1	Div 2	Div 3	Div 4	Div U	Div X	TOTAL
2015	605	3488	2106	1313	1617	368	9497
2016	599	3381	2089	1510	1778	316	9673
2017	509	4230	2084	1434	1111	152	9605
2018	787	4198	1950	1354	702	155	9146
2019	553	441	3561	1490	1029	183	9623

Source: EMIS Report 2019

From the table above, in 2015, 605 students passed in division one, 3488 students passed in division two, 2013 passed in division three, 1313 students passed in division four, 1617 students failed and 368 students registered but did not do their final exams. In 2016 the District registered more candidates but it still had more failures and than those of 2015, 599 students passed in division one, 3381 students passed in division two, 2089 passed in division three, 1510 students passed in division four, 1778 students failed and 316 students registered but did not do their final exams. In 2017, 509 students passed in division one, 4230 students passed in division two, 2084 passed in division three, 1434 students passed in division four, 1111 students failed and 152 students registered but did not do their final exams. In 2018 787 students passed in division one, 4198 students passed in division two, 1950 passed in division three, 1354 students passed in division four, 702 students failed and 155 students registered but did not do their final exams. In 2019 553 students passed in division one, 441 students passed in division two, 3561 students passed in division three, 1490 students passed in division four, 1029 students failed and 183 students registered but did not do their final exams.

The number of students who passed in division one reduced by 96 from 2015 up to 2017 and however 2018 registered an increase of 182 pupils as compared to 2015, in 2019 there was drop of students.

The number of students who passed in division two reduced in 2016 as compared to 2015 by 107 however in 2017 there was an increase of 742 and the number steadily reduce and in 2019 only 441 students passed in division two.

The number of students who passed in division three dropped from 2015 to 2016 by 486 students, it increased steadily from 2016 up to 2018 and it dropped in 2019 by 925 students. The number of students who passed in division four increased from 2015 to 2016 by 213 students, it dropped in 2017 by 476 students, it increased in 2018 by 139 students and it dropped in 2019 by 545.

The number of students who did not pass increased from 2015 to 2016 by 17 students, in 2017 it dropped by 1595 students, it also dropped in 2018 by 110 students and further dropped in 2019 by 114 students. The number of students who registered and failed to do their final exams kept on dropped apart from the variation between 2017 and 2018.

Many students registered in 2015 followed by 2018 followed by 2016, followed by 2017 and lastly 2019.

Secondary Education

The District has 10 secondary schools whose enrolment stood at 9,795 by December 2019 from both Government and Private schools. Buwenge College is the most crowded with pupil classroom ratio of 146 In secondary schools the pupil classroom ratio is 1:69 against 1:55 The District is faced with inadequate classrooms with some schools for both primary and secondary. Important to note a number of schools have asbestos roofs i.e. Mwiri PS, Wanyange SS, MM College Wairaka, Busoga Col. Mwiri, Kiira Col. Butiki, Busedde Col Bugaya, St. Gonzaga Kagoma S.S, making the learning environment unhealthy. It should also be noted that some schools have very old dilapidated and incomplete structures that may not stand in case exposed to natural disasters like thunder like St Kaloli Bulama, Kakuba, Nyenga, Nkondo and Nsozibbiri Primary Schools.

The District has 1350 primary teachers out of 1414 District ceiling this gives us a teacher pupil ratio of 1:62 and 1: for primary and secondary schools respectively. It should be noted that only 171 teachers are housed at the schools. **Inadequate housing for teachers at schools** has had a big impact on the performance of pupils. The discriminative policies on salary payment e.g. scientists vs. arts also had an impact on the morale and performance of teachers. Jinja District has 3 schools found in hard to reach areas these need transport to ease the access to like landing sites, islands. Further still whereas there are reduced travel distances to schools there are a number of **impassable roads in the different localities** such as Bukoloboza in Buyengo Sub-county; Busegula- Bulugo in Buyengo, Budondo leading to failure of pupils as well as teachers attending schools like access roads to Isiri, Nyenga, Kasozi, St. Paul Buyala primary schools which as well has an impact on the performance of the schools.

In the last 5 years the District constructed 85 sanitary facilities however, the stance pupil ratio in the District is high (1:65) against the recommended ratio of 1:40. The situation indicates that we have **inadequate sanitary facilities** in schools thus high susceptibility to sanitation related diseases. The District still experiences **Limited availability of age and disability appropriate Water, Sanitation and Hygiene (WASH) facilities** in education institutions and unfriendly facilities for special needs learners because many are old buildings that did not make considerations at that time and others have land for more provisions

School infrastructure was improved upon with the help of partners such as Phoebe Education Fund Children orphans and vulnerable children access education and elderly livelihood including health youth hands-on skills based in Butagaya, good neighbors', soft power foundation have made remarkable provisions of sanitary facilities in schools including the girls' friendly spaces thus reducing the gap and vulnerability.

Tertiary Education:

Jinja District has one government tertiary institutes that is to say Kakira Community Polytechnic Vocational Institute offers trainings in a variety of courses to student and these include; Automotive Mechanics, Hotel and Institutional Catering, Electrical installation systems and maintenance, Plumbing, plumbing, machine fitting, fashion and garment design, Building and construction among others. The District calls for construction of tertiary institutions in the District especially these which provide agriculture skills since Jinja District 80% depends on agriculture.

Physical Education and Sports:

Physical Education (PE) and Sports in the school curriculum contribute to national development through the promotion of team-spirit, fitness, discipline, socialization and patriotism. Sports also provide entertainment and amusement and as well as creating an opportunity for self-employment and livelihood.

The insufficient funding of the sports sector sometimes hinders the District teams in participating in national events like Ball Games, Athletics, Music, Dance and Drama. The District could not even fill teams for the other ball games like Volleyball, Netball and Handball during national competitions; this denies the opportunities of talent development in these fields. To address this challenge, community contributions and support from partners is eminent. Although community sporting is to be developed as well, it hardly has funding from neither government nor partners. This, therefore, constrains the merger budget for Education and Sports Administration.

Special Needs Education (SNE):

Jinja District has 3 SNE schools i.e. Bubugo & Buwera Government Primary Schools and 1 private school known as Friends of Hope Education Centre found in Buwenge these are inclusive schools offering services to the impaired and other categories. The District calls for the construction of schools/institutes for people with special needs.

2.4.3 Water and Sanitation

The District relies heavily on Lake Victoria waters and Nile for both industrial and domestic uses. Surveys under-taken in 2018, 2019 by Ministry of Energy and Water Resources confirm that the quality of Lake Victoria & River Nile is within acceptable standards. However, the raw water is adequately treated especially in the Masese Water Works but is subsequently subjected to contamination in the dilapidated distribution pipe network 82% of water samples taken at the point of water collection, water discharge point complies with National standards

Table 25: Status of WASH as at the end of December 2019

SN	SUB COUNTY	NO OF PARISHES	POPULATION	SAFE WATER COVERAGE	LATRINE COVERAGE	HAND WASHING FACILITY
1	Butagaya	6	55702	92%	79%	39%
2	Busede	5	39649	78%	84.2%	78.1%
3	Buwenge	5	616690	90%	68%	48%
4	Buyengo	4	34436	92%	78%	59%
5	Kakira					
6	Buwenge TC					

Source : District Water records

The District water coverage rate is 70% whereas 100% of the people are within 1,000m from an improved water source so many sources are strained with high populations. In rural areas Jinja has 69 water sources i.e. boreholes, motorized shallow wells and springs. Busoga Trust, USAID (Sanitation For Health Activity), Alliance Water Solutions, Water Mission Uganda, Rotary Club-Source of the Nile, Child Fund, Inter-National/Jiacofe and other development partners ensure good water quality by digging water boreholes, protecting spring wells, and construction of water tanks for rain harvesting. Wantunda, Busedde sub-county; Lumuli, Butagaya sub-county, Bubugo, Butagaya sub-county and Nawampanda, Butagaya sub-county are densely populated, leading to **overcrowding at the available water sources** pumped manually. This leads to a lot of time wastage during the process of fetching water.

Rehabilitation of existing boreholes has become too expensive for the communities to handle; Water Department is allowed to spend 15% of her annual budget to carry out Borehole rehabilitation. The District budget cannot handle the **high maintenance costs** with the available budgetary allocation, the major parts such as: Pump Head, Pipes, connecting rods, cylinder and the Pump Platform and its drainage channel are costly. Some of these Springs were protected way back in the 1970's. **Due to the enormous climatic changes, the spout yield has reduced to a rate of 3 liters/minute**, yet the recommended minimum yield is 10l/minute. All these measures aim at reducing health problems caused by unsafe drinking water.

The Causes of **water contamination by the industrial effluents** which are not thoroughly treated and are discharged into the lake or river. Other sources of **pollution of water** include poor methods of farming whereby farmers do not put in place any conservation measures and when it rains, the soils are washed down into streams, polluting the water sources. This has led to the loss of many potential sources of clean water. Local brewing of liquor known as “Waragi” or “Enguli” also contributes to pollution and contamination of water sources. The residuals are poured into streams hence making it unfit for human consumption.

2.4.4 Community Development and Social Protection

2.4.4.1 Community Development

In the Community Based services sector delivery of information to communities remained a challenge despite having in place a legal and policy frame work to facilitate community mobilization such as the National Community Development Policy for Uganda (2015) which aims at enhancing the effective participation of communities in the development process and the National Handbook for Community Development Officers (CDOs) and Stakeholders in Community Development Work (2013) as reference material for CDOs and other actors in the community development work. **Community Development workers did not have adequate skills in mobilization**, all the **Parish Development Committees (PDCs) collapsed**, Water Source Committees and Village Health Teams among others like Para-socio workers **lacked adequate mobilization tools**.

Efforts to deliver programmes to communities in terms of information provision also included radio talk shows (24) held at 4 radio stations. Talk shows focused on mobilization for the two programmes (YLP and UWEP) for the **individuals who lack capital and the youth who lack employable skills**. A document center was established at the department to provide information to guide national and community development processes

The District's rich intangible cultural heritage including: oral traditions, performing arts, social practices, knowledge about nature and traditional are yet to be documented and safe guarded. Known positive norms, values and practices of the diverse communities such as hard work; sense of belonging; justice and fairness; good human relations; sacredness of life; language and proverbs; sense of time; sense of religion, sense of hospitality; and respect for elders and authority have over time been eroded due to limited intergenerational transfer. The role of the **family unit has been adversely affected by political, social and economic challenges**. The **weakened family institution has affected parenting, creativity and productivity, mind-sets and behaviors in the society**.

The District is faced with issues of the two cultural institutions (Obwa Kyabazinga Bwa Busoga and Obwa Ntembe) include: internal **wrangles of succession** and property ownership. This has affected the institution's capacity to coordinate with District to not only

generate resources but also to participate in effective mobilization against negative cultural practices, harness synergies for the community to benefit from the unique cultural practices, values and norms of the diverse cultures. The latter is further affected by negative cultural practices, values and norms of the diverse sitting communities, low adoption rate of Lusoga language especially in the service and culture and creative industry.

2.4.4.2 Social Protection

The District registered progress in the social protection initiatives with support from different partners the District level of vulnerability stands at Inclusive of PWDs, Orphans, Elderly, children heading households among others. The District is face **with insufficient coverage of social protection programmes**, 15% of vulnerable groups are reached out with government programmes (DCDO Records) as evidenced with the **limited support to children with disabilities**. The District is **lacking data on children with special needs**. **Limited access to assistive devices for PWDs**, despite the services offered by a number of partners there is **limited access to social services to Orphans and Vulnerable Children (OVC) that provide income opportunities** and survival possibilities to protect the vulnerable against livelihood risks, and enhance the social status and rights of the marginalized; the District has a **high prevalence of poverty among the vulnerable persons especially in the in urban centres**. The overall objective of reducing the economic and social vulnerability were bogged down by **poor uptake and sustainability of projects especially under YLP and UWEP, they are continuously viewed as pay back by government** for political support, there is a **high dependency syndrome** in community, selfish and lack of commitment to achieving programme goals/objectives, corrupt, individualism and illiterate prospective beneficiaries continue to be major issues.

The District has **no social care institutions to take care of the vulnerable groups** though a number of partners are offering services but at a small scale and have Inadequate capacity of the social care workforce to deliver quality care. Recovery of funds under the two programmes is low (15% -19% and 27% - 40% per year for YLP and UWEP respectively). Failure to identify the right programme beneficiaries, inadequate appraisals, **limited skills of mobilization**, disregarding guidelines, **political statements/pronouncements** in regard to social welfare programmes and the belief by beneficiaries that it's their chance to "eat" has affected recovery.

Adult illiteracy levels of the District have remained high (40%). Local tools for mobilization especially **media houses are expensive**. The District is faced with **inadequate knowledge and skills of service providers on economic empowerment of PWDs**. This is in addition to the **negative attitude towards the PWDs**

Establishment of a community library as a source of information/data for popularization of programmes is affected by inadequate funding to the sector. The four **community centres are poorly maintained and ill equipped** for the purpose of mobilization. Traditional mobilization techniques and tools (*Bulungi Bulungi Bwansi* approach) have remained unpopular amongst the public.

Gender Based Violence has been persistent in our communities with all its effects in the community. It has placed girls and women at a greater risk of HIV infection and prevented them from seeking assistance from either health or justice sectors, **limited male involvement in promotion of gender equality in the District** The presence of Non –governmental organizations (NGOs) and Community Based Organization (CBOs) as non-state players who

complement the work of the sector in community mobilization and service delivery has not improved the uptake of services by people. There are issues of coordination, project based approaches of implementation of interventions, irregular flow of funds, and weak supervision.

2.5 Environment and Natural Resources

The District through its environmental department embarked on addressing two environmental issues, which fall into two inter-related categories viz. Environment and Sustainable Development. The authorities have taken it upon themselves to ensure environmental awareness is done through quarterly radio talk shows, seminars and meetings held by local authorities. Through these educative foras, caution is put on the pressure on the Districts' Ecosystem, which hinges on: Land degradation, uncontrolled shoreline development, inadequate domestic sanitation, uncontrolled tree cutting and wetland destruction and incompatible land uses.

Another issue that is emphasized when carrying out Environmental Education is Environmental Conservation. People are being educated on the conservation methods of the environmental and this is more common with **farmers who degrade the land, misuse of agro-chemicals**. The message is on the protection of the environment, which creates potential for sustainable development and offers direct benefit to Jinja and the country as a whole. About 50% of the Districts' population are aware of the environmental dangers and have learnt to go about the "pre-dangers" of the environment and the measures taken include protection of natural drainage routes for storm waters run off in a manner that limits soil erosion and the consequent problems of siltation. And designation of environmental protection zones along shorelines to prevent the destruction of protective ground cover and important papyrus swamps.

The water levels at Jinja landing sites of Ripon, Masese, Wairaka, Lake Victoria has been reducing over the last few years. This has left behind a shore filled with mud. The fall in water level is associated with the weed multiplication on the lake as believed by 71% of the fishermen. Water Hyacinth has a very high evapo-transpiration. It pollutes water mainly through the weed debris, mud resulting from the decomposing weed and deoxygenating of the water. It has also proved to be a threat on people's health in Jinja especially fishermen and those who normally visit areas near the lake and rivers. The weed harbors snakes, mosquitoes, and Bilharzias transmitting organisms. There rampant skin diseases among children believed to be associated with water infested with water hyacinth. Today fishing activities are hampered by the water hyacinth mainly by carrying away fish nets, blocking movements of fishing to and fro fishing grounds (FIRI-Jinja, 2004).

2.5.1 Forests

18% of District land is covered by forests this both private and reserved (Central Forest Reserve CFR and Local Forest Reserve-LFR). Kagoma, Namavundu, Lubani, Ngereka, Nile Bank, Nsuube, Mutai, Busegula, Iziru, Kamiigo, Mateme. The District embarked on planting tree seedlings which saw over 10,000 trees planted in Kagoma

Table 26: Forest Reserves in Jinja District

ID	Name of Reserve	Type of reserve	County	Sub-County	Hectares planted with trees
1	Busegula	LFR	Kagoma	Buyengo	47
2	Kamigo	LFR	Kagoma	Buyengo	36
3	Mateme	LFR	Kagoma	Buyengo	52

4	Butamira	CFR	Kagoma	Buyengo	1257
5	Kagoma	CFR	Kagoma	Buwenge	277
6	Lubani	CFR	Kagoma	Butagaya	453
7	Mutai	CFR	Kagoma	Buwenge	287
8	Namavundu	CFR	Kagoma	Butagaya	704
9	Ngereka (Part)	CFR	Kagoma	Butagaya	809
10	Nile Bank	CFR	Kagoma	Butagaya	606
11	Iziru	CFR	Butembe	Buyengo	312
12	Namazingiri	CFR	Butembe	Busedde	215
13	Namasiga	CFR	Butembe	Busedde	484

2.5.2 Wetlands

Wetland cover is at 4% in the District due to natural forces it may increase or decrease. Encroachment as a result of rapid urbanization, indiscriminate use e.g. people use like fishing, agriculture. The District experienced flooding and hailstorms in Kagoma and Muguluka in 2016, 2017 and 2018 which led to loss of life, property, food, live stock.

Commonly referred to as swamps are those areas where plants and animals have become adapted to temporary or permanent flooding. Wetlands have for a long time been considered as waste land but have recently been considered important in sustenance of the integrity of the environment. Wetlands in Jinja District are important because of the following roles they play:

- Cleans polluted waters directly discharge from industries located adjacent;
- Act as nutrient trap and therefore helps in retaining the eroded soil nutrients;
- Stabilize lake shore line and river banks;
- Recharge ground water aquifers especially during the dry season;
- Control floods because of the spongy nature;
- Highly productive and potential for sustainable harvesting of crops, fish and reeds.
- Provides income to a cross section of the population
- Waste Water Treatment, Jinja Municipality discharges its wastes in part of the wetland at Kirinya and Masese;
- Drainage for agriculture purposes as evidenced in Walukuba – Babu Patel wetland;
- Source of raw materials for crafts, building and fencing;
- Source of domestic water and Fishing grounds.

Major threats to Jinja’s Wetlands: Most of the wetlands in Jinja District were allocated to private developers and have since been **reclaimed for industrial development**, Masese – Gomba – Kirinya industrial areas is a typical example. Mutai forest swamp from where River Kiko emerges has been reclaimed by Kakira Sugar Works for sugar cane growing. The activity led to the loss of wetland capacity to clean contaminated water with effluents from the Kakira Sugar processing plant. The drainage of this wetland poses environmental and health hazards to the wetland users downstream. Due to increase in population, more land had been reclaimed as the case for Walukuba – Babu Patel wetland. This has led to loss of wetland biodiversity. Pollution and siltation is prevalent in Jinja as the wastes that are discharged in these wetlands affect them. Silting has been identified in swamps where agriculture has taken up the areas. This is common in Walukuba, Makenke and Magamaga villages.

National Wetland Policy: Before 1989, there was no policy on the use and management of wetlands. The launching of the National Wetlands by then Minister of Environmental

Protection with the financial support from IUCN started the process of formulating the wetland policy to halt the alarming threats to the wetlands resource. This policy has enabled the District to start the public awareness campaign on the importance and use of wetlands. The presence of full employed Environment Officer will help the integration of the wetlands policy into the general environmental requirements of the District.

2.5.3 Waste management- solid and liquid

Environment health reports in the District indicate that many households practice poor garbage disposal, homes surrounded with breeding grounds for mosquitoes. Waste in Jinja District can be categorized as domestic waste, industrial waste, urban council and health facility waste. Although waste is inevitable, human activities such as use of resources wastefully, lack of methods of reuse of resources and lack of waste disposal places and facilities have enormously increased waste in our environment. The increase in waste in our environment especially the polytene bag is causing pollution of water sources, blockage of drainage channels among others. Some activities that produce unnecessary noise include night discos, loud music and some night prayers.

2.5.4 Solid Waste management

The District with support from SDS USAID constructed a green pool incinerator to help in managing medical waste. However, the challenge still persists as to cost of transporting this waste from the health facilities to the plant remain high for some of these facilities to afford. However, the Management of other waste has been through waste collection using waste bins, garbage banks closer to the markets within the settlement. Some of the markets are provided with carts for transporting waste to the facility for storage, sorting, and recycling. However, systems for waste management require strengthening for its intended benefits.

2.5.5 Liquid waste:

Several drainable latrines have been constructed in the education institutions and neighboring host communities some of which have started filling up requiring draining. Currently, the systems for managing sludge is onsite in disposal pits and covering, but if not managed properly, may pose environmental and health challenges. The construction of a lagoon is necessary to enable the management of liquid waste as the drainable latrines gets filled up.

Climate Change: Jinja District just like any other District in Uganda is highly susceptible to the impacts of climate change and disaster risks due to its socio-economic characteristics. Climate change and natural disasters pose serious adverse impacts on the environment, the people and their livelihoods. The District is experiencing signs of climate change as exhibited by the trends in average temperatures and rain fall.

The District is experiencing frequent and intense occurrence of prolonged dry spells (drought) and floods. These have significant impacts on the livelihoods of the local community who largely depend on natural resources and particularly agriculture as their main source of income and employment.

Therefore, Jinja District Development Plan for the period 2020/2021-2024/2025 has highly prioritized climate change issues. The analysis of climate change issues in the District has been thoroughly handled by departments with proposed interventions for mitigation and adaptation to reduce impacts or prevent climate change from happening.

2.5.6 Water Resources

Jinja is endowed with Lake Victoria and River Nile as one of the major sources of clean water for both industrial and domestic uses. It's also blessed with River Chiko, and a number of streams which help to supplement on the clean water provision in the District. Much as previous Surveys under-taken in 1996, 1971, 1992, 1998, 1994 by Ministry of Energy and Water Resources confirm that the quality of Lake Victoria & River Nile is within acceptable standards.

In rural areas, good water quality is ensured by digging Boreholes, Protecting Spring Wells, and construction of water tanks for rain harvesting. National Water and Sewerage Corporation is also spread out to the largest part of Jinja.

2.5.6 Lands

Jinja District is underlain by un-differential gneisses rock formerly seen as part of basement complex. Rhodiferrelistic Nitisol is the most predominant soil type comprising 42% of the total land area (30415.6 ha), with patches of Epi/Endopetric Plinth sols (constituting 0.8 % of the total land area i.e. 595.1ha) superimposed on the Nitisols in isolated and very small areas.

a) Soils

Un-differential gneisses formerly seen as part of basement complex underlie the District. It is dominated by argillite, especially in Kakira area, with quartzite's and amphibolite. Characterized by heavy loamy soils also known as "Namaganga soils", most of the soils belong to this class and are rich in nutrients. These soils are as deep as 15cm or over a metre. A variety of clay, light soils and sandy loamy soils are commonly found in some valleys with a well-defined course and shallow alluvium in beds. There is also the ferrisol soil (red soils) on basic rocks.

b) Land Tenure.

Over 70% of the Land in Jinja is owned under a Customary Free- hold system where land is owned in perpetuity and hence the owner is able to sell off any of his/her piece of land when they so wish. Other forms of land ownership are the Leasehold and Customary tenure.

c) Land use

Jinja is a farming District with 601.1sq km under agriculture, of which 521.0sq km is under small peasantry production involving a wide range of crops are grown including maize (60%), beans (10%), banana (2 %), sweet potatoes (1%) coffee (10%) and others (17%), while eighty four sq kms in the District (North of the Waste disposal site) is under large scale sugarcane production. Forestry and tree farming is another important form of land, covering 36.1sq. kms. Eucalyptus is the major type of tree species grown constituting about (60%), Musizi (5%), pines (30 %) and other (5%). Thirty six square kilometers of land is both permanent and seasonal wetlands under papyrus reeds and swamps, while 20. 6 sq.km built up areas including towns and growth centers.

(Source: Jinja DSOE 2005).

d) Vegetation:

The vegetation cover comprises of various human manipulated or impacted types with most of the areas under crop cover. There are isolated patches of forest left on a few hills, valleys and riverbanks. Elsewhere grasses such as *Pennisetum purpureum* and *hyparrheniarufa* dominate the vegetation cover. Remnants of tropical trees are scattered on many farmlands.

The Land section secured a number of land titles for government and private property which as well contributed to revenue for the District. The section successfully surveyed and processed land titles LLGs administration land pending. 45% of the District land is institutional is surveyed and titled; this includes District offices for HLG and LLGs, schools and health centres. A lot of land has not been titled due to More efforts ought to be put to acquiring titles for institutions such as schools, health centres to avoid encroachment and grabbing government land.

2.6 Urban Development and Physical Planning

Urban centres and rural growth centres are fairly and evenly distributed across the local government. All these are local business centres. There is at least a growth centre in every parish of all sub counties only that their hinterlands are purely rural, only urban centres are purely developed.

POCC analysis of urbanization in JINJA

Urbanization process in the District possesses both an opportunity and challenges to sustainable development. Urbanization is steadily increasing with introduction of a number of town councils in the District

Table 27: showing POCC analysis on Urbanization

Development issue	Potential	Opportunity	Constraint	Challenges
Inadequate local revenue	Available taxable economic activities Property rates and hotel tax Availability of tourism potentials	Availability of government programs Available transport system	Low cooperation from tax payers Poor supervision Low capacity of revenue collectors	Untimely release of government transfers Poor road conditions
Poor road network	Favorable terrain Available District road equipment Available gravel Available labour	Availability of Road Funds	Erosion High cost of construction for roads	Heavy rainfall Inadequate releases Delay in release of funds
Limited access to financial services	Availability of Mobile banking spots for community's easy access Availability of micro-financial institutions (Sacco)	Existing peace and stability Access to credit facilities	High interest rates Low business level	High poverty levels Insecurity due to burglary
Low production and access to markets for agricultural products	Availability of land for agriculture as more people move to urban centers Available market for agricultural products	Existence of operation wealth creation High population & demand for food in urban centers	High cost of food production Low capacity of farmers	Delay in supply and distribution of planting materials Poor weather
Poor access to quality social services & leisure activities	Availability of basic social infrastructure like schools, health centers, piped water systems etc Disco halls and video halls	Existence of departmental/physical plans Existence of private clinics, schools etc Private Public Partnership	Inadequate staff Inadequate social infrastructure Poor institutional coordination Increased crime & prostitution	Inadequate funds Delay in release of funds Unfavorable government polices Weak enforcement

Development issue	Potential	Opportunity	Constraint	Challenges
Lack of physical planning	Availability of basic infrastructure like roads, electricity, water, telecommunication Availability of financial institutions Availability of entrepreneurs	Available cheap labor that moved to urban centers Existence of physical planning committee Existence of physical plan Close proximity to Jinja City	Under staffing informal settlement in the neighborhood of the District Inadequate funds to survey and plan the urban centers	<ul style="list-style-type: none"> • Ignorance and resistance to physical planning • Land grabbing • Limited central government transfers for physical planning

2.6.1 Urbanization

Jinja District has four designated Town Councils namely Kakira, Buwenge, Buyengo and Namgera Town Council. However, it should be noted that the District is 72% rural. It has 12 rural growth centres in which are also unplanned and non-gazetted as listed; Mutai Trading Centre, Muguluka Trading Centre, Lubani Trading Centre, Nawampanda, Magamaga, Bubugo, Namaganga, Budima, Lumuli Trading Centre, Mutai Trading Centre, Nabitambala Trading Centre and Namasiga Trading Centre. These small growth centres need to be planned in preparation for further developments and industrialization. Community mobilization and sensitization is critical in order for the inhabitants to appreciate the value of having well planned urban areas. Water systems, electricity, paved roads, industries are some of the prerequisites for urbanization. Modern urban areas need to focus on the global trends of urbanization in order to avoid repetition of the mess that has made management of existing towns and Kampala city council very difficult.

The population in the urban centres is rising, this has put the District at stake with **unemployed urban population** that produces **high volumes of garbage** yet no revenue is paid, the urban centres are characterized with informal sector bringing about **inadequacies in physical planning** and making plan implementation impossible due to the sprawl of **unplanned settlements** that bring about high crime rate, pollution among other; The District has no capacity to meet the required urban services thus a **deficiency in quantity and/or quality of social services, public infrastructure and housing**.

2.6.2 Housing

It is very important to improve on household incomes of the people such that they come to appreciate the values of building better dwelling units that suit the urbanization drive globally. Some of the people who are key stakeholders in these growth centres have no idea how to manage modern cities and towns. It should be noted that the size of town is not related to the quality of life of the people. Little is being done to curb the **unplanned settlements**. Therefore, this plan shall focus on addressing some of the issues that can be reversed for the better.

Most houses are independent units or detached (82.9) followed by tenant comprising 8.6%. The rest including semi-detached and two-bed roomed unit comprising 8.5%, Considering the number of rooms, most houses in the local government have 4 rooms (38.6%), 2 rooms (22.9%), 1 room (1.4%), 3 rooms (18.6%) 5 rooms (14.3%), 6 rooms (4.2%). With ownership, occupied basis stands at 98.6% while tenant ownership stands at 1.4%. Number of people living in each household ranges from 1-7 and the average household size is 6 members.

Not that urbanization is not well planned and non- inclusive it comes with **expansion of slum development** which is associated with poor housing, sanitation as well as ill health of the children and women who live in these places, It also comes with prostitution which is a risk to increased prevalence of HIV, Tuberculosis and domestic violence which impacts negatively to the human capital development.

2.6.3 Physical Planning

On the side of **Land Use Policy and Planning**, the District embarked on developing elaborate and comprehensive policy yet to be passed by Council. The inappropriate land use and planning led to serious **environmental degradation in the District** with these issues, there is need for local land use plans to help guide and implement land use decisions in an environmentally sound, economically sustainable and in a socially acceptable way. This was aimed at solving inappropriate agriculture activities whereby farmers cultivate hillsides, cut tree and reclaim wetlands.

Whereas the District has no Physical Development Plan (PDP), Kakira and Namagera Town Council PDPs are fully prepared and approved by the National Physical Planning board, 2 more town council PDPs are in the planning process. The rest of the District is not planned at all. Physical planning in the District stands at about 30%.

The urban centres and growth centres are strategically located for easy access by populations in their hinterlands. Most of these have informal neighborhoods with no planning at all. These urban centres and growth centres offer especially market for agricultural produce and buying farming inputs and other household necessities. All the growth centres are all unplanned and growing haphazardly. Reasons for gaps in physical planning and urban development in the local government relates to poor funding of physical planning and people’s ignorance and resistance to physical planning. Most areas affected by poor physical planning and urban development are the sub counties affecting mostly the old age people of 50 years and above as the youths always migrate to towns around especially Jinja city to search for employment

Approved building plans vs. submitted

There are 1057 approved building plans in the District and these are categorized according to the nature of land use i.e. commercial, residential, and institutional as shown in the table below;

Table 28: Location and nature of land use

Unable to establish land use since we have no physical development plan

Location	Residential	Commercial	Industrial	Farming/agriculture	Open space	Institutional
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Open space is inclusive of ecologically sensitive areas. Most of the building plans are made for residential purposes. Twelve of the above building plans were rejected.

2.7 District Management and Service Delivery

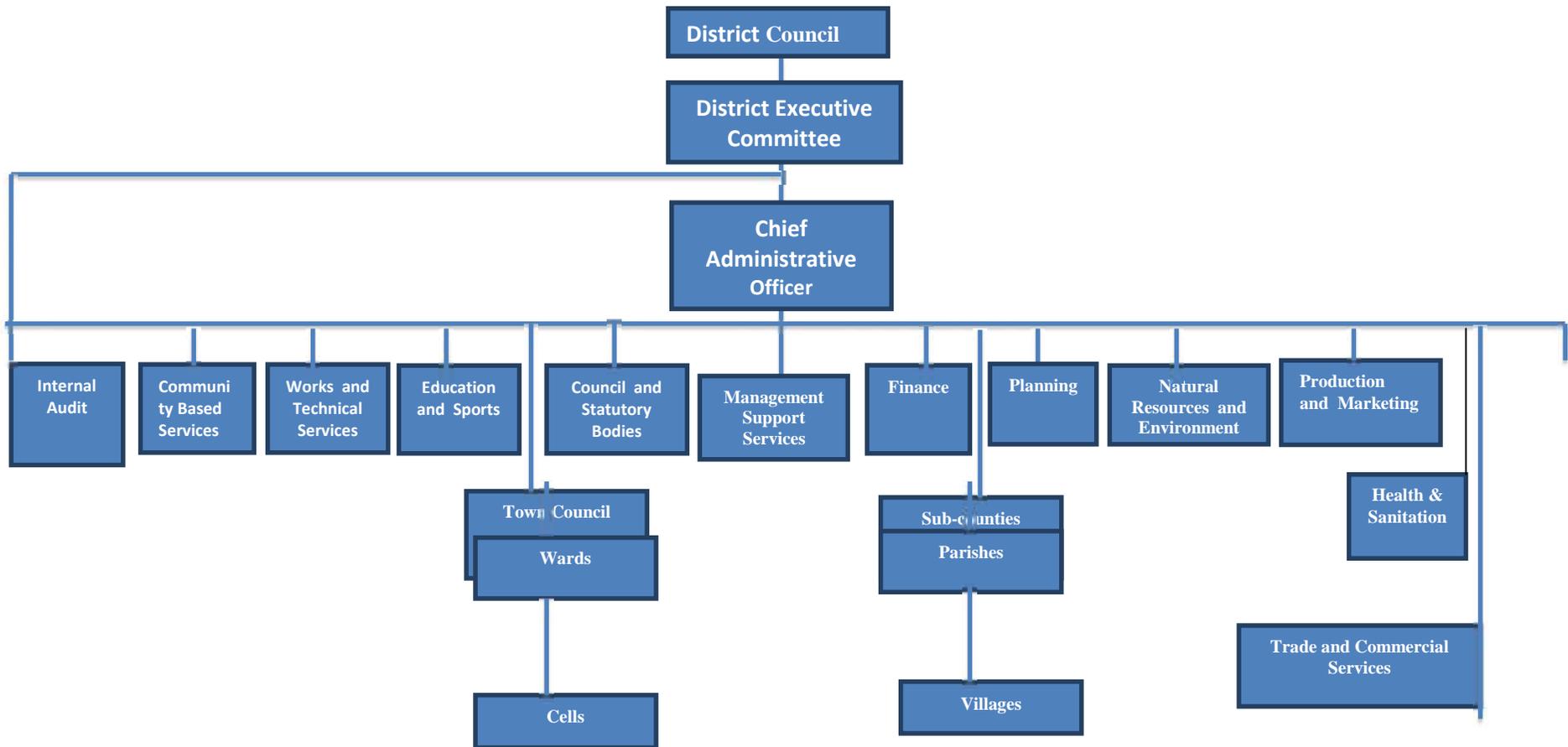
The Constitution of Uganda provides for a system of decentralization and local governments, which is further consolidated in the Local Governments Act 1997 (Cap. 243). Jinja District has two counties i.e. Butembe, Kagoma (which are administrative units without a council) and, 6 sub-county councils, parish councils and village councils. The District Council has a minimum of 30% of council seats to be reserved for women and in 2019/20/14; local government expenditure was 15.1% of total government expenditure. The primary sources of revenue are transfers from Central Government; however local governments are mandated to raise revenue locally, including property taxes, licenses and user fees. The District is Responsible for transport and environmental protection is shared with Central government as

indicated above. Districts is also responsible for the provision of primary and secondary education, safe water supplies and public health, which responsibilities are devolved with LLGs. Local Economic Development (LED) is the responsibility of the Districts and LLGs. The District council has 3 standing committees i.e. Social services, works and finance and administration as there are secretaries are on the executive committee. The District executive committee meets monthly and whereas standing committees meet bi-monthly and report to the full council. The executive committee is responsible for monitoring the implementation of both council programmes and NGO activities.

2.7.1 Administrative structure and infrastructure

Describe the structure and provide an organization chart

Figure 2: Showing Jinja District Local Government Organizational Chart



2.7.2 Staffing

The District is staffed by 2,549 Civil servants found in 12 departments these assist the District Council in executing and/or coordinating its business. Filled post are 2968 and a gap of 65 staff mainly in Primary teachers

Table 29: Staffing levels at the LLGs

s/n	Title	Buwenge SC	Buwenge TC	Kakira TC	Buyengo TC	Butagaya SC	Busede SC	Namagera TC
1.	Town Clerk	n/a	1	1	0	n/a	n/a	0
2.	Senior Assistant Town Clerk	n/a		1	1	n/a	n/a	n/a
3.	Sub-County Chief	1	n/a	n/a	n/a	0	1	n/a
4.	Senior Community Development Officer	0	0	1	0	0	0	0
5.	Community Development Officer	1	0	1	1	1	1	0
6.	Assistant Community Development Officer	0	0	1	0	0	0	0
7.	Veterinary Officer	0	0	0	1	1	1	0
8.	Assistant Veterinary Officer	1	1	1	0	1	0	0
9.	Agricultural Officer	1	0	0	1	1	1	0
10.	Assistant Agricultural Officer	0	1	1	0	1	0	0
11.	Fisheries Officer	0	0	1	0	1	0	0
12.	Assistant Fisheries Development Officer	0	0	0	1	0	1	0
13.	Animal Husbandry Officer	0	0	0	0	0	0	0
14.	Parish Chief	5	4	5	4	3	5	0
15.	Senior Treasurer	n/a	1	1	1	n/a	n/a	0
16.	Senior Accounts Assistant	1	1	1	1	1	1	0
17.	Accounts Assistant/Cashier	0	0	1	1	0	0	0
18.	Office Typist	0	1	0	1	1	1	0
19.	Office attendant	1	1	2	0	1	1	0
20.	Human Resource Officer	n/a	0	1	0	n/a	n/a	0
21.	Stenographer	0	0	1	0	0	0	0
22.	Assistant Records Officer	0	0	1	0	0	n/a	0
23.	Senior Assistant Engineering Officer	n/a	0	1	0	n/a	n/a	0
24.	Physical Planner	n/a	1	1	0	n/a	n/a	0
25.	Town Engineer	n/a	1	1	0	n/a	n/a	0
26.	Assistant Tax Officer	n/a	0	1	0	n/a	n/a	0
27.	Senior Commercial Officer	n/a	0	1	0	0	n/a	0

2.7.3 Status of equipments and tools for service delivery

2.8 Summary of development issues informing the LGDP formulation

Agro-Industrialization

A good proportion of the District population is dependent on subsistence agriculture majority of whom are rural women and youth due (i) low agricultural production and productivity; (ii) poor storage infrastructure; (iii) poor market access and low competitiveness for products in domestic, regional, continental and international markets; (iv) low value addition; (v) limited access to agricultural financial services and critical inputs; and (vi) poor coordination and inefficient institutions for planning and implementation of agro-industrialization.

The **District Tourism potential** has been inadequately exploited due to: (i) limited branding, marketing and promotion; (ii) inadequate tourism infrastructure due to low investment in tourism infrastructure; (iii) undeveloped, narrow product range, and under-conserved; (iv) inadequate and unskilled manpower/personnel; (v) depletion of natural and cultural heritage; and, (vi) weak institutional, policy and regulatory framework due to weak co-ordination, outdated and non-deterrent laws, Pandemics, and small staff strength.

Poorly managed natural resources which is attributed poor land use and insecurity of tenure; (ii) limited capacity for climate change adaptation and mitigation; (iii) low disaster risk planning; (iv) rampant degradation of the environment and natural resources caused by low enforcement capacity, limited environmental education and awareness, limited alternative sources of livelihoods and limited research, innovation and adoption of appropriate technology; (v) limited access and uptake of meteorological information (inaccuracy in information) due to low technology and equipment for early warning and preparedness and ineffective systems and mechanisms for addressing vulnerabilities (vi) poor coordination and institutional capacity gaps in planning and implementation; and (vii) absence of appropriate incentives for good environmental management practices.

Private sector is weak and uncompetitive to sustainably drive growth. This is due to: (i) high cost of doing business, (ii) limited production and organizational capacity, (iii) absence of a strong supporting environment, (iv) weak enforcement of standards and the proliferation of counterfeits in the market, and (v) inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas.

Transport infrastructure and services are still inadequate and disjointed due to: (i) high cost of transport infrastructure and services; (ii) inadequate transport asset management and (iii) high vulnerability of the transport sector to the impacts of climate variability and change

Uganda's current urban growth and development is unsustainable due to: jobless urban growth; inadequacies in physical planning and plan implementation leading to a sprawl of unplanned settlements including in risk prone areas; a deficiency in quantity and/or quality of social services, public infrastructure and housing; and vulnerability due to climate change.

Uganda's human capital is characterized by low labor productivity (38 percent), low human development (HDI at 0.516) and fewer STEI graduates (2 out of 5 are STEI graduates). This is mainly attributed to: (i) weak foundation for human capital; (ii) lack of appropriate knowledge skills and attitudes; (iii) weak talent and sports nurturing; (iv) high youth unemployment (v) poor population health and safety; (vi) food and nutrition insecurity (vii) inadequate population management including child marriages, teenage and unwanted pregnancies; limited information on Sexual and Reproductive

Health (SRH); (viii) insufficient coverage of social protection; (ix) gender and other inequalities and (x) lack of institutionalized and integrated human resource planning and development.

Limited awareness and implementation of a national value system has contributed to a weak sense of responsibility, ownership and accountability of development programmes among the general populace. This is mainly due to: (i) a dependency syndrome; (ii) a high selfish tendency leading to corruption; (iii) short-sightedness; (iv) a low sense of nationalism/patriotism; (v) a weak community development function (vi) a low saving culture; and low nurturing of innovations

CHAPTER THREE

LGDP STRATEGIC DIRECTION AND PLAN

3.1 District Vision, Mission, Goals and Strategic objectives.

District Vision

“Prosperous People, Harmonious Communities and an Attractive District”

District Mission statement

“To provide quality, efficient and effective services in conformity with national priority programme areas and local needs in a participatory, sustainable and gender responsive manner”

3.1.3 District Goal

“Increased Household Incomes and Improved Quality of Life of Ugandans”

District Strategic Objectives.

- i. Enhance value addition in Key Growth Opportunities in the District.
- ii. Strengthen the District Private sector coordination and collaboration to drive growth and create jobs.
- iii. Consolidate and increase the Stock and Quality of Productive Infrastructure in the District.
- iv. Increase productivity and wellbeing of the Jinja population
- v. Strengthen the role of the District in development

3.2 Adoption of National Goal, Overall Objectives and Programs.

Table 30: showing adoption of National Goal

No.	LGDP Strategic Objectives	Development Strategies	LGDP Program
1	Enhance value addition in Key Growth Opportunities in the Local Government.	<ul style="list-style-type: none"> • Organize farmers into Farmers Groups and Cooperatives to be able to build their capacity in the agro-technologies required to increase production and productivity of the agro-enterprises that they are engaged in. • Link the farmers organized in their groups to the existing and emerging opportunities such Parish Development Model, Processors, Exporters and others for improved markets and agro-processing. <p>Organize and prepare the subsistence farming households to be supported under Pillar I and III of the Parish Development Model in order for them to enter the market economy</p>	<p>Agro-Industrialization</p> <p>Natural Resource, Environment, Climate Change, Land and Water management.</p> <p>Tourism Development Regional Development.</p>
2	Strengthen private sector/ and Development Partner capacity to drive growth and create jobs in the Local Government.	<ul style="list-style-type: none"> • Create a good atmosphere for the external partners to invest and contribute towards the development of the District through transparent accountability. • Organize public-private dialogue meetings and capacity enhancement for Private sector to promote local economic development for 	<p>Private Sector Development</p> <p>Digital Transformation</p>

		<p>sustainable growth, development and increase local revenue base for the District.</p> <ul style="list-style-type: none"> • Increase local content participation 	
3	Consolidate & increase stock and quality of Productive Infrastructure	<ul style="list-style-type: none"> • Institutionalize infrastructure maintenance • Leverage urbanization for socio-economic transformation 	<p>Integrated Transport infrastructure and services.</p> <p>Sustainable Urbanization and Housing Development</p>
4	Increase productivity, inclusiveness and wellbeing of Population.	<ul style="list-style-type: none"> • Effectively mobilize families, communities and citizens for national development • Improve access and quality of social services i.e. Education, Health and community services • Enhance HR Planning • Enhance skills and vocational development • Increase access to social protection • Promote STEI • Promote development oriented mind-set 	<p>Human Capital Development</p> <p>Community Mobilization and Mindset Change</p> <p>Regional Development</p>
5	Strengthen the role of the Local Government in development	<ul style="list-style-type: none"> • Increase government participation in strategic sectors such procurement • Enhance partnerships with non-state actors for effective service delivery • Re-engineer public service to promote investments • Increase resource mobilization • Promote and strengthen participatory planning, budgeting and transparent accountability 	<p>Governance and security strengthening</p> <p>Public Sector Transformation</p> <p>Development Plan Implementation</p>

3.3 Key LG Development Plan Results and Targets.

In tracking the progress made during the implementation of this plan, a set of key results areas have to be looked at with outstanding strategic objective indicators. Targets to be achieved at the end of the five-year period have been set with the context of the vision 2040 targets desires and some of the national standards.

Table 31: showing key Jinja District Development Plan results and targets

Category	Key Result Areas	Indicators	Baseline/ year	DDPIII Target(FY 24/25)
Goal: Increased Household incomes and improved Quality of life	Household incomes	Real GDP growth rate	6.2(2017/18)	7.2
		Population below poverty line	23%(2014)	15%
		Share of working population	70(2017/18)	80
	Quality of life	Population growth rate	1.6% (2014)	1.2%
Objective 1: Enhance value addition in key growth opportunities	Agro-industrialization	Average monthly household income	No Data	350,000/=
	land	% age of titled Government land	45	80%
Objective 2: Strengthen private sector capacity to drive growth and create jobs	Private sector growth	% of house hold savings	NA	20%
		youth unemployment rate	13.3(2017/18)	9.7
		annual number of jobs created	NA	2,000
Objective 3: Consolidate &	Energy	% of households with access to electricity	16.5% (201718)	60%

increase stock and quality of productive infrastructure	Road	% of national roads in the District in fair to good condition	61(2017/18)	80	
		Travel time within the District(Min/km)	3 min/hr	2.min/hr	
		% of District roads in fair to good conditions	46%	70%	
	ICT	proportion of area covered by broad band services/ internet	NA	50%	
		internet penetration rate(internet users per 100 people)	NA	45%	
		unit cost of internet	237USD(17/18)	70 USD	
	water for production	water usage(m ³ per capita)	30 (2017/18)	59	
Objective 4: Enhance the productivity and social wellbeing of the population	Labour productivity @ Worker and employment	Labour productivity in Agricultural sector	NA	3000/=	
		Labour productivity in services	NA	9000/=	
		Labour productivity in industry	NA	4500/=	
	Health	life expectancy at birth(years)	69.6 yrs(2014)	75 years	
		Infant mortality rate/ 1000	32/ 1000	25/1000	
		Maternal mortality ratio/100,000	336/100,000	200/100,000	
		Total fertility rate	5	3	
		Malaria incidence per 1,000 population	178/1000	100/1000	
		U5 Mortality Ratio/1000	32/1000	20/1000	
		Proportion of women of reproductive age (15-49yrs) who have their need for family planning satisfied with modern methods	53%	80%	
	Education	Primary to secondary transition rate	62%(2018/19)	80%	
		Average years in primary	9 years	7 years	
		Desk pupil ratio	1:5	1:3	
		Latrine stance - pupil ratio	1:85	1:65	
		Teacher Pupil ratio	1:45	1:35	
		average years in secondary	7 years	6 years	
		Numeracy rate	52%	70%	
	Water and Environment	safe water coverage	64%(18/19)	85%	
		Latrine/sanitation coverage	85%(17/18)	100%	
		Hygiene(Hand washing)	32%(1718)	65%	
	Social protection coverage	% age of vulnerable population accessing social services	15%	30%	
	Objective 5: Strengthen the role of state in development	Budgeting and resource allocation	% of Local revenue to District budget	10%	15%
		Budgeting and resource allocation	% age Public resources allocated to development	10%	15%

3.4 Alignment of DDPIII priorities with NDP III priorities and SDGs and targets

Table 32: showing Alignment of DDPIII priorities with NDP III priorities and SDGs and targets

Sustainable Development Goal	National Development Plan III	District Development Plan III
Goal 1: No poverty: "End poverty in all its forms everywhere	The overall goal is "Increased household incomes and improved quality of life". Reduced Poverty rates; from 21.4 percent to 14.2 percent;	Increase Household incomes and improve the Quality of life: Reduced Poverty Rates from 23% to 25% <i>through Agro-industrialization program.</i>
Goal 2: Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture."	Increasing productivity, inclusiveness and wellbeing of the population. Rate of growth of the agricultural sector from 3.8 percent to 5.1 percent. Reduction in the percentage of h/holds dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent;	<ul style="list-style-type: none"> • Improve agricultural productivity and value addition to agricultural products sustainable food production systems • Reduced household dependant on subsistence agriculture as the main source of livelihood from 85% to 60% • Increased household food and nutrition security (Three meals per day) <i>through Agro-industrialization program. & Human Capital development program.</i>
Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages."	Improve access and quality of social services	•Achieve universal health coverage for all through reduced morbidity and mortality of the local population <i>through Human Capital development program.</i>
Goal 4: Quality education: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."	Improve access and quality of social services. Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory and quality assurance system of ECD standards	<ul style="list-style-type: none"> •Continue implementation of UPE, implement and expand USE and vocational training for both boys and girls in all sub counties to increase years spent schooling •Implement coordinated IECD services in all public and private schools. This will be <i>through Human Capital development program.</i>
Goal 5: Gender equality: "Achieve gender equality and empower all women and girls.	Improve access and quality of social services. Reduce vulnerability and gender inequality along the lifecycle.	•Promote empowerment, equity and equality in accessing socio-economic services for all women, girls and other vulnerable groups to social services and livelihood programmes like UWEP, YLP, <i>EMYOOGA</i> among others <i>through Human Capital development, Community Mobilization and Mindset change programs.</i>
Goal 6: Clean water and sanitation: "Ensure availability and sustainable management of water and sanitation for all."	Improve access and quality of social services	•To improve access to quality social services through the provision of safe water and sanitation services. <i>(through Human Capital development, Community mobilization and mindset change and ENR, Climate change and water management)</i>
Goal 7: Affordable and clean energy: "Ensure access to affordable, reliable, sustainable and modern energy for all."	Energy development Programme: aims to increase access and consumption of clean energy. Increased electricity consumption per capita from 100kwh to 578kwh; Reduction in the cost of electricity to USD 5 cents for all processing and manufacturing enterprises. Increased	•Improve access to renewable energy technologies at institutional and community level through encouraging the community construction of energy saving stoves, heat saving baskets, use of solar systems and use of biogas technology.

Sustainable Development Goal	National Development Plan III	District Development Plan III
	population with access to electricity; from 21 percent to 60 percent and increase in transmission capacity; and enhanced grid reliability. Then, reduction in the share of biomass energy used for cooking.	<ul style="list-style-type: none"> • Increase population having access to electricity 55 % <i>through sustainable energy development.</i>
Goal 8: Decent work and economic growth: "Promote sustainable, inclusive and sustainable economic growth, full and productive employment and decent work for all."	Increase productivity of the population for increased competitiveness and better quality of life for all. Increase in the stock of jobs by an annual average of 520,000 Increase Uganda's attractiveness as a preferred tourist destination.	<ul style="list-style-type: none"> • This will be done through higher productivity through diversification and upgraded technology along with innovation, entrepreneurship, and the growth of small- and medium-sized enterprises (SMEs). • Human Capital Development Programme • Community mobilization and mindset change program.
Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."	Agro-industrialization programme: aims to increase commercialization and competitiveness of agricultural production and agro processing. and value addition in selected resources for quality and gainful jobs in industrialization. Digital Transformation Programme: aims to increase ICT penetration and use of ICT services for social and economic development.	<ul style="list-style-type: none"> • Promote value addition to local products through creation of several factories to boost incomes. • Use of ICT that has been emphasized and expansion of broadband infrastructure with support from NITA-U
Goal 10: Reducing inequalities: "Reduce income inequality within and among countries."	Reduced Income Inequality (Gini coefficient); from 0.41 to 0.38. Regiona	<ul style="list-style-type: none"> • Encourage commercial banks to adequately invest in financial literacy in communities to support established SACCOs and Produce cooperatives to strengthen financial penetration. Strengthen Village Saving and Lending Associations to provide short term, affordable and alternative financing.
Goal 11: Sustainable urban centres (cities, Municipalities, Town Councils, Town boards) and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable."	Sustainable Urbanization and Housing Programme: aims to attain inclusive, productive and livable urban areas for socioeconomic transformation.	<ul style="list-style-type: none"> • Improve physical development of all Town Councils. Prepare the District Physical Development Plan and Rural Growth Centre Plans. • Lobbying for Town Boards
Goal 12: Responsible consumption and production: "Ensure sustainable consumption and production patterns."	Manufacturing Programme: aims to increase the product range and scale for import replacement and improved terms of trade. Agro-industrialization aims at increasing productivity in the agricultural sector.	<ul style="list-style-type: none"> • Target to improve on the quality of what we produce and increase its consumption locally like dairy products, flour, beef, fruits, vegetable oil, fish and other products through agro-industrialization,
Goal 13: Climate action: "Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy."	Climate Change, Natural Resources, Environment, and Water Management: aims to stop and reverse the degradation of Water Resources, Environment, Natural Resources as well as the effects of Climate Change on economic growth and livelihood	<ul style="list-style-type: none"> • Promote afforestation and use of renewable energy technologies by nationals. Climate change intervention is one of the District priorities. Promote and implement climate smart agriculture (CSA) through Natural

Sustainable Development Goal	National Development Plan III	District Development Plan III
	security.	Resource, Environment, Climate Change, Land and Water management.
Goal 14: Life below water: Further information: "Conserve and sustainably use the oceans, seas and marine resources for sustainable development."	Stop and reverse the degradation of Water Resources. Improve coordination, planning, regulation and monitoring of water resources at catchment level through Environment and water management program.	<ul style="list-style-type: none"> Promote fish farming and sustainable exploitation of fish in the District. Support establishment of fish cage and demos through Agro-industrialization and Natural Resources, Environment, Climate Change, Land and Water management
Goal 15: Life on land: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss."	Increased forest cover; from 9.5percent to 18percent. Sustainable Development of Petroleum resources: aims to attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner.	<ul style="list-style-type: none"> District will prioritize preserving biodiversity of forest and wetland ecosystems as a percentage of total land mass. Achieving a "land degradation-neutral District" can be reached by restoring degraded forests and land lost to poor agricultural practices: Support urban greening in all the rural growth centres and support communities to grow trees on commercial basis through Natural Resources, Environment, Climate Change, Land and Water management program
Goal 16: Peace, justice and strong institutions: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."	Governance and Security Programme: aims to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.	<ul style="list-style-type: none"> The District will prioritize reducing violence against women and children with stronger local council judicial systems that will enforce laws and work toward a more peaceful and just society. Minimize and reduce internal and external border conflicts through Governance and Security Strengthening/RDC's office
Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development."	Re-engineer the Public service to promote investment; and, Enhance partnerships with non-state actors for effective service delivery. Private Sector Development Programme: aims to increase competitiveness of the private sector to drive sustainable inclusive growth.	<ul style="list-style-type: none"> The District will work with all MDAS, OPM, UN Agencies, other development partners and CSOs to deliver services to the local community. Social corporate responsibilities by Private sector (Telecommunication companies, breweries, Banks, SACCOs). Strengthening the technical and financial capacities of the Private Sector. Strengthen the department of Trade, Industry and Local Economic Development. Improve on regulatory environment and improve on infrastructures like power, roads and communications. Mapping and profiling the private sector players

3.5 Adopted NDPIII Programmes and DDP Programme Objectives

Table 33: showing Adopted NDPIII Programmes and DDP Programme Objectives

NDP III Programs contributed to by the LGDP III	Adapted DDP III program objectives	SDGs and Targets contributed to by the LGDP III Program.
Agro-industrialization	Improve post harvest handling and storage of	Goal 1: No poverty

	<p>agricultural products</p> <p>Increase agro-processing of selected products</p>	<p>Goal 2: Zero hunger</p> <p>Goal 12: Responsible consumption and production (Rate of growth of the agricultural sector from 3.8 percent to 5.1 percent. Reduction in the percentage of h/holds dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent)</p>
Private sector development	<p>Sustainably lower the cost of doing business</p> <p>Strengthen the organizational and institutional capacity of the private sector to drive growth and create jobs</p> <p>Promote local content in public programmes</p> <p>Strengthening the enabling environment and enforcement of standards</p>	Goal 17: Partnerships for the goals:
Natural Resources, Environment, Climate change, Land and Water Management	<p>Restoration of forests and tree cover by natural regeneration or by plantation or by agro forestry</p> <p>Maintain and restore clean healthy and productive environment (solid and liquid waste management)</p> <p>Reduce human and economic loss from natural hazards and disasters</p> <p>Increase incomes and employment through sustainable use and value addition to water, forest and other natural resources</p> <p>Availability of adequate and reliable quality fresh water resources for all uses</p>	<p>Goal 15: Life on land</p> <p>Goal 14: Life below water</p> <p>Goal 13: Climate action</p> <p>Goal 6: Clean water and sanitation</p>
Sustainable Urbanization and Housing	<p>Enhance economic opportunities in urban areas</p> <p>Promote urban housing market</p> <p>Promote green and inclusive urban areas</p> <p>Strengthen urban policies, governance, planning and finance</p>	Goal 11: Sustainable urban centres (cities, Municipalities, Town Councils, Town boards) and communities
Integrated Transport infrastructure and services	<p>Optimize transport infrastructure and service investment in the road sector</p> <p>Prioritize transport asset management</p> <p>Promote integrated land use and transport planning</p> <p>Reduce the cost of transport infrastructure</p>	Goal 11: Sustainable urban centres (cities, Municipalities, Town Councils, Town boards) and communities
Digital transformation.	To increase ICT infrastructure in the District.	Goal 9: Industry, Innovation, and Infrastructure
Human Capital Development	<p>To improve the foundation for human capital development</p> <p>To improve population health, safety and management</p> <p>Reduce vulnerability and gender in equality along the life cycle</p>	<p>Goal 2: Zero hunger (Reduced Poverty rates; from 21.4 percent to 14.2 percent)</p> <p>Goal 3: Good health and well-being for people:</p> <p>Goal 4: Quality education</p> <p>Goal 5: Gender equality</p> <p>Goal 6: Clean water and sanitation</p> <p>Goal 10: Reducing inequalities</p>
Public sector Transformation	<p>To increase on the public corruption perception index of the Government.</p> <p>To build strong institutions for growth.</p>	<p>Goal 16: Peace, justice and strong institutions</p> <p>Goal 17: Partnerships for the goals</p>
Development Plan Implementation	<p>Strengthen capacity for development planning</p> <p>Strengthen budgeting and resource mobilization</p> <p>Strengthen the capacity for implementation to ensure</p>	Goal 16: Peace, justice and strong institutions

	a focus on results Strengthen coordination, monitoring and reporting frameworks and systems	Goal 17: Partnerships for the goals
Regional development	<ul style="list-style-type: none"> Stimulate the growth potential for the LLGs through area based agri-business LED initiatives Close LLGs infrastructure gaps for exploitation of local economic potentials Strengthen the performance measurement and management framework for local leadership and public sector management 	Goal 8: Decent work and economic growth (Increase in the stock of jobs by an annual average of 5,200)
Governance and security	Strengthen transparency and accountability Strengthen citizen participation and engagement in democratic processes	Goal 16: Peace, justice and strong institutions
Community Mobilization and Mindset Change	Enhance effective mobilization of families, communities and citizens for development Strengthen institutional capacity of local government and non state actors for effective mobilization of communities	Goal 5: Gender equality Goal 10: Reducing inequalities

3.6 LGDP Programme, Objectives, interventions, Results (Outcomes and Outputs)

3.6.1 NDPIII Objective/ LGDPIII Strategic Objective (s)

Table 34: showing NDPIII Objective/ LGDPIII Strategic Objective (s)

Adopted NDPIII Programs: Agro-Industrialization			
Development Challenge/ Issues: Low adoption & uptake of high yielding technologies being promoted thus Low Agriculture production and productivity, Counterfeits farming inputs on market, Limited value addition due to inadequate equipment & skills for value addition, Un coordinated & un regulated service providers, Increased incidence of disease due to decline in control measures & the rapidly rising cost of drugs and chemicals, Inadequate technical capacity by extension workers and other stakeholders to mitigate these emergencies like pests and diseases, Low prices offered for agricultural products especially in the rural areas, Irregular and unreliable access to markets, Poor post-handling facilities at house hold level and Theft of farm produce which hits hard the smallholder farmers especially women			
Outcomes/ Results	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increase Agriculture sector growth rate	Agricultural sector growth	3.50%	6.00%
increase % of H.Hs that are food secure	% of Households that are food secure	60%	80%
Reduce % of HHs dependant on Subsistence Agriculture	% of HHs dependant on Subsistence Agriculture	68.90%	55%
Program Objectives :	Interventions		

<ul style="list-style-type: none"> • Increase production and productivity • Increase market access and competitiveness of agricultural products in domestic and international markets • Increase the mobilization, equitable access and utilization of Agricultural Finance • Strengthen Institutional Coordination for Improved Service Delivery • 	<ul style="list-style-type: none"> • Strengthen the agricultural inputs markets and distribution systems to adhere to quality standards and grades • Strengthen farmer organizations and cooperatives • Establish eco-friendly fully serviced agro-industrial parks/export processing zones and equip regional farm service centers • Construct and regularly maintain community access & feeder roads for market access • Strengthen agricultural research and technology development • Improve agricultural market infrastructure in rural and urban areas • Improve land tenure systems and security mechanisms that promote inclusive agriculture investments • Strengthen systems for management of pests, vectors and diseases • Promote sustainable land and environment management practices in line with the agro-ecological needs: • Strengthen and develop mechanisms to prevent incidences of child labor within the sector and exploitation of the agricultural labor force • Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and • Establish new and rehabilitate existing agro-processing industries to minimize negative environmental impacts for processing of key agricultural • Strengthen enforcement and adherence to product quality requirements including; food safety, social and environmental standards, grades, etc • Organically grown farmers' groups mobilized, registered and profiled using the Parish Model • Organically grown farmers' groups mobilized, registered and profiled using the Parish Model • Strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security • Support women farmers to transition to agro-business, export trade, and more profitable agricultural enterprises, including skilling and financial incentives 		
Outputs	Output Target	Actions (Strategic Activities)	Departments/Actors
<ul style="list-style-type: none"> • Partnerships entered into between farming communities and land owners of large tracts of farm land for increased production • Certificates of Customary Ownership, Certificates of Occupancy for bibande holders on mailo land, longer-term leasing and other collaborative farming arrangements embraced by farmers • Sensitize farmers on the benefits of cooperating • Animal breeding, production, administrative units and research facilities constructed and equipped • Farmer organization registered and profiled • Storage and post-harvest handling facilities established at a Parish level • Awareness on post-harvest handling and management created 	<ul style="list-style-type: none"> • Have 5 irrigation schemes in the District for each LLG, • 50000 persons aware of environmental concerns, • 10 cooperatives financed with seed capital 	<ul style="list-style-type: none"> - Construct and furnish administrative units - Train youth groups in climate smart Agriculture - Create awareness campaigns on post-harvest handling and management and its benefits. The campaigns will also create awareness of Aflatoxins and its effects. - Using the Parish Model, undertake diagnostic and feasibility studies; establish common user facilities; procure and supply small scale agro-processing equipment to communities, farmer groups and cooperatives. - Sensitize farmers on 	<p>Production Community Based Services, Natural resources and Office of the CAO</p>

<ul style="list-style-type: none"> • Small scale agro-processing facilities supplied to communities (MSMEs) under the Parish Model • Mechanisms to prevent incidences of child labor within agriculture in place • Capacity of cooperatives, communities, farmers and traders developed in post-harvest handling and storage including; business management; value addition; • Youth groups trained to practice climate smart agriculture • Facilitate organic bottom-up formation of farmer groups (including youth) and cooperatives (production, collective marketing, provision of financial services and savings mobilization) • Disease diagnosis and control capacity and facilities developed and equipped • Land, water and soil conservation practices strengthened • Community access & feeder roads constructed & maintained to facilitate market access • Farmer organizations strengthened • A messaging programme to communicate the benefits of quality/standards developed and implemented • Regular collection and dissemination of agriculture data • Model irrigation schemes developed to support technology irrigation at public institution undertaken • Micro and small-scale irrigation systems constructed under UgIFT-AF-IRR program • Small-scale irrigation systems constructed • Coffee Technology incubation centre established and operational at Nakabango District Farm 		<p>productivity enhancement technologies at a Parish level in order to increase uptake</p> <ul style="list-style-type: none"> -Construct and regularly maintain community access & feeder roads (including bridges) in rural areas to facilitate market access -Develop and run a messaging programme to communicate the benefits of quality/standards to value chain actors to ensure greater adoption and engagement by producers across all priority value chains -Construct mini-irrigation projects for farmers at household level. -Using the Parish Model, register, profile and mobilise farmers and other agri-MSMEs into organically grown groups/cooperatives (especially production and financial cooperatives) in order to allow them pool resources, support collective risk management efforts and provide a counterparty through which financial services providers may finance them. -Establish /rehabilitate district veterinary laboratory/Animal Clinic\ -Set up ponds for youths and women groups -Produce Doses of semen and extend to dairy, beef, and goat farmers through the District Dairy project -Demonstrate coffee good agronomical practices and good business practices for coffee -Using the Parish Model, invest in the regular collection, analysis, auditing and management of agricultural finance industry relevant data up to a parish level and make this widely available to support the development of relevant, scalable, accurate and accessible agricultural 	
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		finance products. - Develop 1 model irrigation scheme at Nakabango District Farm Make designs and construct small-scale irrigation systems/ schemes - Construct small scale solar powered Water supply irrigation systems - Register breeder associations - Undertake capacity assessment of farmer groups, identify and fill their capacity gaps - Profile, consolidate and maintain all storage and processing facilities that were established and handed over to communities under different government projects/programme (CAIP) - Construct and equip an all inclusive animal breeding and production support facilities at Nakabango	
Likely implementation risks	High community demand, climate change, issues of land ownership and land tenure system, community attitude towards development		
Mitigation measures	<ul style="list-style-type: none"> • Design and implement climate smart agriculture, mobilization communities to adapt appropriate farming practices, ensure that communities change current land tenure systems that is prohibitive to agronomic practices • Design and implement community mobilization strategies that are effective and efficient 		

Adopted NDPIII Programs: Natural Resource, Environment, Climate Change, Land and Water Resources Mgt			
Development Challenge/ Issues: Lack of Compliance Monitoring tools to ensure compliance with the Legislation in the ENR Sector, e.g. Water and Air Quality Monitoring tools, Soil Quality Monitoring tools, Noise meter measuring equipment, GPS, Etc. Inadequate funds for constant and extensive field monitoring activities across the district. Negative attitude of locals towards tree planting and wetland conservation Extensive encroachment on untitled Government land			
Outcomes/ Results	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increase % of water permit holders	% of water permit holder	76%	85%
increase % of water samples complying with National standards	% increase of farm produce as a result of irrigation	10%	60%
increase % of land area covered by forests	Forest cover	9.10%	15%
increase % of land area conserved with wetlands	wetland cover	13.4%	11.50%
Program Objectives :	Interventions		
<ul style="list-style-type: none"> • Strengthen Land Use and Management • Strengthen the capacity of land 	<ul style="list-style-type: none"> • Undertaking comprehensive inventory of Government land • Ensuring access to land by lawful and bonafide occupants. • Strengthening the capacity of land management institutions in 		

<p>management institutions in executing their mandate geared towards securing land rights</p> <ul style="list-style-type: none"> Strengthen conservation, restoration of forests, wetlands and water catchments and hilly and mountainous areas Assure Availability of Adequate and Reliable Quality Fresh Water Resources for All Uses Maintain And/Or Restore A Clean, Healthy, And Productive Environment 	<p>executing their mandate geared towards securing land rights.</p> <ul style="list-style-type: none"> Promote tenure security including women's access to land. Promote tenure security including women's access to land Mobilise and significantly increase financial resources from all sources to conserve and sustainably use natural resources and mitigate disasters Strengthen enforcement capacity for improved compliance Increase access to inclusive safe water, sanitation and hygiene (WASH) with emphasis on increasing coverage of improved toilet facilities and hand washing practices Develop and implement a framework that reduces adverse per capita environmental impact of cities (air quality and waste management practices) 		
Outputs	Output Target	Actions (Strategic Activities)	Departments/Actors
<p>A Comprehensive and up to date government land inventory undertaken</p> <ul style="list-style-type: none"> Land fund Capitalized and accessed by bona fide and lawful occupants Tenure security for all stakeholders including women enhanced Women's access to land strengthened Percentage increase in forest cover Forest Management Plans prepared and revised Wetland Management Plans prepared/revised A strategy on management of Local forest reserves and private forests developed. Financial Resources mobilized from local, global ENR and Climate Change Windows for ENR management. Compliance Monitoring Equipment procured and installed Partnerships established with stakeholders such as Uganda Police, Urban Authorities and non-state actors to enhance compliance to water use and pollution regulations and permit conditions Increased access to inclusive safe water supply in urban areas of the District Green parks/belts gazetted in Cities/Towns 	<p>All LLG offices, Government Health facilities and primary schools titled</p> <p>Land identified and leased out to private investors</p> <p>Forest cover increased to 15% in the district</p> <p>1 FMP prepared</p> <p>1 Wetland Management Plan prepared</p> <p>Tree seedlings distributed to the community and planted</p> <p>ENR and Climate Change interventions financed for every project for proper project implementation</p> <p>Soil Quality Monitoring tools, Noise meter measuring equipment, GPS</p> <p>Partnership meetings held every quarter of the Financial Year</p> <p>Namgera and Buyengo Town Council with</p>	<ul style="list-style-type: none"> Undertake survey and titling of government land Lease titled government land to prospective investors Hold stakeholder engagements to operationalize the Land Fund Process and issue land titles to bona fide occupants Review the operations of land of land to support bona fide occupants Undertake survey, land titling, and certification using Fit-for-purpose approach Strengthen access to land for women Conduct land awareness creation and sensitization through symposiums Mobilize community and institutions to plant trees through Local Government Forestry Services Prepare and review Forest management Plans for approval in line with NFTP 2003 and Forestry regulation of 2016. Mobilize stakeholders and develop and implement costed management plans. Undertake an inventory of degraded wetlands. Undertake mapping of hotspots/degraded ecosystems and commence restoration Resurveying, marking and maintenance of Mateme forest reserve's boundaries 	<p>District Natural Resources Office Administration District Production department Statutory Bodies Water Department NWSC Private Sector (USAID, ROTARY)</p>

	<p>piped water</p> <p>Kakira, Buyengo and Namagera Town Council</p>	<ul style="list-style-type: none"> • Implement agro-forestry practices in the district • Develop and implement a Strategy for Management of Local forest reserves and private forests • Undertake feasibility studies for development of bankable projects. • Procure and install compliance monitoring equipment in 2 catchments • Undertake enforcement campaigns for air and noise pollution regulations and standards. • Construct new piped water supply systems using regional and integrated national approaches in Small Towns (number) • Undertake urban greening 	
Likely implementation risks	<ul style="list-style-type: none"> • Poor agricultural practices • High poverty levels amongst the community • Poor community attitude towards tree planting • Poor Cultural beliefs towards land ownership and management by women • Interference in the works of by the different stakeholders such as politicians in areas of Compliance Monitoring and land management 		
Mitigation measures	<ul style="list-style-type: none"> • Partnerships with possible funding Ministries and agencies to obtain necessary equipment. • Need to increase of fuel budgets and the grants from the Centre • Mindset change of the locals through sensitization trainings • Extensive titling of public land in the district 		

Adopted NDPIII Programs: Tourism Development			
Development Challenge/ Issues: Pandemics such as diseases, Poor infrastructure, limited branding, marketing and promotion; inadequate tourism infrastructure due to low investment in tourism infrastructure; undeveloped, narrow product range, and under-conserved; inadequate and unskilled manpower/personnel; depletion of natural and cultural heritage; and, weak institutional, policy and regulatory framework due to weak co-ordination, outdated and non-deterrent laws, and small staff strength.			
Outcomes/ Results	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
% Increase District Locally Raised Revenue	% Increase in tourism receipts	0	0.02 Billion
Program Objectives :	Interventions		

<ul style="list-style-type: none"> Promote domestic and inbound tourism Increase the stock and quality of tourism infrastructure Develop, conserve and diversify tourism products Enhance regulation, coordination and management of the tourism 	<ul style="list-style-type: none"> Review and implement a national tourism marketing strategy targeting both elite and mass tourism segments Develop a more robust public/ private sector system to collect and analyse information on the industry in a timely fashion. In particular, establish partnerships Expand, upgrade and maintain tourism national transport infrastructure and services Develop Busowoko Tourist attraction sites Strengthen inspection and enforcement of service standards for tourism facilities and tour operators 		
Outputs	Output Target	Actions (Strategic Activities)	Departments/Actors
<ul style="list-style-type: none"> District Tourism Marketing Strategy developed 	Tourism expos undertaken every year	<ul style="list-style-type: none"> Participate in selected Tourism expos Provide promotional and marketing information and materials to facilitate FSO promotion activities 	<ul style="list-style-type: none"> District Tourism Officer District Commercial Administration Finance Statutory Bodies Private Sector
Brand manual, logos, slogans and materials developed, produced and rolled out.	Brand manuals developed for all Tourist destination sites in the district ad regularly updated	<ul style="list-style-type: none"> Carry out brand campaigns Information on Uganda's tourism archived; Digitization on tourism Develop Tourism Development Area plans 	
Domestic tourism intensified with domestic tourism initiatives including drives/ campaigns A framework developed to strengthen public/private sector partnerships.		<ul style="list-style-type: none"> Developing and profiling new tourism products Regular updating of the District website Develop a framework for strengthening public/private sector partnerships. 	
Roads leading to cultural heritage site of Busowoko upgraded and/or maintained	5 kilometers from Butagaya trading centre to Busowoko	<ul style="list-style-type: none"> Develop and improve the roads to cultural heritage site of Busowoko Maintain existing tourism products 	
<ul style="list-style-type: none"> Busowoko improved upon 	Busowoko Tourism 3 Year Development Plan	<ul style="list-style-type: none"> Facilitate the development and profile new tourism products with a special focus on non-traditional tourism sites 	
Capacity building conducted for the actors in quality assurance of Tourism service standards.	Annual event	<ul style="list-style-type: none"> Register and inspect accommodation facilities Sensitize and equip local communities/community tourism enterprises to develop, promote and market their tourism offering 	
Likely implementation risks	Natural disasters and catastrophes such as floods, terrorism, economic crises, epidemics, political issues in the country Negative stories circulating on social media		
Mitigation measures	<ul style="list-style-type: none"> Develop a Tourism Risk Management Plan involving all 		

	stakeholders
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Adopted NDPIII Program: Integrated Transport Infrastructure and services; Sustainable Urban development			
Objective 3: Consolidate & increase stock and quality of Productive Infrastructure			
Development Challenge/ Issue: Inadequate & disjointed transport infrastructure & services, High cost of transport infrastructure/services, inadequate integrated land use& transport planning; inadequacies in physical planning & plan implementation leading to sprawl of unplanned settlement, deficiencies in quality& quantity of social services, public infrastructure & housing			
Outcomes/ Results	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Decrease % of informal settlements	% of informal settlements	60%	40%
Decrease average travel time per KM in urban areas	minutes per Km	1	0.5
increase proportion of tarmarked roads in urban areas	No of tarmarked roads in urban areas	0	5
increase proportion of surveyed District land	% of surveyed District land	5%	10%
improve efficiency of solid waste collection			
reduce unit cost of building transport infrastructure	unit cost of building a routine mechanized road		
reduce fatality & causality on District roads	No of accidents reported	20%	5%
increase infrastructure life span	Road life span	na	2 years
Program Objectives	Interventions		
Prioritize transport asset management	Improve the provision of quality social services to address the peculiar issues of urban settlements, increase capacity of existing transport infrastructure/ services, Rehabilitate/ maintain transport infrastructure, Enforce loading limits on District roads, Adopt cost efficient technologies to reduce maintenance back log, Develop/ strengthen transport planning capacity; improve safe water management services, Develop/ implement on the investment plan for adequate and affordable housing, develop/promote building codes/ standards, develop/protect green belts, develop/implement integrated Physical& Economic Development plans, Promote Green buildings, Energy efficient housing.		
promote integrated land use & transport planning			
reduce cost of transport infrastructure& services			
Enhance economic opportunities in cities and urban areas			
promote green urban areas			
increase economic opportunities in urban areas			
strengthen urban policies planning & finance			
Outputs	Output Target	Actions (Strategic Activities)	Departments /Actors
Physical Devt plans for all Urban Areas in place Reduced overloading by sugar cane trucks, Transport infrastructure rehabilitated & maintained, increased transport infrastructure/services, reduced maintenance backlogs, Enhanced transport asset management; solid waste managed, Physical development plans put in place,	4 Town Councils with Physical Development Plans passed by the relevant Authorities 50% of sugarcane trucks reduce on overloading, increased transport infrastructure and	- Prepare Action area plans that address peculiar aspects and being sensitive to needs of all - Construct and improve urban infrastructure i.e. Urban Roads and related infrastructure - Enforce laws and ordinances on over loaded vehicles, maintain District	Roads sector, Buildings sector, Physical planning, Lands sector

wetlands/ forests restored/ preserved, Green belts developed/ protected, Compliance to land use frameworks & orderly developed, Physical plans scaled up	services by 60% in the District, developed and implemented 50% of the District area development plans, increased Local revenue from building plans by 45%.	roads, implement physical development plans, develop area development plans, develop and implement building codes and standards, promote tree planting in urban areas, develop and implement a District transport asset management plan.	
Likely implementation risks	<ul style="list-style-type: none"> •Fast Deteriorating in infrastructure •Natural disasters and catastrophes such as floods, terrorism, economic crises, epidemics, political issues in the country •Negative stories circulating on social media •Poor road usage by sugar cane drivers •High population growth rate 		

Adopted NDPIII Program: Private sector development; Digital transformation;			
Objective 2: Strengthen private sector capacity to drive growth and create jobs			
Development Challenge/ Issue: Weak & uncompetitive private sector, inadequate strategic Govt investments, Weak enforcement of standards & proliferation of counterfeits; limited internet coverage, limited utilization of ICT services; weak SMEs in the industrial sector.			
Outcomes/ Results	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Provide 80% of LG services online			80%
Increase ICT/ internet penetration to 70%			70%
increase proportion of public contracts/sub contracts awarded to local firms		30%	50%
increase industrial sector contribution to LG LR			
increase share of labor force employed by the LG manufacturing sector			
Program Objectives	Interventions		
strengthen role of LG in unlocking investment in strategic economic sectors	strengthened linkages to regional and global markets, increased automation of business processes, increased accessibility to serviced industrial parks, increased accessibility to export processing zones, Mobilize alternative financing sources to finance private sector, address non-financial factors e.g. power, transport leading to high costs of doing business, utilize industrial and business regional parks, skill locals/ communities in hospitality, provide support to youth and women enterprises, under take sensitization and awareness campaigns on environment, establish a District tourism life center, organize farmers into cooperatives at parish levels, extend ICT/ internet coverage to all departments/ LLGs, mainstream ICT in all sectors of the LG and digitize service delivery, strengthen cyber security at the LG offices, ICT training and digital literacy conducted to LG staff.		
strengthen the enabling environment & enforcement of standards			
lower cost of doing business			
increase LG ICT/ internet infrastructure coverage			
increase ICT Human resource capital			
strengthen legal & institutional frameworks to support manufacturing			
Outputs	Output Target	Actions (Strategic Activities)	Departments/ Actors
SMEs provided with digital solutions for key business processes, Firms availed	50% of the LG departments and	Provide SMEs with digital solutions for key business	LED/ Trade and industry

with market information systems, ICT connectivity extended to all departments, government institutions, LG E-citizen portal put in place, ICT needs assessment in key sectors conducted, E-training programs developed for communities and SMEs, PCAs established and supported, CSOs & private sector support participation in formulation of LG development plans & budget processes, equipped youth with knowledge to undertake business related opportunities	institutions connected to ICT/ Internet, 50% of private sector fully registered with the LG and coordinated	processes, Avail Firms with market information systems, Extend ICT connectivity to all departments, government institutions, Put in place LG E-citizen portal, ICT needs assessments in key sectors conducted, E-training programs developed for communities and SMEs, PCAs established and supported, CSOs & private sector support participation in formulation of LG development plans & budget processes, equip youth with knowledge to undertake business related opportunities	department, ICT sector, Administration
Likely implementation risks	<ul style="list-style-type: none"> • Economic uncertainties such as inflation • Pandemics affecting demand and supply in the market 		
Mitigation measures			

Objective 4: Increase productivity, inclusiveness and wellbeing of Population			
Development Challenge/ Issue: Human capital is characterized by low labour productivity, this is mainly attributed to; weak foundation for human capital, lack of appropriate knowledge, skills and attitude, poor population health and safety, poor population management, limited social protection and lack of institutionalize and integrated human resource planning and development: Lack of national value system has led to; a weak sense of responsibility and ownership of development programs among the citizens. This is attributed to; the dependence syndrome, a high selfish tendencies, shortsightedness, laziness, negative traditional and cultural believes and practices, drug and substance abuse, poor health seeking behaviors, low sense of ownership of facilities and low demand for services, a weak sense of nationalism/patriotism and a weak community development function: There is imbalance in development of the District potential; this is due to; sub county income poverty, limited and undeveloped vague chain, inadequate economic and social infrastructure and poor local leadership and weak public sector			
Outcomes/ Results	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
Increased productivity of the population, for increased competitiveness, and better quality of life for all	Doctor – Population ratio	2,2440	18,000
	Nurse – population ratio	8,267	6,000
	Net enrolment		
	Completion rate at primary		
	Pupil Teacher ratio		
	ANC Attendance		
	Prevention of mother to child transmission of HIV (PMTCT)	99.6%	100%
	Maternal mortality rate		
	Percentage of Children fully immunized	60.1	97
	Percentage Safe Water coverage	64	66

	Proportion of elderly population enrolled on SAGE	41	80
	Percentage change in reported cases of GBV	37	80
	Proportion of the population within radius of 1 Km of safe water points	64	66
	Latrine coverage	82%	100%
	Proportion of villages declared open defecation free		
	Hand washing	48%	70%
Empower individuals, families, communities and citizens to embrace national values and actively participate in sustainable development	Percentage of households accessing public services	65	90
	Number of Government Programmes supported, owned and sustained by community	7	12
	Percentage of households that are food secure (3 meals per day)	25	50
	Average household income (UGX)	No data	350,000/=
To accelerate equitable, balanced economic growth and development in the District	Proportion of budget allocated to Lower Local Governments lagging behind	10	30
	Number of investments targeting the lower Local Governments lagging behind	2	10
Program Objectives	Interventions		
To improve the foundation for human capital development	Implement a need based approach to establish a pre primary school class in public schools, Improve child and maternal nutrition, Improve immunization coverage in the District , Strengthen the family to reduce child deprivation, abuse and child labour, Equip and support all lagging schools to meet basic requirement and minimum standards in pre primary, primary and secondary schools, Roll out early grade reading and early grade Math in all primary schools to enhance proficiency in literacy and numeracy, Roll out early grade reading and early grade Math in all primary schools to enhance proficiency in literacy and numeracy		
To improve population health, safety and management	Prevent and control non communicable diseases and communicable diseases with focus on high burden diseases (Malaria, HIV/AIDS, TB, COVID19), Increases access to safe water, sanitation and hygiene (WASH), Expand community level health services for disease preventions, Increase access to family planning services, Improve the functionality (staffing and equipments of health facilities at all levels), Strengthen the emergency and referral systems, Expand geographical access to health care services to sub counties without health centre threes' and General Hospital, Improve reliable supply of essential health commodities, Establish and operationalized mechanisms for effective collaborations and partnership for health at all levels, Improve nutrition and food safety, Improve occupational health and safety to reduce accidents and injuries, Strengthen the stewardship of health facility management		

Reduce vulnerability and gender in equality along the life cycle	Expand scope and coverage of care, support and social protection services of the most vulnerable groups, Expand livelihood support, public works and labour market programmes
Enhance effective mobilization of families, communities and citizens for development	Conduct awareness campaigns and enforce laws enacted against negative and or harmful religious, traditional/cultural practices and believes Design and implement a program aimed at promoting household engagement in culture and creative industries for income generations, Implement a national civic education program aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens
Strengthen institutional capacity of local government and non state actors for effective mobilization of communities	Equip and operationalized community mobilization and empowerment institutions and structures for effective citizen mobilization and dissemination of information to guide and shape the mindsets/attitudes of the population, Establish and operationalized community development management information system at parish and sub county levels
Strengthen capacity for development planning	Strengthen the capacity for development planning particularly at lower local government and none state actors, migration and refugees planning and all other cross cutting issues in the local government plans, Strengthen the capacity of the Parish Development Committees and support project management committees in the implementation process, 4. Review and reform the local government system to emphasis parish/Sub County Planning model
Strengthen budgeting and resource mobilization	Expand financing beyond the traditional revenue sources, Develop a comprehensive asset management policy, Strengthen the alignment of the departmental plans, lower local government plans and nonsense state actors into District development plans, Alignment of budgets to development plans at lower local government and District Automate procurement systems, Operationalized the system for tracking off budget financing
Strengthen the capacity for implementation to ensure a focus on results	Increase financing for LG investment plans, Empower the Parish Chiefs and Sub County Chiefs to oversee and supervise all technical works in jurisdictions, Orientation for community development workers to focus on mindset change and poverty reduction Improve maternal, adolescent and child health services at all levels of care
Strengthen coordination, monitoring and reporting frameworks and systems	Enhance staff capacity to conduct high quality and impact driven performance audits, Develop an effective communication strategy for LGDP III, 3. Develop integrated M&E framework and system for LGDP III, 4. Strengthen expenditure tracking, inspection and accountability on green growth
Output Target	Actions (Strategic Activities)
20 primary schools established ECD classes, 50% primary schools identified to offer school feeding program, All UPE schools supported to meet the Basic Requirements and Minimum standards, All children under five routinely immunized, 154 villages triggered with community led total sanitation, health centre IIs upgraded to HC IIIs, water schemes designed constructed and functionalize, 20 Intensive labour based public works designed and implemented, 300 youths,	Community mobilization and sensitization on ECD, supporting local community leaders to establish ECDs, Identify , mobilize parents to support feeding programme, Identify, select and support schools lagging behind in basic minimum requirements, Identify , train and equip teachers with necessary knowledge and skills, provide technical backstopping, Construct teachers' houses (4 unit blocks) to ensure that each rural primary school has atleast 4 teachers accommodated at school, Procure classroom furniture to ensure that 100% of primary school pupils have where to sit and write by 2025, Inspect all primary schools atleast once a term,
	Departments/Act ors
	Health, Education, Community Based Services, Planning, Production District Water Office Non-state actors

<p>100 elderly, 400 women and 200 person with disabilities supported to various government programme, Strengthening and improving school learning environment, Strengthening and improving District health systems, Improving water supply, sanitation and hygiene, Expanding the social protection sector , Increased access to inclusive sanitation and hygiene services in rural areas, increased access to Sexual and Reproductive Health services and age appropriate information</p> <p>Hospitals and HCs rehabilitated/expanded with requisite facilities such as furniture</p> <p>Increased coverage of health workers' accommodations</p>	<p>Construct new secondary schools in sub-counties without, Construct toilets/Latrines that are disability friendly & gender sensitive and to ensure that each school achieves a pupil-toilet stance ratio not exceeding 60:1, Recruit teachers to ensure that each secondary school achieves student-to-teacher ratio not exceeding 50:1, Procure classroom furniture to ensure that 100% of primary school pupils in District UPE Schools have where to sit and write by 2025, Bio-gas friendly projects for Schools (phased)</p> <p>Design and implement routine immunization outreaches, 75 community level outreaches established and functionalize, Community mobilization and sensitization, triggering for CLTS, Design, construct and equip the health facilities, Lobbying and advocating for funding to Complete the District hospital in Buwenge with the emergency, OPD, theatre and dental clinic, Construction of public health sector staff houses, Basket of 41 essential medicines availed. Health Service Delivery Standards disseminated and implemented. RMNCAH Sharpened Plan funded, Construction of public health sector staff houses, Rehabilitation and expansion of hospitals and HCs in the District</p> <p>Construction of public health sector staff houses, Procure and supply the health facilities with occupational health and safety equipments, Design and implement the water schemes, Develop and implement the Family Planning, Training VHTs in ICCM; supplying VHTs with required medicines</p> <p>Construction of pro-poor public stand posts in Small Towns, Rehabilitation/ Upgrade of existing water supply system, Social behavior change communication for construction and use of improved sanitation facilities in urban areas (number of urban Centres), Social behavior change communication for use of hand washing with water, investment in public hand washing facilities in urban areas, supplies and tools. Implementation Plan Identify labor intensive public works interventions, mobilize communities to participate and support private sector in establishment of labour intensive interventions, Mobilize the communities to participate and benefit from various government and other partner programmes, Develop project profiles, identify funding, implement, monitor and evaluate progress, Develop project profiles, identify funding, implement, monitor and evaluate progress, Develop project profiles, identify funding, implement, monitor and evaluate progress, Develop project profiles, identify funding, implement, monitor and evaluate progress, Community mobilization and sensitization, recruit additional staff and remunerate, use of alternative technologies, provide health education, engage communities to</p>	
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	increase production and ensure food security, Design and implement community mobilization approaches that result into mindset change, organize community meetings for constructive engagements,	
Likely implementation risks	<ul style="list-style-type: none"> • High population growth rate • Health pandemic outbreaks overwhelming service delivery at the Health centres • High population growth rate stretching the available government resources • Resistance from the community to contribute towards provision of midday meals to learners • Economic uncertainties Inflations 	
Mitigation measures	Community mobilization and sensitization on mindset change and adaptation	

Programme: Governance and Security			
Development challenges			
Weak adherence to the rule of law and existence of internal and external security threats threatening governance and security. This is due to; high crime rate, weak societal security structure, limited access to and affordability of justice, weak policy legal and regulatory framework for effective governance and corruption			
Programme outcomes	Key Outcome Indicators	Status 2019/20	Target 2024/2025
To improve adherence to the rule of law and capacity to contain prevailing and emerging security threats	Percentage of population having corruption perception on District Local Government	90	40
	Number of corruption incidences in the District reported	10	5
	Number of timely reports submitted to line ministries	4	4
	Number of audit queries generated by Internal Auditor	50	10
	Un qualified opinion of the Auditor General	1	1
	Percentage Score in the National Assessment	0	90
	Adapted Programme objectives	Adapted Interventions and Outputs	
Strengthen transparency and accountability	<ol style="list-style-type: none"> 1. Strengthen the oversight role of Local Government Public Accounts Committee 2. Enhance the public demand for accountability 3. Strengthen the prevention, detection and elimination of corruption 4. Strengthen and enforce compliance to accountability rules and regulations 5. Mainstream anti-corruption initiatives in all District plans, projects and programs 		
Strengthen citizen participation and engagement in democratic processes	<ol style="list-style-type: none"> 1. Increase participation of the population including the vulnerable persons in civic activities 2. Strengthen the representative role of local government councilors and the public 		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	Departments/ Actors

Output 1	140 community barazas organized at parish level, 20 radio talk shows conducted on local FMs to disseminate budgets, development plan and feedback on implementation	Construct District headquarters at Kagoma, Design and implement community engagement meetings, monitor and evaluate engagements, provide for feedback mechanisms	Administration, Council, Finance CBS and Private sector
Output 2	7 public notice boards and suggestion boxes established to display information on budget, work-plans, contracts and implementation status	Procure and install public notice boards and put to use, appoint focal point person to manage notice boards and suggestion boxes. Regularly provide feedbacks to communities	Administration and private sector
Output 3	21 District Councilors trained on oversight and representation role, 420 special group leaders trained on roles and responsibilities	Designing training curriculum, implement training, monitor and evaluate trainings	Council, Administration
Project 1	Strengthening governance and accountability	Develop project profile, allocate funds for the project, lobby and advocate for funds, implement , monitor and evaluate the project	Planning, Audit and Administration
Likely risks	Bureaucracy, uncontrolled population growth rate, knowledge gap among leaders, post election violence, corruption, poor attitude towards government programmes	Community mobilization and sensitization on demographic dividend, mindset change, community engagement on government policies and laws	CBS, Planning
Mitigation measures	Strengthening governance and accountability, mobilization and sensitization	Enforcement of existing legislations, empowerment of communities to participate in governance	Planning, Audit and Administration

Programme: Regional Development Programme

Development challenges

There is imbalance in development of the District potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector

Programme outcomes	Key Outcome Indicators	Status 2019/20	Target 2024/2025
To accelerate equitable, balanced economic growth and development in the District	Proportion of budget allocated to Lower Local Governments lagging behind	10	30
	Number of investments targeting the lower Local Governments lagging behind	2	10
Adapted Programme objectives	Adapted Interventions and Outputs		
Stimulate the growth potential for the Sub counties through area based agri-business LED initiatives	<ol style="list-style-type: none"> 1. Organize farmers into cooperatives at District level 2. Strengthen agriculture extension services through increased supervision and implementation of the Parish Model 3. Develop and implement targeted agri-LED intervention for refugees and host communities 4. Construct small irrigation schemes and value dams to ensure production all year round 		
Close Sub County infrastructure gaps for exploitation of local economic potentials	Develop Community Access and motorable feeder roads for market access		

Strengthen the performance measurement and management framework for local leadership and public sector management	<ol style="list-style-type: none"> 1. Introduce community scorecards for local government performance 2. Strengthen the capacity of Local Governments to respond, plan and implement disaster response plans 		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	Departments/ Actors
Output 1	5 farmer cooperative mobilized and registered and 6 agri-LED interventions for refugees and host communities designed and implemented	Identify, mobilize , sensitize and support farmers for cooperative formation, identify and implement agri-LED interventions for refugees and host communities	Trade, Industry and LED, Production and Private sector
Output 2	3 small scale irrigation schemes designed and implemented	Develop, design and implement small scale irrigation schemes. Monitor and evaluate irrigation scheme activities. Offer technical support to farmers	Production, private sector
Output 3	6 Local governments able to integrate disaster response plan in their plans and budgets	Develop, design and implement integrated disaster response plan. Monitor and evaluate disaster response activities	Administration, OPM and private sector
Project 1	Strengthen farmer institutions for Agro processing and value addition	Develop project profile, lobby and advocate for funding ,implement, monitor and evaluate performance of the project	Production, Trade, Industry and LED
Likely risk	High community demand, climate change, issues of land ownership and land tenure system, community attitude towards development	Design and implement climate smart agriculture, mobilization communities to adapt appropriate farming practices, ensure that communities change current land tenure systems that is prohibitive to agronomic practices	CBS, Production and Trade, Industry and LED
Mitigation measures	Community mobilization and sensitization on change of land tenure to facilitate commercial farming.	Design and implement community mobilization strategies that are effective and efficient	CBS, Administrative,Planning

Development Plan Implementation

Development challenges

Slow implementation of the plans remains a major development challenge. This is caused by; weak implementation of planning and budgeting, weak M&E systems, limited financing, weak coordination and weak systems for statistical development

Programme outcomes	Key Outcome Indicators	Status 2019/20	Target 2024/25
Increased efficiency and effectiveness in implementation of the	Proportion of Local Revenue to the Total District Budget	1.6	5
	Percentage of the Total Revenue collected	60	85

LGDP	Proportion of investments in the annual workplan and budget aligned to the District Development Plan		100
	Proportion of Development Partners aligning their interventions to District Development Plan		60
Adapted Programme objectives	Adapted Interventions		
Strengthen capacity for development planning	<ol style="list-style-type: none"> 1. Strengthen the capacity for development planning particularly at lower local government and none state actors 2. Integrate migration and refugees planning and all other cross cutting issues in the local government plans 3. Strengthen the capacity of the Parish Development Committees and support project management committees in the implementation process 4. Review and reform the local government system to emphasis parish/Sub County Planning model 		
Strengthen budgeting and resource mobilization	<ol style="list-style-type: none"> 1. Expand financing beyond the traditional revenue sources 2. Develop a comprehensive asset management policy 3. Strengthen the alignment of the departmental plans, lower local government plans and non-state actors into District development plans 4. Alignment of budgets to development plans at lower local government and District 5. Automate procurement systems 6. Operationalized the system for tracking off budget financing 		
Strengthen the capacity for implementation to ensure a focus on results	<ol style="list-style-type: none"> 1. Increase financing for LG investment plans 2. Empower the Parish Chiefs and Sub County Chiefs to oversee and supervise all technical works in jurisdictions 3. Orientation for community development workers to focus on mindset change and poverty reduction 		
Strengthen coordination, monitoring and reporting frameworks and systems	<ol style="list-style-type: none"> 1. Enhance staff capacity to conduct high quality and impact driven performance audits 2. Develop an effective communication strategy for LGDP III 3. Develop integrated M&E framework and system for LGDP III 4. Strengthen expenditure tracking, inspection and accountability on green growth 		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	Departments/ Actors
Output 1	Alternative financing mechanization identified and operationalized	Identify, design and implement cost effective and efficient mechanisms and strategies for collecting new alternative revenue sources	Production, Trade, Industry and LED
Output 2	34 parish development committees revitalized and trained	Design and implement Parish development Model strategy	Administration Planning, CBS, Trade
Likely Risk	<ul style="list-style-type: none"> • Economic uncertainties such as Inflation • Failure to complete projects within the anticipated dates • Failure to realize anticipated budgets • Vandalism • Loss of key personnel • Introduction of new operating systems by Government 		
Mitigation measures	<ul style="list-style-type: none"> • Risk management plan for all projects to be implemented • Communication strategy to continuously give feedback to the community • Continuous monitoring and evaluation of projects and programmes • Carryout regular trainings incase new systems are introduced 		

ENVIRONMENTAL ISSUES/IMPACT PER PROGRAMME

Sector	Development Activity	Environmental Issue	Cause	Effect	Proposed Mitigation Measures	Actors
Production and Marketing	Crop cultivation	Loss of soil fertility	Poor Agricultural practices	Low yields of agricultural crops	Promotion of organic farming.	Agriculture Department Staff/NGO's CBO'S Farmers
		Soil erosion	Poor Agricultural practices	Water/land pollution	Construction of soil/water conservation structures	Agriculture Department Staff/NGO's, CBO'S Farmers
		Poor Management of Agricultural chemicals	Limited awareness of chemical handling/disposal	Health hazards	Training farmers on judicious use of chemicals	Agriculture Department and Service Providers
		Drainage of wetlands	Need for more agricultural land.	Floods, change in the ecology of the area, drying of the water sources.	Enforcement of environmental policies and laws	Environment Department.
		Encroachment resulting into the Degradation of River banks and Lakeshores.	Need for more agricultural land.	Impact on the breeding ground for the fish. Destabilization of the banks of the river. Siltation and pollution of the water resource.	The 100m and 200m buffer zone for riverbanks and lakeshores should be observed.	Environment Department.
	Fishing/ Aquaculture development	Over fishing.	Poor methods of fishing.	Scarcity of claries	Remitting the fishing and continuous monitoring	Fisheries, Environment Officer
		Draining of wetlands	Fish pond construction	Lowering of water table	Conduct of EIA	Fisheries, Environment Officer
		Poor water quality	Loading with fishponds of organic matter.	Increased BOD in water	Monitoring of water bodies prior addition of feeds	Fisheries/ Environment Officer
		Invasive blue/green algae in water bodies	Eutrophication of water bodies	Depletion of oxygen	Mechanical removal of weeds	Fisheries/ Natural Resources staff.
Health and Sanitation	Provision of Health Services	Poor Management of Medical wastes	Limited ideal dump sites	Health hazards and air pollution	Gazette dumpsites and proper	Health Staff

Sector	Development Activity	Environmental Issue	Cause	Effect	Proposed Mitigation Measures	Actors
					maintenance	
		Expired medical drugs	Limited incinerator	Health hazard, land/ water pollution	Routine collection of expired drugs by M.O.H	M.O.H
		Poor Health and sanitation	Poor management of domestic wastes	Environmental related diseases	Improvement of domestic hygiene/ through sanitation campaigns	Health inspectors
		Poor management of construction debris and other solids	Haphazard dumping of wastes	Health hazards air pollution, and Cancer related diseases	Site clearing after construction	Developer/contractor
		Air pollution/health hazard of medical wastes	Open burning of medical wastes	Air pollution and cancer	Retrain from open burning of medical wastes/ provision safely precautionary measures	Health staff
		Poor sanitation of human waste disposal	Low pit latrine coverage and high water table in urban areas	Ill health and spread of environmental related diseases	Improve on latrine coverage and provision of hand washing facilities	Health staff, urban authority, households heads
Works	Provision of water services	Lowering of water table	Inadequate EIA for projects	Reduction of environmental flow	Subject project to EIA	Water/Environment Staff
		Poor management of water catchment areas.	Lack of integration of environment concerns in the project planning cycle.	Reduced yield in gravity done	Restoration costs for water catchment	Water Department / Natural Resources Department
		Poor health and sanitation	Poor maintenance of water sources	Water pollution	Training of water user committee and regular monitoring of water sources	Health/Water Department
		Surface and underground water pollution	Low latrine coverage	Environmental related diseases	Promotion of sanitation campaigns	Health/water/ Natural Resources Det.
		Water sources contamination	Dirty water collection utensils	Environmental related diseases	Promotion of sanitation campaigns	Health/CDO.
	Road Construction and Rehabilitation	Open murram burrow pits	Failure to rehabilitate burrow pits	Soil erosion and land degradation	Conducting environment inspections prior payment of contractor	Contractor /NEMA/ Environmental officer
		Vegetation loss	Widening the	Loss of	Re-	Contractor

			road	biodiversity	vegetation after rehabilitation of gravel sites Tree planting.	
		Gravel deposition in wetland crossing	Opening access routes through wetlands	Biodiversity loss	Confinement of murrum only on wetland crossings	Contractor/ DEO
		Soil erosion due to surface run-off	Limited road of shots	Run-off in people's properly	Proper drainages on road sections	Contractor
	Building Market outlet construction	Poor management of solid wastes	Haphazard dumping of solid wastes	Health hazard	Regular collection of wastes and cleaning of market	- Tenderer
		Vegetation loss	Construction	Soil erosion Incidences	Planting green belts/flower beds redirect storm run off to existing drainages.	Tenderer
		Poor management storm water	No drainages	Soil erosion incidences	Redirect storm run off to existing drainages	Tenderer
	Markets Rehabilitation	Poor management of solid waste	Haphazard dumping of solid	Health hazard	Proper disposal of construction debris	Contractor
		Poor Health and sanitation	Poor housekeeping conditions	Health hazard	Provision of public toilets/regular cleaning	Health Inspectors
Natural Resources and Environment	Natural and Environment integration of issues in development activities	Poor management of urban/household soil wastes	Irregular collection and disposal	Land/water pollution	Promotion of sorting composting and dumpling at gazetted sites	Environment/ Health staff NGOs
		Dust/Noise pollution	No silencers on standby generators	Health hazards/ air pollution	Promote good house	Developers/ NEMA Inspector
		Settlement/waste water disposal	No waste water treatment plant	Land/Water pollution	Establish waste water treatment plant	Developer/ NEMA Inspector
		Poor management of solid wastes	No gazetted waste damp site	Health hazards	Dumpling wastes on gazetted site	Developer
		Encroachment and poor management of fragile ecosystems	Weakness in enforcement of laws	Land/water degradation	Sensitization and enforcement of laws/policies	Natural Resources Dept. NGOs
		Water/land/Air pollution	Poor discharge of waste water	Poor water quality	Promotion of EIA and waste water treatment plant	NEMA Gazetted inspector
		Wetland drainage	Demand for	Powering of	Eviction of	Environment/

			agricultural land	water tables	wetland encroachers	Wetland officers
		Vegetation/Forest cover loss	Demand for forest products	Bare hills scarcity of firewood	Promotion of forestation programs	Forestry offices NFA/NGO/CBO
	Land use zoning and planning	Poor physical planning	Weakness in enforcement of laws	Depletion of fragile ecosystem	Land use zoning and use of approved physical plans	Physical planner/land officer/DNRO
		Encroachment on fragile ecosystems	Weakness in law enforcement	Land/water pollution	Gazetting of green belts in urban area	Urban authorities
		Urban water run-off pollution	Pavement of compounds and expansion of drainage channels	Land/water pollution	Conservation of green belts	Urban authorities and councils
		Loss of green belts in urban	Constructions	Storm water and flooding	Use of approved physical plans and enforcement of law	Physical planner
		Forestry Extension Services	Poor management of polyethylene materials	haphazard dumping of polythene materials	Land/water pollution	Promote recycling of polythene materials
	Spread of invasive species in potted soils		Contaminated soil for potting	Spread of weed in planting seeds	Serving and use of ideal nursery soils	Forestry officer Private tree raisers
	Deforestation		Increased demand of forest produce	Scarcity of forestry products	Tree planting	NGO's CBO's Individuals/ Communities
	Bare hills and grounds		Bush burning and overgrazing	Loss of biodiversity	Promotion of Natural regeneration	NGO's/Natural Resources Dept.
	Farm Income Enhancement Forest Conservation Project	Poor management of water catchment area and deforestation	Tree cutting bush burning opening land for Agriculture, wetland degradation	Land degradation, soil erosion water pollution and wetland loss	Tree planting, hedge low cropping soil water conservation structures and conservation of wetlands	Forest Officer, Natural resource Officer, resource users
Education and Sports	Provision of Education services and construction of classrooms and staff houses	Poor management of solid wastes	haphazard dumping	Health hazards	Gazetting of composites at school	School Administrative
		Poor health and sanitation Vegetation cover loss	Poor housekeeping conditions of latrines/solid wastes	Environmental related disease.	Promotion hygiene campaigns	Teachers/Health Inspectors
		Soil erosion due to run off	Foot trampling	Surface run-off	Gazetting of foot paths/green belts	Teachers/ students
			Inadequate green belts in compound	Soil degradation	Re-vegetation of compound	Teachers/ students

	Construction of classrooms and staff houses	Poor management of generated construction debris and other wastes	Poor disposal of wastes	Land degradation and soil pollution	Site cleaning and disposal of generated wastes to gazetted sites	Contractor, District Engineer, District Education Officer
Community Based Services	Mobilization of communities in income generating activities	Poor Management of solid wastes at house hold level	Lack of composite pit sand drying ranks	Poor health and sanitation	Promotion of domestic hygiene	CDO's/CBO/NGOs
		Poor health and sanitation	Low latrine coverage	Environmental related diseases	Promotion of campaigns for latrine construction	Health/CDO's Local Councillors

3.6.1 (b) Spatial Representation of the Program(s)

District level spatial representation of programs

Human Capital development

Infrastructure in schools and health facilities that enhances quality of life and how they are distributed all over the District

Integrated transport infrastructure and services;

This program is looking at the existing transport interconnectivity within the District with infrastructures like main National roads, District roads, the Railway.

Natural Resources, Environment and water management

This program is mainly looking at the water catchment areas in the District like swamps, swamp forests, grasslands and farm lands.

Table 35 : 3.6.1 (c) Human Resource requirements for implementing the Program(s)

Program	Focus	Qualifications and skills required	Status	Gap
Agro-Industrialization	Agri-business	Agri-business specialists	0	4
		Agricultural Economist/Statistician	0	1
		Agricultural Engineer	0	1
		Agricultural Entomology specialist	2	1
		Agricultural Production Specialist	1	0
		Agronomy and Crop science specialists	8	0
		Animal Husbandry specialists	8	0
Climate Change, Natural Resource, Environment and Water Management	Restoration of environment, management of fresh water and climate change adaptation	Soil Science specialist	0	1
		Environmental Management specialist	1	1
		Forest Ecology Specialist	1	1
		Solid Waste Management specialist	0	1
		Water Science and Quality Specialist	0	1
		Wetland Conservation Specialist	0	1

Private Sector	Promotion of Private sector to reduce cost of doing business and increasing access to affordable financing	Commercial Officers	2	2
Intergrated Transport Infrastructure and services	Rural and Urban Road development and maintenance	Civil Engineers	2	1
		Mechanical Engineer	1	1
		Electrical Engineer	0	1
		Plant Operators	4	2
		Transport Planning Specialist	0	1
Sustainable Urbanization and Housing	Urban Development Physical Planning	Environmental Engineers	0	2
		Building Architects	0	1
		Environmental and occupational Health and Hygiene Professionals	0	4
		Environmental Specialist	1	1
Human Capital Development	Enhancing quality of human resource through Health, Education.	General Surgeons	5	15
		Haematologist	0	1
		Bio-Medical Engineer	1	2
		Physician	2	2
		Human Resource Managers	5	0
		Obstetricians and Gynaecologists	2	2
		Occupational health and safety specialist	0	1
		Nutritionist	1	1
		Paediatrician	2	2
		Primary School Teachers	1414	20
		Radiologist	1	2
		Onchologist	1	1
		Secondary Education Teachers	250	20
		Special Needs Teachers	0	12
		Vocational Education Teachers	25	12
Counselors Specialists	0	2		
Community Mobilization and Mindset Change	Enhancing Community Mobilization and Mindset Change	Community Development Workers	16	5
Development plan Implementation	Plan implementation	Finance officers	20	6
		Economist	1	1
		Administrators	60	10

**CHAPTER FOUR:
LGDP IMPLEMENTATION, COORDINATION AND PARTNERSHIP
FRAMEWORK**

4.0 Introduction

This section spells out the implementation arrangements, coordination and partnership mechanisms or framework for executing the District Development Plan. It details the key institutions and their roles, strategies for integrated planning and budgeting with development partners and factors for the successful implementation of the plan.

4.1 Plan Implementation and coordination Strategy

This chapter outlines the implementation arrangements as well as coordination and partnership mechanisms or framework for executing the District Development Plan. It details the key institutions and their roles, strategies for integrated planning and budgeting with development partners and factors for the successful implementation of the plan.

4.2 LGDP Institutional Arrangement

Operationalization of the District Development Plan for the period 2020/2021-2024/2025 will be successfully done through the established decentralized local government structures and systems. The District will adopt and strengthen both political and technical structures as provided in the Local Governments Act 1997 as amended. These structures will be empowered with relevant laws and regulations that govern their operations to enable them perform their mandates effectively.

The annual budgets and work plans will have to be aligned to the priorities in the MDP to ensure that they are implemented. The council will review program annual work plans and budgets to ensure that priorities in the plans are funded.

Heads of departments will spearhead implementation of the planned priorities in the development plan in their respective programs under the overall stewardship of the town Clerk who is charged with the mandate of coordinating all development programmes in the District as the Chief Executive.

Below are some of the key institutions and their responsibilities in the implementation of the MDP III;

Table 36: Institutions and their responsibilities in the implementation of the MDP III;

Institution	Roles and responsibilities
The District Technical Planning Committee	<ul style="list-style-type: none"> • Create awareness for the full understanding and appreciation of the plan • Ensure efficient allocation of resources through better coordination and budgeting • Harmonize management, supervision, coordination and reporting arrangements for the MDP implementation. • Supervision and inspection of projects and programs for compliance and standards in service delivery. • Resource mobilization and accountability for funds received and spent on quarterly bases to all stakeholders including the community beneficiaries

	<ul style="list-style-type: none"> • Project generation and appraisals for feasibility, viability and sustainability • Technical backstopping to Lower Local Governments and other relevant institutions • Advising District and Division Councils on project implementations • Evaluation of projects and programs and document key lessons learnt for future designing and programming
The District Executive Committee	<p>The District Executive Committee is composed of all the District Secretaries. The committee is chaired by the District Mayor and the Town Clerk is the secretary. All heads of departments are co-opted members and the committee is expected to meet at least monthly.</p> <p>-</p> <p>The District Executive Committee will play the following role in the implementation of the plan;</p> <ul style="list-style-type: none"> • Oversee the implementation of the MDP including policy formulation and guidance • Monitor the implementation of council programmes and take action where necessary • Review the budget performance • Discuss monthly, quarterly and annual synthesis and progress reports, including • Consider and evaluate performance of council against approved work plans and programmes • Monitor and supervise projects and other activities being implemented • Ensure political oversight in areas of implementation and evaluation of the District Development Plan
The District Council	<p>The District council and its sectoral standing committees shall undertake the following responsibilities;</p> <ul style="list-style-type: none"> • Approve annual plans and budgets derived from the District Development Plan • Authorize public expenditure and exercise general control over public revenues • Enacting ordinances and byelaws • Approve policies and bylaws that may be relevant in implementation • Departmental quarterly work plans and budgets reviews and approval • Discuss quarterly progress reports. • Monitor project implementation in the District and report accordingly • Report any deviation from approved work plans and budgets • Review monthly revenues, expenditure returns, contracts and PAC reports
Standing Committees of the District Council	<ul style="list-style-type: none"> • Reporting to the council on status of implementation • Discussing quarterly and annual reports and making recommendations to District Council for improvement • Departmental quarterly work plans and budgets reviews and approval
District Contracts Committees	<p>The MCC will carry out procurement of goods and services required using the PPDA Act and Regulation. The functions of the MCC are as follows;</p> <ul style="list-style-type: none"> • Approve recommendations from adhoc evaluation committee and award contracts • Approval of District Annual Procurement and Disposal Plans • Approval of evaluation reports and verifying asserts for disposal • Approval of negotiation team • Approval of bidding and contracts documents • Approval of members of evaluation committee • Ensuring compliance with the guidelines, the Act and regulations
The Budget Desk	<p>The Budget Desk Team shall be appointed by Town Clerk to coordinate budgeting process. The Committee shall be chaired by Head Finance and Planning staff as a Secretariat. The role and responsibility of budget desk include;</p> <ul style="list-style-type: none"> • Ensuring that departmental plans and budgets are realistic • Ensuring that departmental work plans and budgets are aligned to the MDP • Coordinating the preparation of departmental annual work plans and budgets and ensuring that development partners' resources are integrated • Ensuring that the local government budgeting cycle is followed and stakeholders are updated on the planning process

Service providers	<p>Service providers will be expected to execute most of the planned activities in the MDP. The District will work through pre-qualified firms and registered firms to handle procurement of goods and services required. The role and responsibility of service providers shall include;</p> <ul style="list-style-type: none"> • They will be expected to execute works, services and supplies of high quality and accept full responsibility for works, services and supplies provided • Comply with the professional standards of their industry or of any professional body of which they are members • Service providers shall not offer gifts to staff of procuring and disposing entity • Comply with the laws of Uganda and any contract awarded • Avoid association with business and organizations which are in conflict with the law • Pay all tax obligations that are due
The General Public	<ul style="list-style-type: none"> • Participate in planning and budgeting activities through the normal planning and budgeting cycle • Prioritize their needs for submission by the Local Council I chairperson and Town agent for integration into Ward and Division development plans • Participate in implementation and monitoring of the project implementation • Providing project site security during implementation and report activities or acts that are detrimental to quality of the project • Mobilization of resources either in kind or cash through relevant institutions such as School Management Committees, Health Unit Managements, Water Source and Sanitation Committees • Participate when required or called upon for Evaluation of the projects
Private sector	<ul style="list-style-type: none"> • Participate in project identification and planning • Participate in project implementation • Participate in resource mobilization • Participate in monitoring and evaluation
Civil Society Organizations	<ul style="list-style-type: none"> • Participate in community mobilization and sensitization • Participate in resource mobilization • Lobbying and advocacy • Representation of the interest vulnerable communities • Engaging government on the plight of the vulnerable members of the community • Participate in monitoring and evaluation
District Council Service Commission	<ul style="list-style-type: none"> • Local Governments Act section 54 section 1 provides for Establishment of a District Council service commission and section 54 subsections 2(5) made mention of composition, tenure of office and removal from office respectively • The power to appoint persons to hold or act in any office in the service of a District Council or urban council, including the power to confirm appointments, to exercise disciplinary control over persons holding or acting in such offices and to remove those persons from office, is vested in the District Council service commission.
Local government public accounts committee.	<ul style="list-style-type: none"> • A local government public accounts committee shall examine the reports of the Auditor General, chief internal auditor and any reports of commissions of inquiry and may, in relation to the reports, require the attendance of any councilor or officer to explain matters arising from the reports. • The local government public accounts committee shall submit its report to the council and to the Minister responsible for local governments who shall lay the report before Parliament. • The chairperson of the council and the Town Clerk shall implement the recommendations of the local government public accounts committee.
Sub County /Division Area Land Committees	<ul style="list-style-type: none"> • Inspection of land for surveying and titling and endorse lease forms for lease, customary and freehold • Determine ownership of land ownership and clearly identifying the boundaries and or demarcations to ensure that the land in question is free from disputes • Mediation on land issues where ever they arise and ensure that the parties are either agree or in case of disagreement given opportunity to seek for redress elsewhere

	<ul style="list-style-type: none"> • Sensitization of the community on land act emphasizing issues of procedure and process of acquiring land Verification of boundaries of land • Witnessing land purchases
Local Council Courts	<ul style="list-style-type: none"> • The cases and matters of civil nature which may be triable by Local Council Courts are specified in the Second Schedule of the Local Council Courts 2006 as; debts, contracts, assaults or assaults and battery, conversion, damages to property and trespass • Civil disputes governed by Customary law, triable by Local Council Courts are specified in the Third Schedule of Local Council Courts; • Disputes in respect of land held under customary tenure, disputes concerning marriages, marital status, separation, divorce, or parentage of children, disputes relating to identify of heir and customary bailment
District Physical Planning Committee	<p>Establishment of District physical planning committee and their functions shall include and not limited to the following;</p> <ul style="list-style-type: none"> • To cause to prepare local physical development plans, through each officers, agents or any qualified Physical Planner • To recommend to the board development applications for change of land use • To recommend to the District councils, sub division of land which may have a significant impact on continuous land or be breach of against the title deeds in respect of such land • To approve development applications relating to housing estates, industrial locations, schools, petrol stations, dumping sites or sewerage treatment which may have injurious impacts on the environment as well as applications in respect of land adjoining or within a reasonable vicinity of safeguarding areas • To hear appeals lodged by persons aggrieve by decisions made by the District Physical Planner and Lower Local Physical Planning Committee under this act • To ensure the integration of Physical Planning into the Five Year Integrated Development Plans of the District • To exercise supervisory powers over all lower Physical Planning Committees • To ensure integration of social economic and environmental plans into the Physical Development Plans

4.3 LGDP Integration and Partnership Arrangements

To ensure effective integration and partnership for the successful implementation of this development plan, the District Council has come up with the following coordination arrangements;

Joint District planning and budgeting. Development partners and Private Sector will be invited to participate, attend and contribute to the District planning meetings especially the District planning and budget conference. The District shall promote joint planning and budgeting so that scare resources are put to optimal use by aligning development partners' interventions with the MDP.

Integrated planning and budgeting. All development partners shall be requested to incorporate their resources and activities into the core plans and budgets of the District by availing information on resource envelopes and key activity areas whenever requested. This will have to be captured in the Budget Frame Work Paper and annual budgets as off budget support to enhance effective monitoring and avoid duplication of resources in the same programmes areas

District Technical Planning Committee meetings. All heads of departments and development partners shall be required to attend monthly technical planning committee meetings chaired by the chief executive and planning unit as the secretariat. Progress reports will be shared by all heads of departments including development partners, challenges discussed and possible solutions for better performance suggested.

Quarterly council standing committee meetings. Every quarterly standing committee will convene to discuss and share on implementation of the plan. During this meeting every implementer is expected to provide a detail progress report including amount of resources received in the quarter, key outputs delivered, lessons learnt etc.

Mapping development partners. This is very critical for effective coordination and it aids planning for all stakeholders especially the District LG. The mapping exercise will help identify Divisions with fewer services to target for future development.

Joint ventures where private sector and government could co fund project implementation i.e. private but not for profit.

4.4 Pre-Requisites for Successful LGDP Implementation

To ensure smooth implementation of the plan, the operating environment must be conducive in terms of the following;

Behavior change amongst the community. There is need to mobilize the population for behaviour change in the areas of health, education and production. They need to seek timely health services so that they remain healthy and productive. The youths will have to embrace hard work. All stakeholders of education including parents will have to be mobilized to make their contribution in order to improve the education outcomes in the District.

A functional institutional framework is vital for the effective implementation of the plan. The coordination structures like the MTPC and DTTC must be fully functional to properly manage and coordinate the day to day activities of implementing the plan. The council and its standing committees and the executive committees must all be fully functional to closely monitor and follow implementation. Every department must have the required manpower that is highly skilled and motivated to execute its mandates.

The implementation of the priorities in the MDP will also require aligning annual work plans, budgets and BFP to the plan to actualize the priorities set out in the plan. Joint planning especially District budget conferences shall be organized to share information on various resources and programmes including those of partners.

Adequate funding. The District must ensure that annually resources are allocated for the priorities in the plan. There is need to ensure sustained annual and quarterly planning and commitment of resources for the execution of planned priorities in the plan.

Overall support for the plan. The success of implementing this plan will depend on ownership and support from across the different stakeholders. Therefore, the plan will have to be disseminated to various stakeholders. Political commitment is required at all levels to enlist support for implementing this plan.

Transparency and accountability will be very critical for the successful implementation of the plan. Adherence and compliance to set rules, regulations and laws will have to be strictly followed by all the local government structures

Effective monitoring and evaluation will be required for the successful implementation of this plan. All the stakeholders charged with different roles and responsibilities will be expected to actively perform their tasks especially the political and technical oversight function.

Empowering the private sector. The District is aware that economic growth is private sector driven. The government and development partners only facilitate business through provision of policies and infrastructural development. Therefore, the District will build capacity of private sector and empower them through Local Economic Development (LED) to actively participate and champion the successful implementation of this plan.

CHAPTER FIVE

LGDP FINANCING FRAMEWORKS AND STRATEGY

This chapter presents a brief analysis of how the District intends to mobilize resources to finance the priorities laid down in the plan for the next five-year period.

5.1 Financing Frame work

Jinja District requires a total of over **Uganda Shillings 298,907,705,000**, to implement its development plan over the period 2020/21-2024/25. This figure includes recurrent costs like wages, recurrent non-wage, operation of statutory bodies, councils and Development. The plan shall be financed through a combination of Central Government Transfers, Donor or External Support, locally raised revenues and other sources of funding even including off budget support from partners, Civil service Organizations and Non-Government Organizations.

Ceteris-paribus the District anticipates to receive cumulatively **Central Government Grants of Shillings 348,199,198,000** that will go for both recurrent and Development. It also expects some donor support to a tune of **Uganda shillings 4,334,621,000**. Other Government Transfers are anticipated to a tune of **Shillings 53,525,903,000**. **Local revenue is anticipated to a tune of shillings 3,847,983,000**. The District also expects activity implementation through other partners using Off budget financing.

Table 37: showing financing framework

Sources of Financing	Total Contributions FY1(000)	Total Contributions FY2(000)	Total Contributions FY3(000)	Total Contributions FY4(000)	Total Contributions FY5(000)	Total Contributions (000)	% share by source of financing	Off Budget Contribution	
Central Government Transfers	38,852,631	42,737,894	47,011,684	51,712,852	56,884,137	237,199,198	79		
Local Revenue	2,630,290	1,301,693	762,651	838,916	922,808	6,456,358	1		
	World Health Organisation (WHO)	100,000	100,000	102,100	103,310	104,641	510,051	0	

	Global Alliance for Vaccines and Immunization (GAVI)	100,000	110,000	121,000	133,100	146,410	610,510	0	
	Global Fund for HIV, TB & Malaria	100,000	110,000	121,000	133,100	146,410	610,510	0	
	UNICEF	200,000	250,000	205,000	265,500	332,050	1,252,550	1	
Other Government Transfers	Results Based Financing	511,750	532,925	556,218	575,000	592,500	2,768,393	0	
	PDM	6,866,829	7,553,512	8,308,863	9,139,749	10,053,724	41,922,677	14	
	Parish Community Associations (PCAs)	550,000	605,000	665,500	732,050	805,255	3,357,805	1	
	Uganda National Examinations (UNEB)	40,000	45,000	45,000	45,000	45,000	220,000	1	
	Uganda Road Fund (URF)	555,986	611,585	672,743	740,017	814,019	3,394,350	1	
	Uganda Women Entrepreneurship Program(UWEP)	219,593	241,552	265,708	292,278	321,506	1,340,637	0	
	Youth Livelihood Programme (YLP)	150,000	165,000	181,500	199,650	219,615	915,765	0	
Total		48,960,329	53,856,362	59,241,998	65,166,198	71,682,818	298,907,705	100	

5.2 Costing of Priorities and Results.

Table 38: showing Costing of Priorities and Results

Program	Total LGDP Cost20/21 to 24/25 (Bn)						GOU + LRR 20/21 to 24/25						Ext. Financing 2020/21-2024/25					
	Total	YR1	YR2	YR3	YR4	YR5	Total	YR1	YR2	YR3	YR4	YR5	Total	YR1	YR2	YR3	YR4	YR5
Agro-industrialization	43.3	7.1	7.8	8.6	9.4	10.4	43.3	7.1	7.8	8.6	9.4	10.4	0	0	0	0	0	0
NR,Envt, CC& Water Mgt	1.213	0.2	0.22	0.24	0.3	0.29	1.21	0.2	0.22	0.24	0.26	0.29	0	0	0	0	0	0
Tourism	0.155	0	0.03	0.03	0	0.05	0.16	0.01	0.03	0.03	0.04	0.05	0	0	0	0	0	0

Regional development	0.076	0	0	0	0	0.04	0.08	0	0	0	0.03	0.04	0	0	0	0	0	0
Private sector development	0.212	0	0.04	0.04	0	0.05	0.21	0.04	0.04	0.04	0.05	0.05	0	0	0	0	0	0
digital transformation	0.049	0	0.01	0.01	0	0.01	0.05	0.01	0.01	0.01	0.01	0.01	0	0	0	0	0	0
Intergrated Transport	4.43	0.7	0.8	0.87	1	1.1	4.43	0.7	0.8	0.87	0.96	1.1	0	0	0	0	0	0
Sustainable Urbanization & Housing	0.169	0	0.03	0.03	0	0.04	0.17	0.03	0.03	0.03	0.04	0.04	0	0	0	0	0	0
Human capital development	184	30	33	36	41	44.1	181	25	30	35	40	51	3	0.04	0.55	0.55	0.5	0.8
Community Mobilization	6.6	1	1.2	1.4	1.5	1.5	5.6	1	1	1	1	1.6	1	0.2	0.2	0.2	0.2	0.2
Governance & security	4.17	0.7	0.75	0.83	0.9	1	4.17	0.68	0.75	0.83	0.91	1	0	0	0	0	0	0
Public sector transformation	49.63	8.1	8.4	9.5	11	12.4	49.6	8.13	8.4	9.5	11.2	12.4	0	0	0	0	0	0
Development plan implementation	5	0.8	0.9	1	1.1	1.2	4.6	0.5	0.75	1	1	1.35	0.4	0.1	0.1	0.1	0.1	0.1
Totals	299	49	53.2	58.6	66	72.2	295	43.4	49.8	57.2	64.9	79.3	4.4	0.34	0.85	.85	0.8	1.1

5.3 Summary of Project costs and indicating Funding Sources

Table 39: Summary of Project costs and indicating Funding Sources

Program Description	Ugx millions
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Project Name	FY2020/21	Yr 2	Yr 3	Yr 4	Yr 5	GoU budget	LG Budget	Dev't Partners off Budget	Unfunded	Total
Programme Description: Agro- Industrialization										
Project 1: Small Scale irrigation	0	0.04	0.035	0.04	0.035	0.03	0	0	0.12	0.15
Project 2: Seed / Breed Improvement	0.81	0.25	0.25	0.25	0.25	1	0.1	0.1	0.05	1.25
Project 3: Fish farming and handling	0.35	0.04	0.04	0.04	0.04	0	0.2	0.1	0.05	0.35
Project 4: Produce handling and Storage facility construction/Market	0.7	0.15	0.15	0.15	0.15	1.3	0	0	0	1.3
Project 5: Improve access to markets and production centres	0	0.48	0.48	0.48	0	0	0	0	1.44	1.44
Project 6: Cereal processing and packaging	0.03	0.05	0.03	0.88	0.03	0.87	0	0	0.15	1.02
Project 7: Tsetse Control and apiary	0.012	0.012	0.012	0.012	0.012	0.06	0	0	0	0.06
Project 8: skilling and equipping young people for agro-industrialization	0.012	0.012	0.012	0.012	0.012	0.06	0	0	0	0.06
Programme Description: Regional Development										
Project: LG system strengthening	0	0.48	0.48	0.48	0	0	0	0	1.44	1.44
Project: enhance incomes and reduce poverty in the District	0.03	0.05	0.03	0.88	0.03	0.87	0	0	0.15	1.02
Project: Household incomes & food security enhancement	0.85	0.4	0.8	0.75	0.7	0	0	0	3.5	3.5
Programme Description: Tourism Development										
Project 1 : Tourism Infrastructure construction	0	0	3	2	1	0	0	0	6	6
Project 2 : Community Tourism promotion	0	0.25	0	0.25	0	0	0	0	0.5	0.5
Project 3 : Tourism Information Management System strengthening	0	0.2	0.11	0.11	0.06	0	0.48	0.48	0	0.48
Programme Description: Water, Climate Change, Environment and Natural Resources Management										
Project 1: Developing comprehensive and integrated water catchment plans	0	0.16	0.14	0.08	0.18	0	0	0.3	0.25	0.55
Project 1: Waste management sites development	1.02	0.23	0.23	0.23	0.23	1.5	0	0	0.42	1.92
Project 3: Capacity enhancement of disaster and risk Management Committees										
Project 4: Afforestation or Tree Growing	0.05	0.1	0.05	0.05	0.05	0	0	0.3	0	0.3
Programme Description: Private Sector Development										

Project 1: Mapping investment potentials and opportunities	0	0.01	0.01	0.01	0.01	0	0.04	0	0	0.04
Project 2: Producer and Consumer Cooperatives mobilization and strengthening	0.5	0.5	0.5	0.5	0.5	0	0	0	2.5	2.5
Project 3: Capacity Building of the private sector	1.01	1.01	1.02	1.02	1.02	0	0.07	0	5	5.07
Programme Description: Transport Interconnectivity										
Project 1: District road rehabilitation and maintenance	1.06	0.47	1.47	1.67	0.47	5.14	0	0	0	5.14
Project 2: Community Access road bottleneck improvement and upgrading	0.15	0.15	0.15	0.15	0.15	0.75	0	0	0	0.75
Project 3: Urban road tarmacking and sieling	0.99	1.34	0.99	0.99	0.99	4.96	0	0	0.35	5.31
Project 4: District road equipment and other transport services	0.08	2.96	3.4	1.57	0.95	0	0	0	9.11	9.11
Programme Description: Digital transformation/ ICT development										
Project 1: Rural electrification	0	0	0.07	0.07	0.07	0	0	0	0.22	0.22
Project 2: Solarizing institutions and households	0.2	0.58	0.66	0.52	0.5	0.67	0	0	1.8	2.47
Project 3: Renewable alternative energy	0.02	0.03	0.03	0.03	0.03	0.12	0	0	0	0.12
Project 1: ICT Penetration and utilization	0.01	0.24	0.24	0.24	0.24	0.004	0	0	0.98	0.976
Programme Description: Sustainable Urbanization and housing										
Project1: Urban greening and beautification	0	0.02	0.02	0.02	0.02	0.08	0	0	0	0.08
Project 2: Land consolidation surveying ,titling and banking	0	2.4	2.4	2.4	2.4	9.6	0	0	0	9.6
Project 1: Low cost descent housing development	0	0.05	0.05	0.05	0.05	0	0	0	0.2	0.2
Programme:Human capital development and social protection										
Project 1: Strengthening teaching and learning environment	5.11	6.48	3.16	3.72	6.3	5.61	19.06	0	5.61	24.67
Project 2: Strengthening and improving health system	4.76	151.68	152.63	152.9	151.95	0	13.54	0.03	600.35	613.92
Project 3: Improving water, hygiene and sanitation	0.6	0.63	0.89	0.48	1.05	3.49	0	0	0.15	3.5
Project 4: Expanding the social protection	4.76	151.68	152.63	152.9	151.95	0	13.54	0.03	600.35	613.92
Project 1: Expanding social protection to vulnerable groups	0.6	0.63	0.89	0.48	1.05	3.49	0	0	0.15	3.5
Programme Description: Community Mobilization and Mindset Change										
Project 1 Community Mobilization and empowerment	0	1.06	0.91	0.4	0.4	0	1.61	0	1.25	2.76
Programme Description:Governance and Security Strengthening										

Project 1: Strengthening governance and accountability	0.25	0.27	0.14	0.11	0.11	0.34	0	0	0.53	0.87
Programme Description: Public sector transformation										
enhance Public Private Partnerships	0.15	0.15	0.17	0.16	0.17	0.05	0	0	0.7	0.75
Public sensitization on public services	0	0	0.05	0.05	0	0.1	0	0	0	0.1
Programme Description: Development Plan Implementation										
Project1: Revenue mobilization and management	0.02	0.02	0.02	0.02	0.02	0	0.08	0	0	0.08
Project 2: Monitoring and Evaluation	0.05	0.05	0.08	0.05	0.08	0.27	0	0	0.03	0.3
Project 3: Capacity enhancement in planning	0.05	0.05	0.03	0.03	0.06	0.07	0	0	0.13	0.2

5.4 Summary of funding gaps by programme and strategies for bridging the gaps

Table 65 presents details of funding gaps over the plan period by department and strategies for bridging the gaps. These gaps are related to investment and exclude recurrent wage and non-wage.

Table 40: showing Details of funding gaps by department and strategies for bridging the gaps

Programmes	Funding gap Ushs. (000)	Strategies
1. Agro-industrialization	3,487,055	Public Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support
2. Regional Development	1,000,000	Lobbying and advocating for central government to engage private sector to conduct mineral mapping in Jinja. Lobbying and advocating for additional funding central government for underserved areas, Increase allocation to lower local governments lagging behind in service delivery, engage other development partners to support interventions in these areas
3. Tourism Development program	150,000	Encourage private sector to invest, improving tourism infrastructure
4. Environment, Climate Change and Natural Resources Management	973,756	Lobbying development partners to support investments in environment, climate change and water catchment management
5. Private Sector Development	200,000	Public Private Partnerships, Strengthening capacity of private sector, lobbying and advocating for long term financing to support private investment
6. Transport Interconnectivity	4,581,274	Lobbying and advocating for central support in provision of road equipments, engage development partners to support improvement of road infrastructure
7. Digital transformation	40,129	Lobbying and advocating for rural internet connectivity to bridge the gap of connectivity, engage development partners to support alternative sources of energy like solar.
8. Sustainable Housing and urban	100,716	Mobilize and sensitize communities to construct decent housing, encourage private sector to invest in low cost housing

Programmes	Funding gap Ushs. (000)	Strategies
Housing		units, Urban authorities to invest in low cost housing and gazette urban areas for greening and attract future investments
9. Human Capital Development and Social protection	80,580,342	Lobbying and advocating central government to support construction of the District Hospital Private wing, Encourage private sector to invest in health and education, engage other development partners to support health, education and water programme and develop bankable project proposals in health, education and water
10. Community Mobilization and Mindset Change	3,107,163	Lobbying funding for construction cultural museum, Advocate to Ministry of Gender, Labour and Social Development to increase funding for vulnerable groups, engage other partners to invest in social protection
11. Public Sector transformation	30,000,000	Lobbying and advocating for additional funding central government for underserved areas, Increase allocation to lower local governments lagging behind in service delivery, engage other development partners to support interventions in these areas
12. Governance and Security Strengthening	2,563,873	Improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions
13. Development Plan Implementation	581,675	Improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions, improve
Total	125,415,983	

5.5 Resource Mobilization

5.5.1 Objectives of resource mobilization

The following are the objectives for the resource mobilization

To mobilize sufficient revenues for the execution of planned interventions in the plan

To identify, document and efficiently collect revenues that are budgeted

To strengthen inspection, supervision and monitoring of revenue mobilization activities

To promote awareness and tax education amongst tax payers and the public

To strengthen the District's relationship with donors and encourage Public Private Partnerships.

5.5.2 Strategies for resource mobilization

To generate increased resources for the implementation of the plan, the following key strategies will be implemented over the plan period;

- Jinja District Local Government District will formulate and implement a local revenue enhancement plan for the District. The District will also develop project proposals for funding, with a special focus on renewable energy and local economic development through different development partners.
- The District has highly prioritized agriculture with the aim of increasing production and productivity including value addition for increased household incomes and employment opportunities for those who are currently involved in informal trade which could be taxed
- The District will also focus on improving her road condition so as to reduce the cost of doing business and improve access to markets.
- Jinja District will implement the developed Local Economic Development Strategy for Jinja District to increase locally generated revenue.

- Strengthening revenue inspection, supervision and monitoring at all levels to reduce spending from source. Key staff will be recruited and deployed for revenue mobilization exercise especially parish chiefs.
- Strengthen revenue management and accountability through mandatory notices and community Baraza,
- Conducting mass awareness campaign through radio talk shows to mobilize the public and explain key priorities of the District in the District Development Plan, Budget Framework Paper, and annual budgets and work plans.
- Compliance to the existing laws and regulation to improve performance and also attract donor attention.
- Increase the market infrastructure at areas proximity to the refugee camp to tap the market potential of refugees (both as consumers and traders) to spur more local economic activity and increased revenue opportunities.
- The council has approved education tax. This will be collected from every household to sponsor bright students in higher education levels.
- The community ambulance financing scheme will continue to be used to improve and strengthen referral health system.
- Strengthening coordination with development partners to ensure that their off-budget interventions are aligned to priorities in the five year development plan.

CHAPTER SIX

LGDP MONITORING AND EVALUATION FRAMEWORK AND STRATEGY

6.1 LGDP Monitoring and Evaluation Arrangements

In order to remain on track and achieve the DDP Objectives, Jinja District intends to conduct indebt M&E involving cross-section of stakeholders for all projects and this is summarized in the table below.

Table 41: Showing LGDP Main M&E Events

Main Event	M&E	Purpose and description	Output	Lead agency	Other key actors	Time frame
LGDP Performance Review	Annual	Internal review of LGDP implementation (Programmes, interventions and projects)	Local Government Annual Performance Report	District	LLGs (SCs and TCs) Stakeholders	Annually, September
Alignment of BFPs and budgets to the LGDP		Align BFP with the LGDP (Alignment) following communication of the 1st BCC to HODs and LLGs and	- BFP	Accounting Officer, Planning Dept/Unit	MFPED, NPA, TPC Members and other LG stakeholders	Oct-November
Budgeting and Financial Planning		Circulate 2nd Budget Call Circulars to commence the budget preparation process	Annual Budget Estimates - Performance Contracts - Annual Work Plan	SAS, Planning and Finance Depts	MFPED, NPA, TPC Members and other LG stakeholders	Annual, March-May
Statistics Production and use in the NDP implementation		Basis for a before, midterm and end line assessment of the LGDP progress	Statistical abstracts and Quarterly Progress Reports	UBOS, MFPED	OPM, NPA, MFPED, other MDAs as well as LGs	Annually, Quarterly
District Development Plan Mid-Term Review		Assess mid-term progress of LGDP and projects and programmes to ensure consistency of implementation with overall focus and objectives	DP mid-term review reports	Planning	NPA, MDAs, MFPED, OPM, LGs, private sector, CSOs	January-June 2023
District Development Plan end Evaluation		Assess end-term evaluation of LGDP including projects and programmes	District Development Plan End evaluation reports	Planning	MDAs, MFPED, OPM, LGs, private sector, CSOs	June 2025

6.2 District Development Plan Progress Reporting

The District Development Plan will be monitored and evaluated using a number of reports of which they include;

1. Quarterly Progress Reports
2. Annual Progress Reports
3. Mid-Term Review Reports
4. End-Term Evaluation reports

6.2.1 Quarterly Progress Reports:

These four quarterly progress reports are key in monitoring and evaluating the implementation progress of the development plan on an annual/ quarterly timeframe. They are specific to annual work plans and budgets embedded in the five-year development work plan.

Also, monthly and quarterly progress reports from departments highlighting both physical and financial achievements, challenges and strategies for improvement shall be produced and discussed in standing committee meetings.

Quarterly joint field monitoring visits to ascertain progress of implementation, challenges and jointly agree on strategies for improvements where there were gaps are also modules going to be used.

6.2.2 Annual Progress Reports

Bi-annual progress reports to ascertain accomplishment of targets and revisit direction of action in case of changes in the implementation environment.

Annual progress reports to validate achievement of annual targets and seek stakeholder views and satisfaction on the agreed actions as seen in the Results Framework matrix.

Sector specific reviews to validate the achievements, challenges and proposed strategies for improvements. Here sector specialist sits to discuss their sector specific outcomes to be shared in a multi sector review meetings

Multi sectoral review meetings where all sectors come together and present their achievements, challenges and proposed strategies for improvement for stakeholders' validation

Baraza meetings shall be organized at Parish level to seek the opinion of the community members about the achievements, challenges and proposed recommendation for improvement Key informant interviews shall also be organized to get additional information from key partners and leaders both at community, technocrats and political leaders as well as religious and cultural leaders.

6.2.3 Mid-Term Review Reports

The MTR report is one that evaluates the two and half year of the five-year development plan period. It enables the Local Government to ascertain the progress for the half period and discuss the gaps and weaknesses faced in the implementation of the plan and hence derive strategies of overcoming the weaknesses to be able to complete the implementation of the plan for the next two and half years.

The Chief Administrative Officer shall form a technical Mid – Term Evaluation Committee to perform this task. The task shall begin with orientation and team formations. The team shall be given Terms of Reference.

The team shall conduct Focus Group Discussions, Key informant interviews and questionnaires to collect the required information.

Draft report shall be produced and shared in a multi stakeholder meeting for validation purposes and highlights proposed recommendations for improvement. Final copy shall then be produced to inform the required changes in the remaining two and half year period

6.2.4 End-Term Evaluation Reports.

This evaluation report will be done at the end of the five years of implementing the District Development Plan to ascertain the progress, impact, successes and failures of the plan over the five-year period.

Just like the Mid-term evaluation, the Chief Administrative Officer shall form a task force to execute the task who shall provide ToR for the team.

The Task force shall also conduct Focused Group Discussion, questionnaire to collect the required data for the exercise

Draft report shall be produced and shared in multi-stakeholder meetings to validate before the report is shared at community level for their validation

The recommendations highlighted in the report shall be used to guide the forth Development Plan for the District

- **The M&E activities and reports will be based on the Results and Reporting Framework (RRF - Annex 1)**

The RRF will inform data collection and tracking progress of implementation

6.3 LGDP Communication and Feedback Strategy/ Arrangements

Communication strategies shall be the following;

- i. Letters; through the Chief Administrative Officer to Senior Assistant Secretaries, who shall write to LCs about IPFs, Projects implemented
- ii. Radio talk and television shows, radio announcements, jingles shall be used on the status of implementation, challenges and constraints, live talk shows that induce feedback from the listeners
- iii. Community engagement meetings including *barazas* also to community status of implementation, challenges and constraints
- iv. Bi-annual and annual newsletters to communicate implementation progress, achievements and challenges
- v. District websites and social media to share progress of implementation atleast on quarterly basis
- vi. Functionalization of management information systems
- vii. Production of IEC materials to communicate progress
- viii. Press briefing and press conferences
- ix. Progress reports (quarterly, annual and midterm)
- x. Meetings (monthly DTPCs, quarterly, program/sectoral committee, annual and midterm)
- xi. Workshops
- xii. Website
- xiii. Emails
- xiv. News Paper Pull out
- xv. Brochures

The communication strategy sets out to consistently reach out, share and exchange information with core audiences and actors at all levels and promote a concerted approach to participation. Below is the summary of the institutions and audiences identified.

6.3.1 Table showing levels and target institutions for effective communication and feedback.

Table 42: Showing Institutions and Audience

Institutions	Audiences
Central Government	Line ministries, MoFPED, MoLG, OPM, AG and Accountant General
Local Government	All departments; Education, Health, Works, Natural Resources, Production & marketing, Management, Council, Community Based Services, Planning and Internal Audit and DTPC. Lower local governments and STPCs
Council	LCV chairperson's office, council standing committees and PAC
CSOs/NGOs	NGO forum reflection meetings and coordination meetings
Mass media	Editors, reporters/writers
Cultural and religious institutions	Cultural leaders, cultural groups and religious leaders
Communities	General public, business community, community leaders and schools

However, the audiences for the strategy may not be limited to the above, but it's expected to grow as implementation continues. Table below describes the target audience for the communication strategy and their interest.

Table 43: Showing Analysis of target audience & their interests

Audience	Common Interest	Key message concept	Channel
MoLG & NPA	Main link between Central Government and LGs in the translation and execution of government programmes and delivery of quality services. Eager to see how the DDP will be implemented to achieve sustainable development.	MoLG & NPA ensures that the District Development Plan is aligned to National Development Plan and sector strategic plans and they complement each other	Planning Guidelines, Circulars, Dissemination workshop Inspection and mentoring
MoFPED	Wants to see stakeholders convinced that the District's actions in the DDP are aimed at getting the best out of the resources released through effective and efficient resource allocation, utilization and management.	There is transparency and accountability in District budget execution. District resources in the budget are utilized for prioritized investments in the DDP like infrastructure & service delivery.	Mandatory public notices, posters, letters and memos, meetings and Baraza
Other line ministries	District departments implement government policies responsibly according to specific sector mandates. District departments to create awareness, educate and mobilize the public to participate, utilize and respond in development programmes.	Adherence to sector specific norms, standards and quality assurance. Adhere to principals of sustainable development in executing priorities in the DDP. Awareness on services being provided to improve demand and obtain feedbacks.	Circulars, guidelines, workshops and support supervisions
Office of LCV and Council	Wants to see the quality of life of the population is positively transformed	Annual state of District report by chairperson. Council supports and enacts ordinances aimed at supporting the DDP II implementation. CAO and HoDs available to answer audit queries and provide guidance on planning to meet	Mandatory public notices, mass media, committee meetings and community meetings

Audience	Common Interest	Key message concept	Channel
CAOs office and all departments	Act as the source of official government position on public issues in the District including communicating progress on implementation of the DDP. Inform, share and educate the public about the development efforts in the District, opportunities for participation and expected benefits	needs of the population. Work with other partners in managing emerging issues and crisis. Manage and coordinate the press conferences and press release statements Maintain timely information sharing with other actors Work with HoDs & partners to develop all communication materials	Press statements, radio programmes, baraza, community meetings
Mass Media	Access to and constant flow of information from the District. Availability to comment on emerging issues in the District. Proactive PR where the District and implementing partners initiate contact and engage the media on an on-going basis	The implementation of DDP is on course & delivering benefits to the citizen. More innovations & programmes are being designed for effective development. The District is interested in partnering with the media for development. The District and partners are available to answer media queries on regular basis	Quarterly press conference & press release Training workshop, factsheets, e-mail & website
CSOs/NGOs	Contribute to championing the rights of citizens by ensuring access to good quality services. Complement government efforts in service delivery. Work in partnership to improve transparency and accountability in the District.	CSOs/NGOs willing to work with the District to improve quality of service delivery and expand access. Information about good governance is available to the public for informed decision-making.	
General public	Concerned about the development of the District and the potential benefits. Interested in the fulfillment of government promises to provide quality services.	The District is committed to provide quality services. The public is willing to support the District's efforts to development. Resources allocated are used for public benefits through improved service delivery.	Community meetings, letters to LC1s, IEC materials, Radio programmes and announcements. Website information

6.3.2 Roles/Responsibilities of Stakeholders of LG in communication and provision of feedback to stakeholders.

The strategy also identified key stakeholders and their specific roles and responsibility.

Table 44: Showing institutions and the roles and responsibilities

Institution	Roles and responsibilities.
Office of LCV Chairperson	<ul style="list-style-type: none"> • Communicating District policies regarding the DDP priorities and their implementation • Providing leadership in public policy management in the District • Advocacy and mobilization for government policies and programmes related to development in the District • Promoting good governance in the District through the District State of Affairs, Budget speech, regular DEC meetings and other partner/donor meetings • Supporting policies and laws that will enhance citizen participation and inform them accordingly.

Institution	Roles and responsibilities.
	<ul style="list-style-type: none"> • Informing the population on progress in the implementation of the plan.
CAO's office	<ul style="list-style-type: none"> • Act as the source of official government position on public issues in the District • Enforcing implementation of the policy on communication management in the District • Communicating government's position on policy and programmes • Informing the OPM of access to information request and release of information
Office of District Information Officer.	<ul style="list-style-type: none"> • Engaging the media to promote positively the image of the District • Ensuring consistency of District key messages on development issues • Work with HoDs and other partners to develop all the District communication materials (press release) • Providing logistics for press/media briefings • Maintaining timely information sharing with other stakeholders • Monitoring the media • Coordinating with CAO & other partners management of emerging issues and crisis in the District • Research and information gathering • Managing the District web site and internet
Heads of Departments.	<ul style="list-style-type: none"> • The line departments are responsible for implementing government policies, subject to their specific mandates • Developing communication materials for the department • Communicating on technical issues in their specific departments that may not be easily understood e.g. policies, progress reports, facts and other routine information • Liaise with planning to develop indicators of particular areas of interest to be monitored in line with program PIAPS • Providing logistics for the departmental events • Providing departmental specific operational or programme related communication efforts • Managing departmental guest relations, protocol and events • Informing the CAO's office of access to information request and releases of information in the department
Heads of Service Provision Institutions like Health units and schools.	<ul style="list-style-type: none"> • Inform staff about upcoming events and new policies • Prepare and submit facility reports to HoDs on regular bases • Communicates availability of services to clients • Gets feedback from clients on quality of services provided
Management Committees of Service Provision Institutions like SMC, HUMCs, BMCs, Market management committees etc.	<ul style="list-style-type: none"> • Provide information on accountability to PTA and the general public on monthly and quarterly bases • Sensitize the community on their roles • Mobilize community contributions & manage especially WSCC
Project Management Committees.	<ul style="list-style-type: none"> • Provide security for project resources • Monitoring and reporting progress of project implementation • Provide additional resources in the event that it is required • Participate in evaluation of the project
Lower Local Government councils	<ul style="list-style-type: none"> • Community mobilization and sensitization • Support community prioritization process • Mobilize and allocate resources within their mandate • Conduct monitoring and evaluation of projects • Discuss reports and make recommendations for improvement
Sub-county chiefs	<ul style="list-style-type: none"> • Support Lower Local Government level planning and budgeting • Monitor and evaluate projects • Prepare progress reports for submission to Council for discussion and notify Chief Administrative Officer

Institution	Roles and responsibilities.
	<ul style="list-style-type: none"> • Management and account resources within their jurisdiction
Community Development Officers	<ul style="list-style-type: none"> • Community Mobilization and sensitization • Support community in needs assessment and identification • Support communities in project implementation and reporting • Monitor and evaluate projects

Annex:

Appendix 1: LGDP Results Framework

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Goal: Increase Average Household Incomes and Improve the Quality of Life of the people in Jinja District	Quality of life	Increased life expectancy	Life expectancy at birth	69.6	70	71	72	74	75
		Reduced population growth rate	Population growth rate	1.6	1.6	1.5	1.4	1.3	1.2
	Household income	Population below the poverty line (%)	Proportion of population below poverty line	23	23	21	19	17	15
Objectives	KRA	Outcomes	Indicators	Baseline					
1. Enhance value addition in key growth opportunities	Agro and Mineral based industrialization	Increase labour productivity in the agro-industrial value	Average Monthly nominal Household income	No Data	150,000	200,000	250,000	300,000	350,000
			Increase in volume of value addition products (tonnes)	0	10	15	20	25	30
		Increase in number of jobs created in agro-industry along the value	Proportion of jobs created along Agro-industry value chain	0	20	30	40	50	60
		Proportion of households that are food secure	Proportion of households dependent on subsistence agriculture	80	75	70	65	60	55
			Households having atleast two meals per day	40	50	60	70	80	
	Tourism	Increased tourism activities	Revenue generated from Tourism activities	0	200,000	500,000	1,500,000	2,500,000	3,000,000
			Percentage of tourism returns to	0	0.667	0.750	0.800	0.833	0.857

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			total Local Government Budget						
	ICT	Increased ICT Penetration	Percentage of area covered by Broad band internet connectivity	30	35	40	45	50	55
	Land	Increase area covered by wetlands	Increase in wetland cover	8	10	12	14	16	18
		Increase land area covered by forest	Increase in forest cover	9.1	10	11	13	14	15
			Percentage of titled Intuitional land (Schools, Health centres, markets , sub-county and District headquarters) surveyed and titled	45	45	50	60	70	80
		Increase the proportion of surveyed land	Proportion of rural growth centres with physical planning	0	0	2	3	5	7
		-Increased water samples complying with national standards	Proportion of water samples tested complying with national standards	73	78	83	88	93	98
		-Increased clean and safe water supply within the District	Proportion of population accessing safe and clean	80	80	85	90	95	100
1. Strengthen private sector capacity to drive growth and create jobs	Private sector growth	-Increased volume of loans from the Local SACCOs to the local private sector -Reduced informal	Total Savings in the Registered SACCOs as a percentage in the District budget	3	5	7	9	11	13
			Total annual amount of loan disbursed by	0.2 Bn	0.4Bn	0.5Bn	1.0 Bn	1.5 Bn	2 Bn

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		sector contribution to local employment	the registered SACCOS to Clients within the District						
			Reduced youth unemployment	80	70	60	50	40	30
			Number of new enterprises developed and functional	0	5	10	15	20	25
			Number SACCOs registered and functional						
2. Consolidate and increase stock and quality of productive infrastructure	Energy		Households with access to electricity, %	16.5	20	30	40	50	60
	Road	<ul style="list-style-type: none"> - Reduce average travel time within and without the District - Reduce unit cost of building transport infrastructure especially roads - Increase average infrastructure life span especially (Urban paved roads, District Roads and Community Access Roads) 	%age of District roads in Fair to good condition	49.4	54.4	59.4	64.4	69.4	74.4
			Upgrading Urban roads to paved standards (km)	0	0	2	4	6	8
			Rehabilitation of District Feeders	0	10	15	20	25	30
			Upgrading Community Access roads to District Roads	0	5	10	15	20	30
			Improving road bottlenecks within the Community Access Roads	0	50	80	110	140	170
	Water for production		Water usage (m ³ per capita)						
			Cumulative WfP Storage capacity						

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			(million m ³)						
	ICT	- Increase ICT penetration in the District - Increase the proportion of population accessing services online - Increase proportion of government services online	Number of secondary schools with access to internet broad band	0	0	2	4	6	8
			Number of primary schools with access to internet broad band	0	0	4	8	12	16
			Number of Sub Counties & Town Council with access to internet broad band	0	0	1	3	4	6
			Percentage of population that have access to internet	4	8	12	16	20	24
			Number of health centres with access to internet broad band	1	2	3	4	5	7
4. Enhance productivity, inclusiveness and wellbeing of the population	Labour productivity & Employment	- Decrease the urban unemployment rate - Decrease the percentage of urban dwellers living in slums and informal settlement	Proportion of the urban population employed in gainful and sustainable jobs	0	8	10	12	14	16
			Improve the efficiency of solid waste collection	Solid and liquid waste management sites identified and developed	0	1	2	3	4
	Health		Life expectancy at	69.9	69	70	71	73	75

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets					
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			birth (years)							
			Infant Mortality Rate/1000	32	32	30	28	26	25	
			Stunted children U5 (%)	30	25	20	15	10	5	
			Maternal Mortality Ratio/100,000	336	330	300	280	240	200	
			Total Fertility Rate	5	5	4.7	4.4	4.2	3	
			U5 Mortality Ratio/1000	80	75	70	65	60	55	
	Education			Primary to secondary school transition rate (%)	62	62	65	70	75	80
				Quality adjusted years of schooling	2	2.5	3.0	3.5	4.0	4.5
				Average year of schooling	7	7	10	12	14	16
				Proportion of primary schools attaining the BRMS ¹ , %	70	75	80	85	90	100
				Literacy rate	60	60	65	70	75	80
				Proportion of the population participating in sports and physical exercises	30	30	35	40	45	50
	Water and Environment			Employers satisfied with the TVET training (%)	No Data	0	5	10	15	20
				Safe water coverage (%) (rural & Urban)	74.9	75	78	80	80	90
				Sanitation coverage (Improved toilet)	19	25	30	40	45	50
				Hygiene (Hand	35	42	49	56	63	70

¹ Basic Requirements and Minimum Standards (BRMS)

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			washing)						
	Social Protection Coverage (%)	- Strengthen Community Based Management Information System	Proportion of population accessing social insurance, %	0	0	0	10	13	15
% population receiving direct income support			11	12	13	14	15	16	
Proportion of eligible population with access to social care services, %			15	20	30	40	45	50	
- Strengthen agriculture extension systems		Proportion of Households dependent on subsistence agriculture as main source of livelihood	80	80	75	70	70	65	
- Strengthen agricultural research and development			Proportion of farmers adopting and practicing recommended agricultural practices		15	30	45	60	75
- Improve land tenure system that promote agriculture investments		Proportion of household engaged in large scale commercial	0	2	4	6	8	10	
- Strengthen the agricultural inputs markets and distribution system to adhere to quality standards and grades		Proportion of farmers having access to quality and affordable planting materials	0	2	4	6	8	10	
- Increase access to and use of agricultural mechanization		Proportion of household having access to ox traction and tractor for cultivation	0	5	10	15	20	25	
		- Strengthen	Proportion of	0	1	2	3	4	5

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		farmer organizations and cooperatives - Strengthen systems for management of pests, vectors and diseases - Improve skills and competence of agriculture labor force both technical & managerial	farmers utilizing water for production						
5. Strengthen the role of the District Local Government in development	Local Revenue to Total LG Revenue (%)			10	11	12	13	14	15
	Public resources allocated to Local Jinja Government (%)	1. Develop Strategic Local Economic Development Plan	Number of LED initiatives established by LG and functional	1	3	4	5	6	7
		2. Strengthen Local Revenue Mobilization and management	Percentage of local revenue to the District budget	1.7	1.9	2	3	4	5
		3. Scale up civic education	Increase the percentage of the population participating in electoral process	50	60	70	80	90	100
			Increase percentage of youth engaged in District and national projects/ programmes and services	30	35	40	45	50	55

Appendix 2: Project Profiles

The Chapter presents the Project profiles for the various projects to be undertaken during the medium term 2020/21 – 2024/25. The profiles include project location, total funding cost, and the funding gaps if any, planned start and end dates. Each profile also outlines the objectives and background of the project, technical description, financing agency, monitoring and evaluation which operation and maintenance plans, and review of any relevant reports and past study.

1 Education

PROJECT PROFILES FOR EDUCATION DEPARTMENT FY 2020/2021.

Department:	Education
Sector:	Education
Code:	002
Construction of 2classroom Blocks at Bulugo P/S with Office, Stores Lightening arrestors.	
Implementing agency:	JDLG
Location:	Bulugo Parish,,Buyengo Town Council, Kagoma County
Total Planned expenditure:	81,372,000 (Eighty OneMillion Three Hundred Seventy Two Thousand shillings Only)
Funds secured:	NIL
Funding Gap:	NIL
Recurrent expenditure:	NIL
Start date:	September 2020
Completion date:	June 2021
Department:	Education
Sector:	Education
Code:	002
Title of Project:	Completion of Buwenge Seed Secondary School in Buwenge Town Council, Kagoma County
Implementing agency:	JDLG
Location:	Bwase village, KamwaniWard, , Buwenge Town Council.
Total Planned expenditure:	458,587,000= (Six Hundred fifty Seven Million Seven Hundred

Thirty One Thousand shillings only)

Funds secured: NIL=

Funding Gap: Nil

Recurrent expenditure: District Engineer

Start date: September 2020

Completion date: June 2021

Project objectives: To provide a Seed School to Buwenge Town Council.

Targeted beneficiaries: Secondary students

Project Background and justification: Buwenge Town Council is one of the Lower Local Governments without a Grant Aided School. This is in addition to Bugembe Town Council. Since Buwenge Town Council already had land and had started a secondary School on Government Land we felt it prudent to construct permanent structures as they were using temporary structures. Construction of this School will help in bringing Universal Secondary Education nearer to the Students. We hope this will in the long run help in reduction of crime rate and redundancy of the youths in Buwenge Town Council.

Activity	Budget				Total	Operation & Recurrent costs
	Qr1	Qr2	Qr3	Qr4		
Completion of Buwenge Seed Secondary School in Buwenge Town Council, Kagoma County	152,862,333	152,862,333	152,862,333		458,587,000	

Monitoring and Evaluation Strategy

The Project Management Committee to ensure that work all done well in their respective jurisdiction.

Operation and maintenance plan: Education Department shall always plan and budget for this every year.

Environment impact Assessment and Mitigation Plan

Environmental concern	Mitigation measure	Cost	Source of funding
Impacts of debris and solid waste from construction activities	The contractor must prepare a site waste management plan prior to the commencement of the construction works.		Development fund
Impacts of poor sanitary waste management	Developer to provide/construct temporary sanitary facilities for workers to		
Increase the District water coverage through Construction of 14No. Boreholes	378,000,000	The contracts committee, District water Office, PMC members and the S/county Chief	Q1 - Q4 of FY 2020/2021
			Contract awarded, agreement signed & boreholes identified and rehabilitated by the end of the Q1 - Q4 of FY 2020/2021

2.2 Roads

Project profile 1

Sector : Works
Sub-Sector : Buildings
Code :
 : Construction of the District Office Block
Implementing Agency : Works Department/JDLG
Location : Kagoma
Total Planned Expenditure : 4,300,000,000/=
Funds Secured : 2,500,000,000/=
Funding gap : 1,800,000,000/=
Recurrent expenditure : 215,000,000/=
Funding source : Local Revenue
Start date : 24th October 2019
Completion date : 28th February 2021

Project Objectives :

- c. To ensure good working environment for Jinja District Local Government Staff.
- d. Ensure efficient and effective service delivery to the people of Jinja District.

Targeted Beneficiaries: Eligible Political and Technical Staff of the District

Project Background and justification :

Following the elevation of Jinja Municipal Council to City status, the District headquarters has to be moved out of the city since these are two administrative units at the same level. This displacement of the District headquarters effectively renders the District without office accommodation for its eligible staff. This project is therefore intended to address this challenge.

Technical Description :

The works involves preliminary works of site preparation, substructure construction, super structure construction, electro mechanical works, finishes, landscaping and drainage works.

Monitoring and Evaluation :

Objective/activity Monitored	Budget (Ushs)	Responsibility centre	Time frame	Output indicators
Provision of Office accommodation to the District Staff / construction of District Headquarters at Kagoma	4,300,000,000	The contracts committee, District works Office, PMC members and the CAO	Q1 - Q4 of FY 2019/2020 and Q1 – Q3 of FY 2020/2021	Contract awarded, agreement signed and District Headquarter constructed

Operation and Maintenance Plan :

The works are to be tendered out by the contracts committee and awarded to competent contractor. This will be coupled with facilitation, preparation and signing of the contract agreement by the CAO and the contractor. The works will be undertaken during the FY of 2019/2020 and 2020/2021 and supervised by the Works Department.

Gender issues :

- There is a need for proper consideration for access for venerable groups like the disabled, the elderly and the youth to the building.
- There is need to encourage women to participate in construction of the project through employment.

Environment impact Assessment and Mitigation Plan:

- excavation and earth moving operations may lead to soil disposal problems and disruption of biodiversity of the area and oil leaks leading to contamination of water.
- Social disruption of local population by imported construction workers
- Some of the plants may be destroyed during the construction process.

Required action/mitigation measures by the contractor:

- Safety of workers and accident prevention during construction should be ensured
- Proper disposal of the excavated materials
- Limited vegetation removal to specific sites to minimize destruction of plants and animals.