

# LIRA CITY COUNCIL FIVE-YEAR DEVELOPMENT PLAN, 2020/21-2024/25

Vision  
**A Competitive, Green & Equitable Industrial City by 2040**



## **FOREWORD**

The importance of a Development Plan of strengthening Local Government's competitiveness for sustainable wealth creation, employment generation and inclusive growth cannot be over emphasized. We need to know where we are, determine where we want to reach and also know whether we have reached there. The monitoring of socio-economic progress is not possible without a proper plan to guide appropriate allocation and efficient use of resources.

The third City Development Plan (CDP III) for the period 2020/2021-2024/2025 was developed with due cognizance to the Third National Development Plan (NDP III) and the National Vision 2040 where the local priorities have been fully aligned with the national aspirations. All activities identified by the stakeholders during the planning process are included in the plan at Programme Working Group level and finally consolidated in the main development plan.

Local Government Development Plan is a legal requirement for all higher and Lower Local Governments in Uganda. The mandate is derived from article 176 (1) of the constitution of Uganda. Further, articles 176 – 207 of the constitution of Uganda prescribe the principles and structures of local government. The 1995 constitution of the republic of Uganda adopts decentralization as the principle applying to all levels of local government, Article 176, (2b). Article 190 mandates and obliges City Councils to prepare comprehensive and integrated development plans

Section 35 of the Local Governments Act (CAP 243) requires City Councils to prepare comprehensive and integrated development plans incorporating plans of lower local governments (City Divisions) in their respective areas of jurisdiction. The City Local Governments are further required to submit their plans to the National Planning Authority (NPA) for integration into the National Development Plan (NDP) and Ministries to inform national sector planning processes. Furthermore, the development plans are expected to be validated by the Equal Opportunity Commission (EoC) for compliance of Gender and Equity Planning. The local government development plans are the main modality through which strategies and activities of the NDP III are cascaded to the levels where citizens can participate and benefit from them.

Section 35(4) of the Local Governments Act (amendment 2010) requires the Local Governments to develop the plans for a period of five years which should be aligned to that of the Central Government, that is, the National Development Plan. Since the introduction of the Comprehensive National Development Planning Framework (CNDPF) in 2007, a number of changes in the planning system have occurred. CNDPF presents a shift in the development planning mechanism from needs based to proactive vision based planning. Other changes include the development of the Uganda Vision 2040, National Development Plan; emergency of Local Economic Development (LED) as one of the pillars of decentralization; emerging emphasis of Public Private Partnerships (PPP) in planning, emergency of Parish Development Model of service delivery and the need to provide for adequate participation of non-state actors in the planning and budgeting processes.

Accordingly, this third five year Lira City Development Plan (2020/21-2024/25) is in response to meet the legal obligation; realign the local government development priorities with the strategic direction of Vision 2040; adopt the local government plans to the new planning paradigm; reorient the Local Governments from being mere service delivery units to wealth creating entities that will facilitate socioeconomic transformation and ensure harmonization of physical planning with socioeconomic planning.

The 5year CDP III thus is a development framework put in place by the Lira City Council to guide and coordinate all development efforts in the city by the various stakeholders. It is part

of the medium term planning under the CNDPF. It states the commitment of the city to meet the socioeconomic vision of its people in the next five years. It details the current city development status, potentials and opportunities for investments, constraints and challenges experienced and/or envisaged. The medium term strategic direction of the city, development priorities, and resource mobilization and implementation strategies are stipulated. Monitoring and evaluation strategies are detailed to enable the City regularly and systematically track progress of implementation of priority initiatives and assess performance of the plan. A communication strategy is included as an important element of the plan to harness compliance with objectives; long term outcomes and strategic directions; ensure required bottom up influences as well as provide feedback on progress and challenges.

### **1.1.2 Key achievements of LGDPPII**

During the implementation of LGDPPII, Lira City has had a total of about 37 kilometers of paved roads, 183kms of Gravel and 66kms of Earth road roads. This implies that, the Proportion of paved roads to total roads is 15%, unpaved road network in fair to good condition is 35%, while paved road network in fair to good condition is at 19.5%. These roads are in motorable states and has led to reduction in roads traffic accidents.

The city also managed to Disbursed 648,834,000 UgX to 69 groups with 800 beneficiaries and recovered 218,203,000 during its implementation of the Youth Livelihood Programme (YLP). On the other hand, under Women Entrepreneurship Programme, the City Disbursed 341,810,000,000 to 57 groups with 748 beneficiaries and Recovered 130,000,000. These programmes have contributed to poverty reduction within the City.

In terms of own source revenues, the City's locally generated revenues has increased from 1.6b in 2014/15 to nearly 2.8b in 2020/21. These revenues were used to deliver various services required by the community of Lira City.

While the City's Education performance had its Net Primary school enrolment rate at 50% (Male 47%, Female 53%) and for secondary was at 50% (Male 70.7, Female 29.3). The P7 completion rate at 60% (Male 65%, Female 55%) while Net Secondary school completion rate was at 32% (Male 34, Female 30). The literacy rate at P3 class stood at 47% (Male 44, Female 50) and at P6 class was 51% (Male 50, Female 52). Meanwhile, PLE Pass Rate was at 90%.

In terms of Health Services, the city has constructed one University Teaching Hospital, increasing the number of Regional Referral Hospitals to 2. The city also upgraded one HCIV to a General Hospital level and one Health Centre III to a Health HCIV. All these major upgrades have impacted on health services as follows; Maternal Death Risk per 100,000 deliveries 275 (AHSPR, 2019/20), Proportion of the population living within radius of 5 km of a health facility 82%, Neonatal mortality rate (per 1000) at 27, Per capita OPD utilization ratio at 0.64, Contraceptive prevalence rate at 51%, Deliveries in health facilities at 70%, and Malaria Prevalence 13% (AHSPR, 2019/20).

The city has also produced its physical development plan for the former Municipality and improving the development of infrastructure.

The number of Markets in the city have increased to 40, Valley tanks to 2, Fish ponds to 174, Valley dams to 3 and primary cooperative societies 60. On the other hand, the proportion of household latrine coverage now stands at 88%, Household hand washing with soap at 80%,

Safe water coverage 77% and Piped water schemes 50%. Finally, the Tones of solid waste generated per year 28,235 while the amount of Tones of solid waste collected in a year was at 17,155

The key challenges that hindered city's achievement of its objectives include; Inadequate Roads Equipment, Inadequate staffing to run the city, Limited funding's, Inadequate transport equipment for coordination, Slow acceptance of city life style and policies by the Inhabitants, Encroachment into Government lands by Locals, Limited funds for compensation, unplanned city, Resistance from some tax payers, Manual revenue management system and Covid 19 which has affected most revenue sources.

The lessons were learnt during the implementation of LGDP II; Over 100b required to fund city projects, New City structure will increase on wage bill although not yet approved and shared with cities, The City currently has 50% of the necessary facilities, City doesn't have a Metropolitan physical plan, Urgent need to allocate Startup grants to run the city, NWSC & UMEME to urgently extend Power & water, and finally Partners to get involved into City affairs.

For successful implementation of the MDP III, the following key strategies will be pursued: Increase access to health care services to the urban communities, improve performance in educ The third City Development Plan (CDP III) for the period 2020/2021-2024/2025 was developed with due cognizance to the Third National Development Plan (NDP III) and the National Vision 2040 where the local priorities have been fully aligned with the national aspirations. All activities identified by the stakeholders during the planning process are included in the plan at Programme Working Group level and finally consolidated in the main development plan.

In this Plan, infrastructure and agriculture are upheld as fundamental propellers for the realization of socio-economic transformation of Lira City, in line with Uganda's National Development Plan and Vision 2040. The City will focus on addressing the infrastructure challenge of poor urban roads connectivity, extension of NWSC and Electricity where they are lacking, improving infrastructure in public schools and Health facilities, constructing and upgrading of Health Facilities, construction of Seed Secondary schools. The City shall incline more effort towards supporting urban farmers through implementation of the Parish Development Model. In addition, the City will also prioritize the recruitment of more extension workers to offer adequate agricultural services to farmers, support and implement government programs aimed at shifting farmers from subsistence to commercialized farming i.e. Operation Wealth Creation (OWC), PDM among others.

To realize the goal of this Plan and fast track the country's socio-economic transformation, I urge all citizens and the entire community of Lira City, particularly the leaders, policy makers and implementers, to have a positive mindset and the right ideological orientation to facilitate efficient and effective implementation of this Plan.

I also encourage the community in public and the private sector to embrace the objectives of this Plan and implement the selected interventions and projects therein with great commitment. I urge the private sector, development partners, civil society, faith-based and cultural institutions to support the City towards the implementation of the Plan.

Finally, I wish to appreciate all those who contributed to the development of this Plan.

For God and My Country



**Atul Sam**  
HIS WORSHIP THE MAYOR – Lira City Council

DRAFT

## ACKNOWLEDGEMENT

Lira City Council Local Government acknowledges the efforts of all its institutions and departments/sections for their deliberate efforts in the formulation of the third City Development Plan (MDP III). It may not be possible to enumerate all those who gave their time but a few groups and individuals deserve special mention.

I acknowledge and appreciate the contributions of the private sector whose views and contributions have been useful in driving their agenda of the CDP III with an ultimate aim of establishing a private sector led economy in the medium to long run.

Special thank goes to the National Planning Authority (NPA) for their effort in capacity Building and continued Technical support to City staff to see to it that Lira City ends up with another Strategic Development Plan 3. There are many documents that have been received from NPA, such as the Local Government Planning guidelines which facilitated the entire process.

Last but not least, I wish to pass my heart felt gratitude to the municipal technical planning committee and specifically planning department staff who have been deeply involved in the process and coordination of the development of entire City Development Plan III.

David Kyasanku  
TOWN CLERK – LIRA CITY COUNCIL

## LIST OF ACRONYMS

CDP	City Development Plan
CNDPF	Comprehensive National Development Planning Framework
NDP	National Development plan
NPA	National Plan association
EoC	Equal Opportunity Commission
PPP	Public Private Partnership
LGDP	Local Government Development Plan
YLP	Youth Livelihood Programme.
OPD	Out Patient Department
HC	Health Centre
NWSC	National Water and sewerage Corporation
POCC	Potentials, Opportunities, Challenges and Constraints
CTPC	City Technical Planning Community
NGOs	Non Governmental Organisation
LC	Local Council
CSO	Civil Service Organisation
LG	Local Government
LGSSP	Local Government Sector Strategic Plan
LDO	Local Development Outlook
LED	Local Economic Development
MSMEs	Medium and Small Micro Medium Enterprises
FAL	Functional Adult Literacy
UNRA	Uganda National Road Authority
RRH	Regional Referral Hospital
NPHC	National Population and Housing Census
MNSSD	Minimum National Standard for Service Delivery
PTC	Primary Teachers' College
EMHS	Essential Medical and Health Services
USMID	Uganda Support to Municipal Infrastructure Development
FAO	Food and Agricultural Organisation
SDG	Sustainable Development Goal
EAC	East African Community
AfCFTA	African Continental Free Trade Area
DHIS	District Health Information Software

UPS	Uganda Prison Services
PAG	Pentecostal Assembly of God
ART	Anti Retroviral Therapy
NEMA	National Environmental Management
HIV	Human Immune Virus
UDHS	Uganda Demographic and Health Survey
WHO	World Health Organisation
NITA	National Information Technology Authority
VHTs	Village Health Teams
UNEPI	Uganda National Expanded Programme on Immunisation
UN	United Nation
USAID	United State Agency for International Development.
NUA	New Urban Agenda
LCC	Lira City Council
LLG	Lower Local Government
HLG	Higher Local Government
CHMIS	Community Health Management Information System
ECD	Early Child Development
NARO	National Agricultural Research Organisation
NUSAF	Northern Uganda Social Action Fund
IFMS	Integrated Financial Management System
VAT	Value Added Tax

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background Information**

#### **1.1.1 Context of the Local Government Development Plan**

Lira City is located in Northern Uganda, Lango Sub region. It is geographically located at latitude 20° 17' north of the equator and longitude 32° 56' east of the principal meridian. Located in Northern Uganda. It started as a trading centre in 1919, attained a Township status in 1933, became a Town Board in 1954, at independence in 1962, upgraded to a Town Council. While in 1985, it grew to a Municipal Council and finally in August 6<sup>th</sup> 2020, Lira Municipality was approved to an Industrial & Commercial City.

The third City Development Plan (CDP III) for the period 2020/2021-2024/2025 was developed with due cognizance to the Third National Development Plan (NDP III) and the National Vision 2040 where the local priorities have been fully aligned with the national aspirations. All activities identified by the stakeholders during the planning process are included in the plan at Programme Working Group level and finally consolidated in the main development plan.

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### **1.1.2 Key achievements of LGDP II**

During the implementation of LGDP II, Lira City has a total of about 37 kilometers of paved roads, 183kms of Gravel and 66kms of Earth road roads. This implies that, the Proportion of paved roads to total roads is 15%, unpaved road network in fair to good condition is 35%, while Paved road network in fair to good condition is at 19.5%. These roads are in motorable states and has led to reduction in roads traffic accidents.

The city also managed to Disbursed 648,834,000 to 69 groups with 800 beneficiaries and recovered 218,203,000 during its implementation of the Youth Livelihood Programme (YLP). On the other hand, under Women Entrepreneurship Programme, the City Disbursed 341,810,000,000 to 57 groups with 748 beneficiaries and Recovered 130,000,000. These programmes have contributed to poverty reduction within the City.

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household latrine coverage now stands at 88%, Household hand washing with soap at 80%, Safe water coverage 77% and Piped water schemes 50%. Finally, the Tones of solid waste generated per year 28,235 while the amount of Tones of solid waste collected in a year was at 17,155

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### **1.1.3 The Description of the Local Government Development planning process**

The Five CDP III planning process began with the analysis of Potentials, Opportunities, Constraint and Challenges (POCC) of the city situation which highlighted the drivers and drawbacks of services delivery to the people of Lira City. Midterm review (MTR) of the second City development plan (MDP 2 2015/2016 – 2019/2020) and Sub county development plans (SDP 2 2015/2016 – 2019/2020) from the four annexed sub counties of Ngetta, Iwal, Adekokwok and City sub county was conducted.

The findings of this review identified the achievements registered, challenges faced, emerging issues that surfaced during the implementation of CDP2. These findings of the review unpinned the formulation of the Third CDP.

The CDPIII for financial (2020/2021 – 2024/2025) was developed through a participatory process involving the private sector, Civil Society Organizations and other Non-Government actors. This started with collection of data from Villages, parishes and sub counties/divisions to generate and prioritize their needs.

The City Technical Planning Committee (CTPC) then compiled background data and situational analyses of all sectors / departments in which they incorporated relevant submissions from lower councils and CSOs, and NGOs.

The City Planning Department as mandated, coordinated the process and together with other key city departments facilitated the participatory planning process. Village/Cells consultations were conducted where all LCIs were interviewed about their needs. This was followed by Ward and division consultations where Division Assistant Town Clerks and their Division Chairpersons III, Sub County Chiefs from the annexed Sub counties and their Chairpersons III were interviewed to prioritize needs at those levels.

Numerous planning and budgeting retreats were organized by the city during which planning guides were disseminated and Lower Local Governments were tasked and supported to identify development issues and develop their plans for subsequent integration in the CDPIII. At City level, a number of key stakeholders took part in the planning process especially the City Technical Planning Committee and a number of CSOs and private sector. At sector level, the GLOWFORD, Red Cross, UNICEF, RHITES Lango North, NWSC, UMEME, Banking

Institutions, UNRA, among others, actively participated in shaping sector objectives and strategies.

In linking up sector objectives to the City strategic objectives. The City departments consolidated the development issues generated from lower local governments with support from partners in the different sectors.

#### **1.1.4 The Structure of the Local Government Development plan**

The CDPIII (2020/2021-2024/2025) is structured as per recommended format under the LGDP Guidelines (NPA, September 2020, 2<sup>nd</sup> Edition). This format Structures the CDP III into Seven chapters, namely:

##### **Chapter 1: Introduction**

The chapter expounds on Context of the Local Government Development Plan, a description of the Local Government Development planning process, Structure of the Local Government Development plan, the City profile, Key Geographical information, the administrative structure, demographic characteristics, Natural Endowments, and finally the Social – economic infrastructure.

##### **Chapter 2: Situational Analysis**

This chapter presents the general LG POCC Analysis and Key Development Indicators. In addition it also looks at Development situation (Dimensional Analysis) based on Economic Development (Key Growth Opportunities); Economic/Productive Infrastructure (WfP, Transport, Energy, ICT) Human and Social Development (Health, WATSAN, Education, Social Protection); Environment and Natural Resources; Urban Development and Physical Planning; and LG Management and Service Delivery. The Economic Development (Key Growth Opportunities) summarizes POCC and cross cutting issue analysis in sectors such as Agriculture, Tourism, as well as Trade, Industry and Cooperatives, Financial Services. It also provides a SITAN of key Economic/Productive Infrastructure such as; Water for Production (WfP); Transport - roads, water; Energy, ICT. It further looks at Human and Social Development SITAN such as Health, Education, Water and Sanitation; Community Development and Social Protection in the LG. It also looks at Environment and Natural Resources, Urban Development and Physical Planning and LG Management and Service Delivery

##### **Chapter 3: LGDP Strategic Direction and Plan**

This chapter considers adaptation of Broad National Strategic direction and priorities, Sector specific strategic Directions and Priorities (national) and adaptation of relevant national crosscutting policies/ programs. The broad Local Government Development Plan goals and Outcomes, the sector specific Development Objectives, Outputs, Strategies, and Interventions is also outlined in addition to Local Government Priorities and Results, development objectives, development outcomes, outcome indicators and targets, development Interventions, and a summary of Sectoral Programs/projects

##### **Chapter 4: LGDP Implementation, Coordination and Partnership Framework.**

The chapter outlines the LGDP Implementation and coordination Strategy, Institutional Arrangements, Integration and Partnership Arrangements, then prerequisites for Successful LGDP Implementation.

##### **Chapter 5: LGDP Financing Frameworks and Strategy**

Chapter 5 articulates how the LG plan will be financed including resource mobilization strategy, costing of priority and results, and summary of funding by source for the five years.

### **Chapter 6: LGDP Monitoring and Evaluation Strategy**

Chapter six focusses on LGDP Monitoring and Evaluation Strategy, LGDP Monitoring and Evaluation Arrangements, LGDP Monitoring and Evaluation progress reporting, Reporting, Joint annual review of LGDP, LGDP Midterm Evaluation, LGDP end of term Evaluation, and LGDP communication and feedback Strategy/arrangements.

### **Annexes**

The annexes include attachments on; Project Profiles, Results Framework and Cost Implementation Matrix (CIM)

## **1.2 City profile**

### **1.2.1 Key Geographical information**

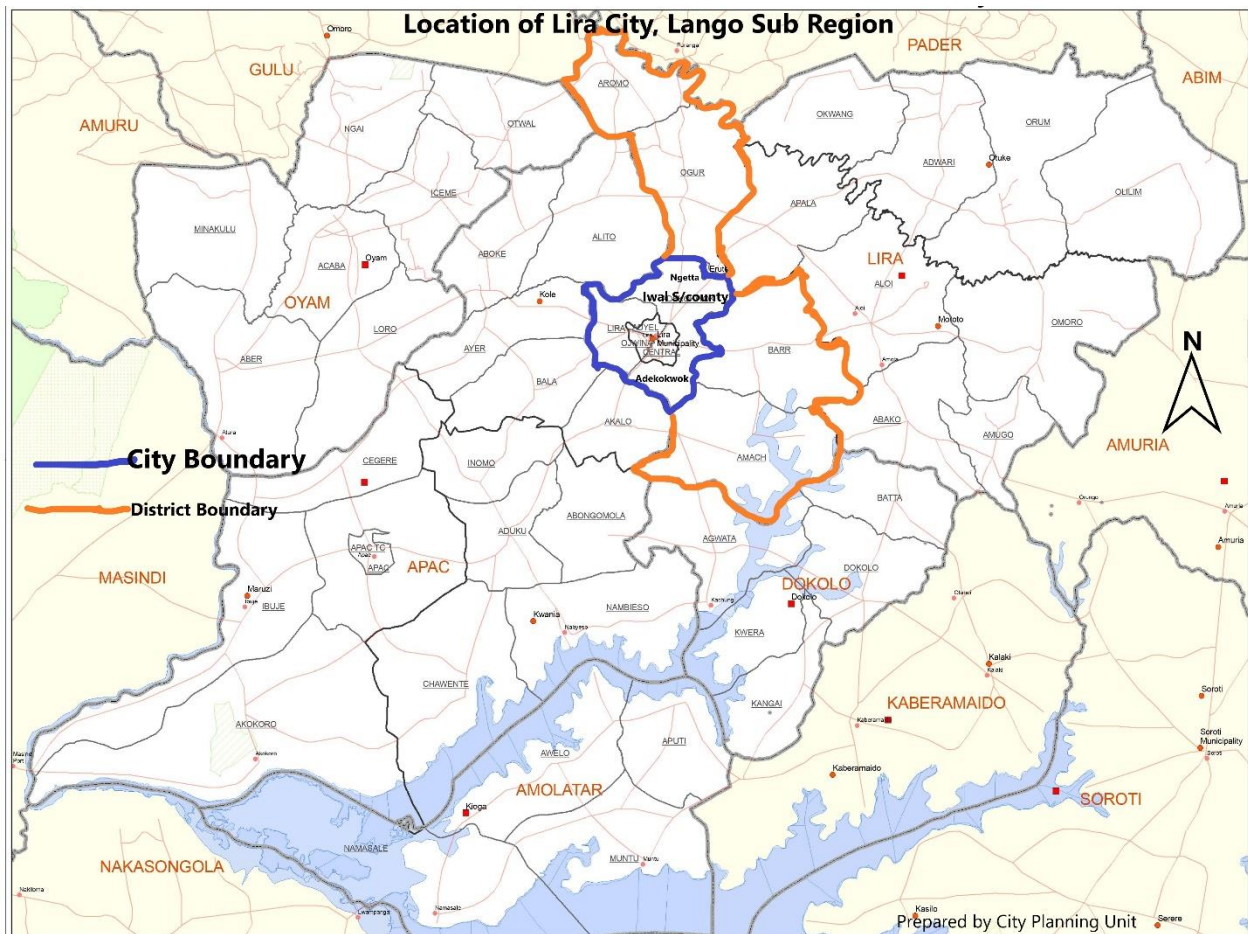
#### **1.2.1.1 Historical Background**

Lira City is located in Northern Uganda, Lango Sub region. It is geographically located at latitude 20' 17' north of the equator and longitude 32' 56' east of the principal meridian. It started as a trading centre in 1919 and became a township in 1933. In 1954 the township became a Town Board. At independence in 1962 City became a Town Council, 1985 City became Municipal Council and on the 7<sup>th</sup> August 2020, City was elevated to a City Council.

#### **1.2.1.2 Location**

The City is bordered by Pader district in the North, Otuke district to the Northeast, Alebtong district to the East, Dokolo district to the Southeast, Apac district to the Southwest, and Kole district to the West (Figure1).

**Figure: Location of City in Northern Uganda**



Lira City exhibits a unimodal rainfall pattern with a single rainfall maximum. The rainy season stretches from March to November with a short dry spell in June. The dry season stretches from December to March. The average temperature of Lira City ranges from 22<sup>o</sup>C to 26<sup>o</sup>C but the diurnal temperature range is high in the dry season and may reach 40<sup>o</sup>C. The relief of the City is generally flat, gently undulating. The altitude is between 1075 and 1100 meters above sea level. The area is generally well drained except for the peripheral area, which is occupied by poorly drained swamps.

### 1.2.1.3 Land Size

The City covers approximately a total area 284.6 km<sup>2</sup> of which 3.1% constitute forest reserves, wetlands and geomorphic landforms. City East division is the largest and compared to city west (Table1).

**Table1: Land Size of Lira City**

Division	Size (Sq. Km)	%
West	92.6	33
East	192	67
Total	284.6	100

**Figure2: Land Size of Lira City**



#### **1.2.1.4 Geology and Soils**

The soils of Lira City are categorized as ferruginous sandy loam. The soil has a high percentage of sandy soil and therefore it is vulnerable to erosion. Since the soil is sandy in nature, it has a low water retention capacity and a high rate of water infiltration and this implies the moisture content of the soil is generally low. The colour of the soil is grayish brown in many places but gray clay with poor drainage. The poor drainage of the soils in the swampy area coupled with the high water retention capacity makes swampy areas water logged.

#### **1.2.1.5 Climate, and Rainfall**

The major physical conditions that normally influence the weather conditions and climate of Lira City and Uganda at large are the Indian Ocean dipole, the sea surface temperature anomalies and atmospheric circulation patterns, topographical features and large inland water bodies. However, the climate of the city is locally modified by the large swamp area surrounding the southern part of the city.

The continental climate of the city is modified by the large swamp area surrounding the southern part of the city. The rainfall in the city over the past years have been bimodal with one peak during April-May and the other in August-October. However, this pattern has changed over the recent years with late and unpredicted return of rains which used to set in in March. The dry spell which was experienced in July now occurs earlier and sometimes later than expected and sometimes extends in August. This trend has been highly attributed to climate change. Over the last five years or so, the rainfall in Lira City is unimodal with one prolonged growing season that runs normally from mid-march to September where rainfall normally peaks around august to September in a normal year. The rain is characterized by showers and thunderstorms and is interrupted with about 2 weeks of mild sunshine relaxation that occurs between June-July annually. However, this pattern has changed over the years with

late and unpredicted rainfall. This has been highly attributed to climatic change and weather parameter variability

The average annual rainfall in the city varies between 1000-1400 mm during the normal year but abnormality and variability often occurs where it may be higher or lower for instance last year (2019) annual rainfall reached about 1600 mm through the months of October – November. The rainfall is mainly convectional and normally falls in the afternoon hours.

The average minimum and maximum temperatures are 22.5<sup>0</sup>C and 25.5<sup>0</sup>C, respectively. Absolute maximum temperature hardly goes beyond 36<sup>0</sup>C, and absolute minimum hardly falls below 20<sup>0</sup>C.

The Equatorial Trough which brings rainfall passes over the city. The South easterly winds which also brings rains to the city passes over City. Land and sea breezes are common in the city. Wind run is low (14m/sec) during the rainy season and moderate (48m/sec) during the dry season

#### **1.2.1.6 Topography and Vegetation**

Lira City lies at an approximate altitude ranging from 900 to 1500 metres above sea level. It is principally gentle undulating land merging into isolated rock outcrops The City is covered by Savanna Vegetation dominated by combretum spp, Acacia spp, Termmalia and Butyspernum paradoxicum in the Eastern and Northern part of the City.

The dominant grass is the hypharrehia spp. The forestry reserve covers 14% and wetland occupies 8.9% of the total land. The population is exploiting the natural resources at a very high rate of which in the city, the major source of fuel for cooking is wood that averagely 90 % of the population uses wood fuel for cooking hence leading to rapid tree cutting and no replacement/ replanting. Wet land is another resource that is being exploited yearly by the population that is growing at a terrible rate of 2.88% annually. Many wetlands are being reclaimed for settlement, industry and also being used for farming especially low land rice.

The City has also registered a number of private investors that are engaged in tree nurseries bed preparation. They are planting all kinds of tree seedlings for private individuals to purchase and plant. Currently, a number of private individuals have planted wood trees for timber in their private land that is contributing meaningfully to greening the environment and hence contributing to land coverage.

The city does not have any lake or river. It however has three permanent wetland systems viz; Olira, Olweny and Moroto, Okole. The wetlands provide water for domestic and potable purposes, although it is considered generally unsafe for drinking. The city has provided to communities with National Water and Sewerage Cooperation

The continental climate of the city is modified by the large swamp area surrounding the southern part of the city. The rainfall in the city is bimodal with one peak during April-May and the other in August-October. The average annual rainfall in the city varies between 1200-1600 mm decreasing northwards. The rainfall is mainly convectional and normally comes in the afternoons and evenings. Lira City average minimum and maximum temperatures are 20.5<sup>0</sup>C and 29.5<sup>0</sup>C, respectively. The absolute minimum and maximum temperatures hardly fall below 20<sup>0</sup>C and hardly goes beyond 32<sup>0</sup>C in any normal year. The coldest and warmest months during the day in a year are May and December respectively in any normal year.

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### 1.3 Administrative structure

#### 1.3.1 Administrative Units

Lira City has one Higher Local Government, Two Lower Local Governments. Upon its elevation to city status, effective 6<sup>th</sup> August 2020, Lira City had annexed the sub counties of Adekokwok, Lira and Ngetta (including Iwal) on City divisions of Adyel, Lira, Central and Railway now forming Lira City. The city has two divisions of Lira City East Division (comprising of the then Adekokwok sub county, Ngetta and Iwal Sub Counties, Lira Central Division and railways division of then Lira City) and Lira City West Division comprising of Ojwina Division, Adyel Division of the then Lira City and Lira Sub County. The City has two County Administrative units, 49 Wards and 235 cell administrative units.

**Table2: List of Administrative Units in Lira City**

City	City Division	Ward Name	Villages
144 Lira City	054 Lira East Division	01 Adekokwok Ward	01 Abedpiny
			02 Abonyo Otingere
			03 Aboria
			04 Baracaci
			05 Barkwoyo A
			06 Obato
			07 Owangomoko
			10 Abori B
			02 Akia Ward
		02 AmoOlel	
		05 Oyeca	
		07 Teobwolo A	
		08 Awiodyek	
		10 Ojungo	
		03 Anyangapuc Ward	01 Akuriwoo A
			02 Akuriwoo B
			06 Te Got
			07 Comboni Ward
			08 Te Atura
			10 Ngetta Ginnery A
			11 Ngetta Ginnery B
		04 Anyomorem Ward	02 Agenga A
			03 Agenga B
			04 Alik
			07 Banga Banga Moko
			08 Banga Banga Moko B
			11 Onyapo Yere
12 Otongo			



City	City Division	Ward Name	Villages
			13 Onyapo Yere B
		05 Boke Ward	01 Adagayela
			02 Adidikgweno A
			03 Apwoakere B
			04 Adidikgweno B
			06 Dangala A
			08 Lela Atar
			09 LelaApeta
			12 Apwoakere A
		06 Bazaar Ward	01 Bazaar East
			02 Bazaar West
		07 Sen.Quarters Ward	01 Senior Quarters 'A'
			02 Senior Quarters 'B'
		08 TeObia Ward Ward	01 Camp Swahili
			02 Technical College
			03 Lira Town College
		09 Boroboro East Ward	01 Aguwanya
			02 Ajunga
			03 Baridike A
			04 Arikino
			05 Owinyo B
			06 Awie Alem
			07 TeObwolo B
			08 Baridike B
			09 Boroboro East
			10 TeObia
			12 Dogkongo
			17 Owinyo A
			19 Telela
			20 TeObwolo A
		10 Ongica Ward	01 Awangwia
			02 Abunga
			03 Awelo
			05 Oleng
			06 Ongica South
			09 Awireo B
			12 Ocokoimaka
			15 Ongica Central
		12 Ireda East Ward	01 Boke Agali
			02 Ireda Agali
			03 Ireda Estate
			04 Ireda Lumumba
			05 Ogengo
		14 Baronger Ward	01 Baronger Central
			02 Baronger Godown
		15 Railway Quarters Ward	01 Railway Quarters 'A'
			02 Railway Quarters 'B'
		16 TeMogo Ward	01 Market Square
			02 Olira
		17 Ayago Ward	01 Agali 'B'
			02 Ayago
			03 Te Ibira
		22 Ireda West Ward	01 Ireda Central
			02 Ireda Shamba
		26 Angwetangwet Ward	03 Anwetangwet 'A'
			04 Anwetangwet 'B'
			05 Barlwala
			07 Gwengabara
			09 Omaa B

City	City Division	Ward Name	Villages
			10 Omaa A
			11 Opila
		30 Boroboro West Ward	01 Araki
			02 Boroboro Central
			03 Ocukuru B
			04 Baropu B
			05 Awangdyang
			06 Gwengabara
			07 Baropu A
			11 Boroboro West
			14 Ocok Can
			15 Ocukuru A
			16 Opelo
		31 Burlobo Ward	01 Agali 'A'
			03 Angapari
			04 Okworokwor
			06 Telela
			09 Ayago East
		32 Iwal Ward	01 Abadmuno
			02 Wilela
			03 Akwoyo
			04 Okere Pekok B
			05 Abany
			07 Okere Pekok A
			11 Iwal
		33 Ongura Ward	02 Akwaka
			03 Akwaka B
			05 Atira
			11 Okii
			13 Ogura
			14 Ogura B
			15 Tedam
		34 Telela Ward	02 Ayomet B
			03 Abongorwot B
			04 Abongorwot Central
			07 Ayomet A
			13 Tebung
			14 Telela
		38 Akwiaworo Ward	01 Akwia Woro A
			05 Akwia Woro B
			06 Aloboloi A
			08 Oloro A
			09 Oloro B
		39 Atego Ward	03 Atego A
			04 Atego C
			05 Okii Oyere B
			06 Tebung B
		40 Cura Ward	02 Core B
			05 Core A
			09 Cura H/Qrs
			11 Atop Aroma A
			12 Olero A
			13 Olero B
			14 Atop Aroma B
		43 Abongoden Ward	01 Apedi A
			02 Apedi B
			03 Alira
			04 Abongoden
			14 Otelnyor

City	City Division	Ward Name	Villages
			15 Otelnyor B
		44 Acwao Ward	03 Acwao
			04 Acwao B
			08 Awirilao
			09 Barjwinya
			10 Barobogo
			11 Barobogo B
			12 Barjwinya B
		44 Arungai Ward	01 Arungai A
			02 Arungai B
			04 Aduru
			05 Alunga
			07 Aduru Central
			14 Onege
	310 LIRA WEST DIVISION	01 Blue Corner	01 Blue Corner North
			02 Blue Corner South
		02 Junior Quarters	01 Junior Quarters 'A'
			02 Junior Quarters 'B'
			03 Ujama
		03 Lango Central	01 Cukebange
			02 TeTugu
		04 Teso A	01 Corner Kamdini
			02 Medical Quarters
			03 Lira Modern
		05 Teso C	01 Ambalal
			02 Kulu Ahali
		06 Amuca	01 Adyangopiro
			02 Akolodong
			03 Aminyanga
			04 Arcu
			05 Awita
			06 Olago
			07 OlengoObir
			08 Owiti
			09 Teolira
		07 BarApwo	03 Akaoidebe
			04 Anyalo
			05 ApiiPe
			06 Ayere
			07 Elwa
			08 Okecoyere
			09 Ongica 'A'
			10 Tedam
		08 Omito	01 Adelokok
			02 Ader
			03 Atodi
			04 Barodyek
		05 Bung A	
		06 Bung B	
		07 Telela A	
		08 Telela B	
	09 Alito Camp	01 Baronger	
		02 Cathedral	
		03 Bar Akong	
	10 BarOgole	01 Owina Quarters	
		02 Tedam	
		03 Wigweng	
	11 IpitoAweno	01 Juba Road	
		02 Tegarage	

City	City Division	Ward Name	Villages
			03 Tekulu
		12 Anai Ward	01 Anai Agali
			02 Anai Bung
			03 Anai Ober
			04 Anai Okii
			05 Anai Pida
			06 Ongica 'B'
			07 OpiNyoro
			08 Wigweng
		13 Ober	01 Ober Entebbe
			03 Ober Kampala
		18 Omitto Ward	01 Akitenino
			02 Anywalonino
			03 Kasubi
		19 Kakoge Ward	01 Kakoge A
			02 Kakoge B
			03 Kakoge C
		20 Kirombe	01 Kirombe East
			02 Kirombe West
		21 Starch Factory	01 Starch Factory 'A'
			02 Starch Factory 'B'
		23 Akwoyo Ward	04 Kirombe North B
			05 Kirombe North A
			06 Lango College
		24 Jinja Camp	01 Jinja Camp B
			02 Jinja Camp A
		25 Obutowello	03 Obutowelo 'A'
			04 Obutowelo 'B'
		26 Odokomit	04 Kichope
			05 Onyapo Yere

The head of the civil service and accounting officer of the City Council is the City Director immediately assisted by the Deputy Directors. At division level, the administration is headed by the Division Director who is the chief executive there and accounting officer. Immediately below the Division Director, are the Town Agents and several support extension workers. The Assistant Manager Human Officer takes charge of the Human Resource Management.

### 1.3.2 Political Structure

Politically the City is headed by the City Mayor. The Council is the supreme organ and has an Executive Committee of 5 members including the Mayor. The role of the City Executive Committee is inter alia, to initiate and formulate policies for approval by the City Council and oversee implementation of Government and Council policies. The members of the executive committee are designated as Secretaries. There are 5 standing committees of Finance, planning and administration committee, Production and Natural resources committee, community based and Social Services committee and then works and technical services committee. The standing/sectoral committees are responsible for monitoring and reviewing the performance of their respective sectors and reports to council. The City Council will have a total of 17 members/Councilors (Table3)

Table3: City Council Political Structure

City Mayor	1
Direct Councilors	4
Female representative	4
PWDs, male and female	2
Youths, male and female	2
Elders, male and female	2
Workers, male and female	2
Total	17

While Division Council will have a total of 95 members/Councilors (Table4) and will be headed by Division Mayor.

**Table4: City Division Council Political Structure  
Administrative Units and Political leadership**

Table 1: Lira City Administrative units

	2020/21
City	Lira
Divisions	2 <sup>1</sup>
Parishes and Wards	49
Villages/Cells	235

Table 2: Political Leadership (Headquarters)

Admin Unit	Total
City Mayor	1
Directly elected Councilors	4
Women representative	4
PWDs representative	2
Youths representative	2
Elderly representative	2
Workers representative	2
Total	17

<sup>1</sup> West Division has 21 Wards, 75 villages: East Division 28 Wards, 161 villages.

Table 3: Political Leadership (Division)

Admin Unit	Division		Total
	East	West	
Division Mayor	1	1	2
Directly elected Councilors	28	21	49
Women representative	17	13	30
PWDs representative	2	2	4
Youths representative	2	2	4
Elderly representative	2	2	4
Workers representative	2	2	4
Total	54	43	97

## 1.4 Demographic characteristics

### 1.4.1 Population Size and Structure

#### 1.4.1.1 Population Size

Lira City Population is projected (Midyear 2020) from the 2014 National Population and Housing Census (NPHC), is 249,900, of which 119,952(48%) are male and 129,948 (52%) are female. This conforms to the country situation where there are more females than males (Table5)

Table5: **Population Size**

Division	Male	Female	Pop 2020
West	61,008	66,092	127,100
East	58,944	63,856	122,800
<b>Total</b>	<b>119,952</b>	<b>129,948</b>	<b>249,900</b>

#### 1.4.1.2 Population Distribution

Population distribution means the pattern of where people live. In Lira city, population distribution is uneven. There are divisions which are sparsely populated, that is, contain few people. Some divisions especially those which are peri urban are densely populated, thus containing many people. Densely populated divisions are indeed habitable environments motivated by availability of good social services.

**Table 6: Lira City Population Distribution by Division, annexed Sub Counties and Sex, 2019/2020**

Division	Household	
	Number of HH	HH Size
Railway Division	1,889	3.6
Adekokwok	9,750	4.8
Ngetta	8,128	4.7
Central Division	7,459	3.7
<b>City East Division</b>	<b>27,226</b>	<b>4</b>
Lira	8,688	4.8
Ojwina Division	12,081	3.7
Adyel Division	9,590	3.9
<b>City West Division</b>	<b>30,359</b>	<b>4</b>
City Overall	57,585	4

### 1.4.1.3 Population Density

The Population Density is a measure of the degree of crowding of an area. The Population Density is given in terms of persons per square kilometer of land area. The total land area for Lira City is 1,326 square kilometers. The population density was 307 persons per square kilometers of land in 2014. Table 1.7 below shows that the population density increased from 307 persons per square kilometers in 2014 to 451 persons per square kilometers in 2030.

**Table 7: Lira City Population Density for the period 2014 -2030**

Index	2019/20
<b>Population</b>	243,200
<b>Population Density (Persons Per Sq. km)</b>	<b>307</b>

*Source: Lira City Planning Department, 2020*

## 1.5 Social–economic infrastructure/conditions

### 1.5.1 Social –Economic Infrastructure

This Section of the Development plan presents life standards indicators; Local economy analysis; livelihood patterns; human settlement patterns; productive resources and Economic Activities of the Local Government;

#### 1.5.1.1 Analysis Local Economy

Lira City has embarked on Local Economic Development (LED) Initiatives. The Government of Uganda through the Ministry of Local Government took a deliberate effort/policy shift from delivery of public goods and services to a more proactive intervention model that entails tackling real household poverty challenges. In 2006, objective number six of decentralization was created namely; *‘To promote Local Economic Development (LED) in order to enhance people’s incomes’*. This has been incorporated in the Decentralization Policy Strategic Framework (DPSF) and the Local Government Sector Strategic Plan 2013-2023(LGSSP), the Uganda Local Development Outlook (LDO) 2014 and subsequently addressed in a chapter on subnational and rural development within the National Development Plan (NDP 3) and the third City Development Plan (DDP3).

The primary aims of the Local Economic Development is to:

- Increase in business support by encouraging local investment centres
- Enhance growth of the private sector investment in LGs; and



- Increase in locally generated revenue in form of direct taxes and LG own revenue generating ventures.

The City Council will promote LED by putting in place incentives to; attract private investments and identify viable projects for Public Private Partnership (PPP), training LG staff on how to factor in LED activities such as business and economic assessment into their development planning and changing their mindset to focus on both service delivery and wealth creation, creating conducive environment to facilitate business and locality development activities. Community mobilization for development is important to address the general poor attitude towards work especially among the youth.

The GIZ Programme for Promoting Rural Development in Uganda (PRUDEV) started its work in August 2017. The project seeks to achieve the objective: “The agricultural based development of the rural economy in selected regions of Northern Uganda is improved.” PRUDEV implements activities in three components:

**Component 1:** Capacities for local agricultural based economic development aims at strengthening the capacities of public institutions, civil society and the private sector to promote agricultural based local economic development;

**Component 2:** Improved market integration supports a more intensive market and entrepreneurial orientation of agricultural producers, upstream and downstream MSMEs and service providers;

**Component 3:** Access to financial services, aims to improve access to demand oriented financial services for agricultural holdings and upstream and downstream MSMEs, complementing the first two Field of Activities.

The private sector however faces several challenges with respect to starting and sustaining a business, cross border trading, including, and limited financial literacy among the entrepreneurs compounded by poor quality and standard of local products to compete favorably; inadequate supply of local commodities to the international market and poor or non-enforcement of contracts e.g. failure to respect supply contracts, delayed payments to suppliers, the slow disposal of commercial court cases. In addition, the sector is affected by limited access to financial resources due to high cost of borrowing, insufficient collateral, limited financing for long term ventures as well as inadequate policy framework and strategy for public private partnerships (PPPs); and high transport costs for products and inputs. It should be pointed out that inadequate investment in research and development limits the ability of the sector to learn new technologies and methods of production as well as markets and prices for their products.

To expand the economic infrastructure for LED to thrive, Strategic interventions such as supporting the LGs to build, in partnership with the private sector actors, economic infrastructure facilities such as warehouses, lorry and taxi parks, industrial parks, bulking centers, processing facilities, extending power supply, etc. to promote LED activities at the LG.

Strengthen National and Local Government capacities to implement LED envisage Strategic interventions such as equipping LGs with necessary skills to negotiate and manage public private partnership agreements.

### **1.5.1.2 Human Settlement Patterns;**

The human settlement pattern in Lira city is largely a dispersed pattern especially in the rural areas and nucleated pattern in the urban

### **1.5.1.3 Productive Resources;**

Lira city is rich with some productive resources such as water for agricultural production, fertile soils for farming. The city is also rich with variety of crops such soya beans, sun flower and cotton. Some of them are used for cooking oil production, whereas re used for milling and cloth production.

### **1.5.1.4 Economic Activities;**

There are several economic activities practiced by the people in Lira city due to several favorable factors and conditions. However, the major economic activity is agriculture due to the fertile soils and good climatic conditions. Trading in retail and wholesale merchandise is mainly practiced in the urban and semi-urban centers. Rock quarrying is another common economic activity especially in areas.

### **1.5.1.5 Culture;**

The communities in Lira have unique Lango cultural ways of life that also have implications on development processes that relate to traditional cultural practices such as Marriages, property ownership and accesses, Inheritances, Family relationships, Music Dance and Drama, Agriculture, Health, Art and crafts, Leadership and others. Most Lango cultural values have not been properly exploited for economic benefits. Also some antiquities have run into extinction or degraded due to laxity of the young generation influenced by Western cultures and lack of documentation and protection that has been a challenge of the past generation.

However, some of the Lango cultures that can be regained and redeveloped for economic benefits include;

- Music, Dance and Drama
- Traditional health services
- Hospitality services (Foods and drinks)
- Art and crafts
- Cultural leadership assets and antiquities

### **1.5.1.6 Socioeconomic Characteristics of the Population**

The Revenue Assessment Report for 2020/21 revealed that there were a total of about 10679 registered microscale enterprises in the city. This assessment took place in the former municipal divisions of; Adel Division, Lira Central Division, Railways Division and Ojwina Division. The value of total revenues assessed was estimated at nearly 10b per year.

### **1.5.1.7 Literacy**

The education sector plays a vital role in promoting sustainable development through capacity building of the population in various skills, raising awareness on various issues of national importance and improving general standards of living. The education system within LCC is based on that of the national curricular of Uganda.

The curricular include both formal and informal education. Formal education comprises of training at primary, secondary and tertiary levels. It is a 7,4,2,3 systems, that is, primary for 7 years, secondary education (O' level) for 4 years, secondary (A' level) for 2 years and tertiary institution ranging from 2 to 5 years depending on the discipline. Informal education trains beneficiaries in basic skills of education like reading, writing and numeracy. This is coordinated by CBSD under functional Adult Literacy (FAL).

There are also post primary vocational educations such as junior technical institute

#### **1.5.1.8 Literacy by age, sex and employment**

The Literacy rate at P3 n Lira City stands at 47%, meanwhile the Literacy rate at P6 stands at 51%. School dropout rate was higher in the age category of 15 years and above (9.7%) possibly because of early marriages and some could not afford to pay for school fees. PLE pass rate was 90%.

#### **1.5.1.9 Economic activity and occupation**

About 99% of the economically active population are employed. Employment categories include paid employees, self employees and unpaid family workers.

#### **1.5.1.10 Industry**

Industry is defined as the type of activity carried out by the enterprise a person is working. The majority of the population in Lira City is employed in the Small and Micro Medium Enterprises SME (94%). A small part of the population totaling 2.8% is employed in the public sector while 0.9% is involved in sales and services. Lira City has over 6 mega factories and 60 small and medium agro processing plants. It has one fully functional gazzeted industrial park and on undeveloped gazzeted industrial park at Railway and Aler respectively

#### **1.5.1.11 Economically Inactive Population**

Over half of the economically inactive population were full time students (59.3%) followed by household workers at 23.4%. More females (32.8%) were involved in household work compared to males (12.6%), while more of the inactive students were males (69%) compared to females at 51%

#### **1.5.1.12 Natural Endowment**

LMC is fairly endowed with natural resources partly because of its good climatic conditions. The City has rocks, fertile soil, forest (natural and national), sand, swamps as well as seasonal ones.

### **1.5.2 Natural Resources Endowments**

#### **Open Space Green Space**

Some green spaces are existing while some have been proposed in different areas include Golf Course near Lira Hotel, Mayors Garden behind Lira City offices, Cathedral junction, Coronation park, NUMA grounds along Soroti and Apac roads, existing open play lot in Adyel division, one in Omito, Teobia near the technical school, open space in Erute and existing playground in schools.

#### **Undeveloped Open Spaces**

There are number of undeveloped open spaces in the City. This include one that stretches from Railway Division, across Aloji road to Erute and Across Boroboro Road in Central Division another one is located in Ober, one in Railway Quarters near the central forest reserve and one in Anywalonino Village in Adel Division.

### **Swamp**

Most of the swamps in the City are in peri urban areas and they act as boundaries between the City and other neighborhood areas. For example, Olira swamp which stretches from former Adyel Division to Railway Division act as a boundary between the City and Agali B village as well as Lira Subcounty, a swamp in the western part of the City acts as the boundary between Ojwina and Olaka. Other small swamps are in Barogole in Ojwina division and Ireda near Central division headquarters. From the observation, these swamps are being encroached on by the people who are practicing Agriculture and brick laying activities.

### **Forest.**

There is one central forest reserve and a small portion of planted trees still exist in Railways Division near works department Lira City offices, behind UNRA offices and opposite the Main Hospital along Ngetta and Station road.

## **1.5.3 Social Economic Infrastructure**

### **i. Social Services**

These are services that are meant to improve the welfare of the people. These include Education facilities, Civic Centres and security agencies.

#### **a) Education facilities**

Education centres in Lira City include Secondary schools, primary schools, nursery schools; learning centres e.g. Nancy School for the Deaf in Adekokwok as well as Technical Colleges. These are distributed in different parts of the Divisions within the City.

## Education Services

**Table 8: Education institutions**

Ownership	Level	Division		Total
		West	East	
Community	Special Needs	1	2	3
Government	BTVET	1	1	2
	Primary	17	26	43
	Primary Teachers College	0	1	1
	Secondary	2	4	6
	Teachers College	0	1	1
	Tertiary	1	2	3
Private	Nursery	16	23	39
	Primary	13	20	33
	Primary Teachers College	0	1	1
	Secondary	7	11	18
	Special Needs	0	1	1
	Teachers College	0	1	1
	Tertiary	1	3	4

**Table 9.1: Staffing in Education Department**

Post/Title	Approved	Number filled	Vacant
City Education Officer	1	1	0
Inspector of Schools	1	1	0
Education Officer	1	0	1
Assistant Education Officer	1	0	1
Assistant Inspector of schools	1	0	1
Sports Officer	1	1	0
Driver	1	1	0
Typist	1	0	1
Office Attendant	1	1	0
<b>Total</b>	<b>9</b>	<b>5</b>	<b>4</b>

**Source: Education Office 2020**

**Table 9.2: Education institutions (Staffing)**

Level	Male	Female	Total
Primary	638	611	1249
Secondary	94	43	137
PTC	20	8	28
<b>Total</b>	<b>752</b>	<b>662</b>	<b>1414</b>

**Table 10: Stock of education infrastructure (Primary)**

Row Labels	No. of classrooms	No. of latrines	Teacher's accommodation	No. of laboratories
Existing	268	218	86	
Facilities required No. in need of Rehabilitation No. of new facilities required <sup>1</sup>	249	298	293	
	137	119	22	
	93	168	224	
<b>Grand Total</b>	<b>747</b>	<b>803</b>	<b>625</b>	

**Table 11: Stock of education infrastructure (Secondary)**

Row Labels	No. of classrooms	No. of latrines	Teacher's accommodation	No. of laboratories
Existing	40	44	30	
Facilities required No. in need of Rehabilitation No. of new facilities required <sup>1</sup>	58	88	108	
	24	14	12	
	18	27	50	
<b>Grand Total</b>	<b>747</b>	<b>803</b>	<b>625</b>	

**b) Health facilities**

Lira City has two Regional Referral Hospitals (RRH) i.e., Lira RRH and Lira University Teaching Hospital Located in Lira City West Division. There are several Health centres in different divisions. These include Ayago Health Centre III in Lira City East, Ober Health Centre IV, Lira City West, Ongica HCIV, Lira City East, PAG Health Centre General Hospital in Lira City East, Lira Barracks HCIII, Ogengo health centre and Adyel Health Centre III, Lira Medical Centre and other private clinics among others.

**Table 12: Health Facilities in Lira City**

Indicators	Referral	2020/21			Total
		Gov't	PNFP <sup>2</sup>	PFP <sup>3</sup>	
Regional Hospital		2	0	0	2
General Hospital		0	1	0	1
Heath Centre IV		2	0	0	2
Heath Centre III		7	3	5	15
Heath Centre II		2	1	4	07
<b>Total</b>		<b>12</b>	<b>5</b>	<b>9</b>	<b>27</b>
Staff houses		50	16	0	56

<sup>2</sup> Private Not for Profit (PNFP) Health Facilities

<sup>3</sup> Private for Profit (PFP) Health Facilities

**Table 13: Human Resource for Health, City Head Quarters**

Position	Norm	Status	Gap
Principal Medical officer	1	1	0
Principal Health Inspector	1	0	1
Health Educator	1	0	1
Division Health Inspectors	4	3	1
Support Staff	2	2	0
Subtotal	9	6	3

**Table14: Level III Health Facilities; Ober HC, Ayago HC, Adyel HC, Barapwo HC, Anyangatir HC and Ongica HC**

Position	Norm	Status	Gap
Senior Clinical Officer	6	4	2
Clinical Officer	6	5	1
Laboratory Technician	6	6	0
Laboratory Assistant	6	4	2
Nursing Officer (Nursing)	6	5	2
Enrolled Nurse	18	13	3
Enrolled Midwife	12	11	2
Nursing Assistant	18	11	4
Health Assistant	6	4	2
Health Information Assistant	6	3	1
Support Staff	18	12	1
<b>Subtotal</b>	<b>108</b>	<b>78</b>	<b>30</b>

**Table 15 Level II Health Facilities; Lira Municipal Council HC**

Position	Norm	Status	Gap
Enrolled Nurse	1	1	0
Enrolled Midwife	1	1	0
Health Assistant	1	0	1
Nursing Assistant	2	2	0
Support Staff	4	3	1
Subtotal	9	7	2
<b>TOTAL</b>	<b>126</b>	<b>91</b>	<b>35</b>

**c) Civic Centres**

According to the Survey carried out, the Civic centres include the City Headquarters and the Division Headquarters of Lira City West and East Divisions, State Attorney Chambers, Chief Magistrates Court, Zonal Land Office, Ngetta ZARDI, Regional Umbrellas of Water, Police and Prisons headquarters among other institutions.

**d) Security Agencies**

These include police Post, Barracks, and prisons. The existing security agencies include; Central Police Station, Erute prison, and prison in Junior Quarters as well as the Barracks in Senior Quarters and other police outposts, Blue fox guard, tight security, Saracen.

**e) Religious Centres**

There are various Religious Centres all over the City which include Catholic churches, Protestant churches, Pentecostal Assembly of God, Mosques, and the Born again churches. (Uganda Martyrs Cathedral, Lira Pentecostal Church, Holy Rosary Catholic Church, St. Daniel Comboni Roman Catholic Church, PAG Worship Centre, Boroboro Roman Catholic Church).

**ii. Economic Infrastructure**



These include Agroindustries, Commercial infrastructure within the CBD, Utilities located within the City. (Lira Main Market, Lira Industrial Park, Bus Park, and Freight services) Tipper Stage,

**a) Agriculture**

Agriculture is the main source of livelihood of the Life of people in the City however this is now changing with Urbanisation. It is mainly of Subsistence kind with Maize and Beans being communally grown. Agriculture is being practiced in peri Urban Areas especially in Low density settlement i.e. Areas far away from the City centre especially close to the City Boundary. The practice of Agriculture is rampant in Ayago parish where people own big pieces of Land that has enabled them to continue with this Practice. Other areas where Agriculture takes place include Ober parish, Erute, Adekokwok, part of Akwoyo village and part of Ireda Shamba.

**b) Industries**

There are two categories of Industries in the City, i.e. Heavy industries and Light Industries, heavy industries include Spinning Mill, Mt. Meru Millers, Mukwano, Gurunanak industry in former Railways Division and MM Agro Millers in Odokomit Adyel Division, the light industries are spread throughout the town.

**c) Utilities**

These are basically infrastructural facilities' which include, telecommunication network, Electricity distribution, Water system and sewerage system.

**d) Road network**

Lira City has six Major roads that cut through and go to other Cities. These are Lira Kampala road, Lira Aloi road, Lira Apac road and Lira Boroboro road Lira –Soroti, and Lira –Kitgum Road. Besides the major roads, there are also many minor roads within the City such as Adekokwok road, Erute road among others and very many Local roads which provide access to different villages and areas. Some of these roads have been opened up recently in the respective divisions. The most common means of transport is private with 74% being use of private transport. Bicycles are the common mode of privet transport with 64% owning Bicycle, and 12.2% owning Cars.

**e) Water facilities**

The main water facility in the City is piped water that is provided by National Water and Sewerage cooperation. Boreholes are also used in some areas. There is one major overhead water tank in Ireda which distributes water to adjacent areas.

**f) Electricity**

There is one major electricity substation in Lira City Located in Ober parish in Lira City West division and another one near the spinning mill. Another substation is in Railways, Lira City East Division near the Spinning Mill. There are a number of overhead electricity lines serving different buildings especially in the central Business Cities (CBD) and the inmate parishes surrounding it. Towards the peripheries, there is limited supply of Electricity for example areas of Ayago, Akitenino Village, Ober, Anywalonino all lacks sufficient Supply of Electricity. Insufficient supply of electricity in the peripheries due to resistance of Land owners who don't want electricity lines to pass through their land and poor demand of UMEME.

**g) Water Supply**

There is pipe water supply in Lira City. In some areas especially the peripheries, there is still use of wells and boreholes as the major water sources. Water supply is demand driven or the line is extended to areas where there are potential customers.

**h) Sewerage**

There are two sewerage lagoons in Lira City. One located along Kitgum road in Lira City East Division and another one in Barogole parish. These are strategic areas as they are Centrally Located and accessible.

**i) Dump site**

There is only one dumping site in Aler, Ngetta, Lira City East managed by Lira City.

**j) Telephone services.**

In terms of telephone services, the City is served by MTN, UTL, Africel- Orange, Airtel, and Vodafone, Zoom, Smile for both mobile, landlines and Internet services.

In terms of telephone coverage, all the three service providers have got full network coverage in all parts of Lira City at all times.

**k) Internet Cafes.**

There are Thirty six (36) Internet cafes in Lira City. However, most offices have Internet services.

**l) News Papers.**

Most of the national newspapers in Uganda are read in the City. This is because they are easily accessible by the population and also the population of Lira City are literate enough to read them, above all; the population of the great City can afford the newspapers.

**m) Courier Systems.**

There are three (3) companies providing courier services in the City, these are; Uganda Post, Yellow Pages and Daks Couriers. However, with the introduction of mobile phones and internet, the courier services in the City are out competed.

**n) Television Stations.**

There are no more television stations in Lira City due to management problems but the pay TVs providers are everywhere such as DSTV, Go-TV, Azam TV, Star times TV, Zuku TV and Free to Air.

## 2.1 Introduction (Overview of the Chapter)

Part 2.1.1 presents a general LG POCC Analysis in a Table as illustrated below

### 2.1.1 General POCC Analysis

Potentials	Constraints
<ul style="list-style-type: none"> <li>. Experienced, committed and qualified staff</li> <li>. Well established office accommodation and other facilities.</li> <li>. Favorable laws and policies</li> <li>. Availability of local resources programmes</li> <li>. Strengthened Capacity to Mentor, monitor community development services</li> <li>. Positive community attitude/response to participate in some government programmes.</li> <li>. Existence of community coordination structures.</li> </ul>	<ul style="list-style-type: none"> <li>. Skills and knowledge gaps</li> <li>. Insufficient funding to the city</li> <li>. Inadequate enforcement infrastructure</li> <li>. Negative attitude of the community on some government programs.</li> <li>. Duplication of services by development partners.</li> <li>. Narrow local Tax base</li> <li>. Covid 19 pandemic effects</li> <li>. Encroachment into Government lands by Locals</li> </ul>
Opportunities	Challenges
<ul style="list-style-type: none"> <li>. Enabling political environment</li> <li>. Vibrant Non for Profit Groups</li> <li>. Development partners support</li> <li>. Good /positive Community attitude</li> <li>. Existence of Banks and availability of micro finance institutions</li> <li>. Existence of a wide range of government programmes aimed at poverty reduction</li> <li>. Productive and committed communities in agro business</li> <li>. Biggest producer and exporter of oil seeds products</li> <li>. Existence of Land for Industrial Parks</li> <li>. Tarmacking Ryengkunye-Lira-Kitgum Road</li> <li>. Tororo-Lira-Kamdini (Great North Road)</li> <li>. Revitalization of Kampala-Tororo-Lira-Arua Rail Transport,</li> <li>. Construction of Anai Airport,</li> <li>. Extension of rural electrification under REA/UEDCL</li> <li>. NWSC</li> <li>. Lira Power Sub Station</li> <li>. Aler Industrial Park</li> <li>. Railway Industrial Park</li> <li>. Functional Industrial park functioning (Over 60 Agro processing factories)</li> <li>. A functional modern Main market</li> <li>. Proximity to Amach regional animal and produce market</li> </ul>	<ul style="list-style-type: none"> <li>. Inadequate Roads Equipment</li> <li>. Inadequate staffing levels to run the city</li> <li>. Inadequate transport equipment for coordination</li> <li>. Slow acceptance of city life style and policies</li> <li>. Unplanned annexed space</li> <li>. Manual revenue management system</li> <li>. Aging fleet of Health, Sanitation and Garbage management vehicles</li> </ul>

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>. Over 20 commercial banks</li><li>. A Functional Waste Composting Plant</li><li>. Sewerage lines and 2 dams</li><li>. Constant water supply from Kachung Lake Kwania</li><li>. Regional umbrella of water based in Lira City</li><li>. Availability of water for production</li><li>. Stable rain patterns</li><li>. Surrounded by fertile lands for city food supply</li><li>. Enough fish and animal products from lake kyoga and river Nile</li><li>. Regional electric power station</li><li>. Standard gauge railway line from Kenya to Sudan</li><li>. Over 50 hotels</li><li>. Modern bus terminal under construction (at design stage)</li><li>. Opened spaces; golf course. Mayor garden, Lorry park, A dyel playground, Coronation park, Football pitches at schools, 4 Roundabouts</li><li>. 1 Public University</li><li>. 2 Private Universities</li><li>. 1 Public Technical Institute</li><li>. 1 Nurses Training School</li><li>. 2 Regional Referral Hospitals</li><li>. Over 50 private technical and vocational schools</li><li>. Over 50 secondary schools</li></ul> |  |
|--|--|

### 2.1.2 Key Development Indicators

The LGDP reflects applicable national sector development Indicators presented in a box. This is in view of the NDPIII and the Uganda Vision 2040 Targets. Examples of Key Standard Development Indicators include: Number of persons below poverty line, literacy rate, maternal mortality rate, infant mortality rate, teacherpupil ratio

### 2.1.3 Life Standards Indicators

**Table: Lira City Key Life Standard Indicators, 2020**

Indicators	Lira City	National (Uganda)
Total population (Night)	249,900 (2021 Projection from NPHC 2014)	41,583,600 ((2020 Projection from NPHC 2014)
Total population (Day)	500,000	
Population Growth rate	2.88 %	3.77%
Teenage Pregnancy rate		
Fertility rate	8.9	6.9
Population Male (%)	49	49
Population Female (%)	51	51
Population density (per sq. Km)	361	
Average household size	4.5	4.7
Crude birth rate (per 1000)		52.2
Crude death rate (per 1000)		17.3
Infant Mortality Rate	127/1,000(UDHS 2011)	54/1,000
Neonatal mortality rate (per 1000)	27	
Maternal Mortality ratio	275/100,000(AHSPR 19/20	336/100,000
Under five Mortality Rate	64/1,000	90/1,000
Life expectancy males	63.73%	63.73%
Population below poverty line	66 %	
Teenage Pregnancy Rate	42%	
Dependence ratio		1:5

*Source: Lira City Planning Department Databank, 2020*

## 2.2 Human Capital Development

### 2.2.1 Human Capital Development Education

LGs will deliver services in conformity to the standards as dictated by the laws and regulations of Uganda but will also comply with the following:

**Table: Lira City Education Department MNSSD, 2020**

Indicator	MNSSD	City	Remarks
Teacher Pupil Ratio	1:55	1:65	Limitation in wage. Hence we are operating below the staff ceiling.
Teacher Disability children	1:5	1:68	Special need trained teachers are recruited within the general wage allocation.
Classroom Pupil Ratio	1:55	1:120	Inadequate grants for development projects initiation and implementation.
Male female teachers		2:1	Qualified female teachers are fewer for recruitment and deployment.
Repeaters	5.4%	3.9%	Inadequate use of continuous assessment of learners in schools.
Dropout rates	9.7%	4.3%	High levels of ignorance on the benefits of education in parents and community. High rate of poverty,
PLE Pass Rate	90%	98%	High syllabus coverage due to absenteeism of both teachers and learners.
Textbook : Pupil	3:1	7:1	High enrolment and Low level of storage and maintenance of books.
Orphan	32.9%	34.5%	High mortality rate of parents.
Classroom size	50m <sup>2</sup>		
Desk pupil ratio	1:3	1:6	Inadequate funds for acquiring desks and poor maintenance
Permanent teacher accommodation	At least 4 teachers	18%	Inadequate grants for development to construct staff houses.
Latrine stance pupil ratio	1:40	1:169	Inadequate grants for capital development to construct latrines.
Building maintenance	2% of capital expenditure	71%	It is a priority of council because there are many dilapidated structures that are overdue for rehabilitation
Number of school inspections per term	2	1:161	Associate assessor model is in use.
Midday Meals	100%	65%	Lack of trust in leaders and innovations by leaders.

*Source: Lira City Education Department Database, 2020*

## 2.3 Water and Sanitation Department

Water and sanitation Minimum National Standards of Service Delivery (MNSSD)

### 2.3.1 Clean and Safe Domestic (Drinking) Water Supply

#### g) Household Sanitation

S/N	Indicator	MNSSD	City	Remarks
1	Access	Household sanitation (Latrine coverage)		1. Percentage of households with access to improved sanitation 2. Household sanitation – Health 3. School sanitation – Education 4. Sewerage and public latrines/toilets – MWE
		Rural – 90%	86%	
		Urban – 100%	100%	
		Institutional Sanitation	75%	
		Schools: 40 pupils/stance	55:1	
		Health centres:	100%	
2	Hygiene	Evidence of availability and use of handwashing facility at every latrine	80%	Percentage of Hand washing availability and usage

### Urban Roads Minimum National Standards of Service Delivery

SN	Indicator	MNSSD	city	Remarks
1	Access (Km of road per 1000 people)	1:2	1:2	
2	Tarmac urban roads	11%	15%	
3	Urban roads in fair to good condition	50%	35%	
4	Street lighting coverage	10%	17%	25m interval along the street
5	Sidewalks coverage	10%	17%	1.5m width on both sides

### 2.3.2 Urban Water and Sanitation

SN	Indicator	MNSSD	Remarks
1	Access		
	Source to person Ratio	300 persons per borehole	Minimum yield should be 500 litres per hour At least 30m deep
		300 Persons per shallow well	Minimum yield should be 500 litres per hour

SN	Indicator	MNSSD	Remarks
		200 persons per protected spring	Minimum yield 333 litres per hour
		6 Persons per Yard tap	Minimum 250 litres per hour
	Daily Consumption per person	40 litres	
	Maximum walking distance to water source	0.2 km	
	Service Coverage (% of people served)	100%	
2	Collection/waiting time in the queue	30 minutes (maximum)	Time spent in the queue
3	Equity in facility distribution	At least one public water source per cell/zone	
4	Functionality of improved water sources at any point in time	8hour (min) of piped supply per day	
5	Compliance with national water quality standards	<ul style="list-style-type: none"> <li>• 95% for every protected point water source</li> <li>• 100% for every treated piped water source</li> </ul>	
6	Average investment cost	Urban US\$75	Average cost per beneficiary of new water and sanitation schemes
7	Community based management system		
	<b>Management</b>	1 active water board	
	Women per water committee	At least 30% of the board members should be women	
	Skilled/qualified mason/borehole technician per subcounty	At least one qualified system operator	

### g) Household Sanitation

SN	Indicator	MNSSD	Remarks
1	Access	<b>Household sanitation (Latrine coverage)</b>	1. Percentage of <b>households</b> with access to improved sanitation 2. Household sanitation – Health 3. School sanitation – Education 4. Sewerage and public latrines/toilets – MWE
		Rural – 90%	
		Urban – 100%	
		<b>Institutional Sanitation</b>	
		Schools: 40 pupils/stance	
Health centres:			
2	Hygiene	Evidence of availability and use of handwashing facility at every latrine	



**h) Physical Planning**

<b>SN</b>	<b>Indicator</b>	<b>MNSSD</b>	<b>Lira City</b>	<b>Remarks</b>
1	Area covered by detailed physical/structural plan	<ul style="list-style-type: none"><li>• Urban 100%</li><li>• City 50%</li></ul>	Former City Centre 50 Annexed sub counties 0%	City has planned to develop a master plan in FY 2021/22
2	Detailed new physical plans prepared annually per physical planner	100Ha	36 Sq Km for Former Lira City  285 Sq km for the new city	

## 2.2 Development Situation (Economic Development in key growth sectors)

### 2.2.1 POCC Analysis for Agriculture

Issue	Potential (internal factors, advantages and resources)	Opportunities (external factors that positively influence development)	Constraints (Internal disadvantages that might hinder achievements of selected development outcomes)	Challenges (external factors/obstacles that may hamper smooth development effort )
<p>Poor postharvest handling technologies and practices</p> <p>Poor markets and marketing systems for agricultural systems</p> <p>Weak/low levels and uncoordinated agricultural credits</p> <p>Limited processing and value chain facilities e.g. slaughter slabs, abattoirs, cold rooms, agro processing industries</p>	<p>Existence of extension workers to train farmers on postharvest handling</p> <p>An enabling environment for investment</p> <p>Government has provided agricultural loan facilities to commercial banks</p> <p>Functional collaboration with development partners</p> <p>availability of land for development</p>	<p>Public private partnerships with agro processing industries, milk coolers, butchers.</p> <p>Availability of agro based industries</p> <p>Many commercial banks are situated within the City to provide credit facilities to farmers.</p> <p>Government /political good will</p> <p>High market potential</p> <p>Availability of raw materials</p>	<p>Extension workers lack basic transport</p> <p>PPP fostered is still weak and tends to exploit the farmers.</p> <p>High interest rates coupled with lack of collaterals to facilitate access to the facility.</p> <p>High costs involved in investment and low turnover discourages the private sector participation.</p>	<p>Limited formal employment opportunities</p>
<p>Low agricultural production and productivity</p>	<p>Arable land, fertile soils, high yielding breeds and strains available,</p> <p>Existence of qualified extension workers in the City</p>	<p>Government and development Partner program AgroLED, agroindustrialization, Rigorous collaboration with the private sector to improve production and productivity of the herds (NAGRCDB)</p>	<p>Limited agricultural land; limited access to agricultural inputs; shortage of high yielding varieties and breeds.</p> <p>Limited number of staffs to enforce the regulations and laws.</p>	<p>Price volatility and market in access</p>

<p>High incidence of pests/parasites/vectors and diseases</p> <p>Fake / adulterated agro chemicals, veterinary drugs and inputs in the market</p>	<p>Availability of disease/pests/vector control mechanisms.</p> <p>Extension staffs and National Drugs Inspectors in place to regulate sale of safe and genuine drugs and chemicals</p>	<p>Availability of both government and development partners led programs to eradicate diseases</p> <p>Agro chemicals and drug shops have unqualified sales persons who do not understand the right chemicals and drugs</p>	<p>High costs involved in control of these pests/diseases/vectors</p> <p>Poor regulation of agro input business. Unqualified persons dispensing drugs and agro chemicals. Repackaging of agro chemicals against the set regulations.</p>	
<p>Inadequate facilities and knowledge for irrigation</p>	<p>Available water sources for irrigation</p>	<p>Establishment of smallscale and large scale irrigation facilities to boost agricultural production/productivity</p>	<p>Limited working capital and access to suitable agricultural finance with favorable terms for smallholder farmers.</p>	

## **Crop Sector**

The main crops grown in the City includes Maize, Sunflower, soybean, cotton, simsim, groundnuts, cassava, and water melon. These crops serve dual purpose of providing food and income generation. The sector activities are characterized by the use of rudimentary tools, subsistence practice, poor marketing systems, poor postharvest handling methods, customary ownership of land, under staffing and there is general decline of crop productivity. Agricultural extension fund at City has contributed towards activities of the sector, however funding is still inadequate. The sector activities are characterized by the use of rudimentary tools, subsistence practice, poor marketing systems, poor postharvest handling methods, customary ownership of land, under staffing and there is general decline of crop productivity. Agricultural extension fund at City has contributed towards activities of the sector, however funding is still inadequate.

## **Livestock Sector**

Livestock provides one of the best opportunities, given the ever increasing urban population providing high demand for livestock products for consumption. Currently, the sector has only three community cattle crushes located in Amuca, Ongura and Adekokwok parishes of Lira, Ngetta and Adekokwok respectively. A valley dam located at Tedam village in Ongura parish which needs desilting to provide water to livestock. The sector also has a functional diagnostic laboratory at production department. However, this laboratory can only handle a limited test due to lack of equipment, requiring more facilities to enable it handle all diagnostic needs. The abattoir which is a critical facility in disease control is in a dilapidated state requiring a total demolition and construction of a modern facility that can match international standards as per the FAO guidelines, public health act 2000 (meat Rules), animal welfare (cruelty to animals) act and the animal disease (control) act. A fish fry centre situated in Anai is not fully functional. This should act as a learning centre to fish farmers, a source of fry and fingerlings and a disease control and research center. The major livestock in Lira City includes; Cattle, Goats, Sheep, Pigs, Chicken, Ducks, Turkeys.

Incidences of pests like Ticks, Tsetse flies and other biting flies and livestock diseases (Tick borne diseases, Trypanosomiasis and Endoparasitosis) have remained high. Epidemics such foot and mouth disease (FMD) in cattle; Newcastle disease (NCD) and Fowl Pox, in Chicken; African Swine Fever in pigs still remain a major threat to the livestock sector. However, the livestock sector is also threatened by CBPP, PPR, Lumpy Skin Disease outbreaks. Diagnoses of all these conditions have always depended on clinical findings. Due to poor laboratory services and disease control facilities, insufficient funds, low farmer attention to livestock and low staffing in the livestock sector, control of the above diseases is still a challenge.

Increasing human population has reduced the available grazing land. Climatic change is affecting water and pasture quality and availability. Because of the contribution of livestock to increased crop production (especially when oxen are used), improved food and nutritional security to the people and income to the households and the high potential of using animal waste as source of energy (Biogas) and maintaining soil fertility (Manure) future programmes should continue to support the Livestock Industry by way of helping the farmers to acquire animals and giving support to Livestock pests and diseases control.

## Key Stakeholders in Agriculture

Key Stakeholders includes;

- **Slaughter facility:** The city authority will collect more revenue from the slaughter facility since more animals will be slaughtered in the facility serving the entire region.
- **The butchers:** The butchers and hide and skin dealers will make more money from the sale of clean uncontaminated meat which will have better storage. The hides and skins will have less damages therefore fetch more money from the sales of first class hides and skins.
- **General public:** Indirectly the general public will consume clean uncontaminated meat arising from a clean hygienic slaughter facility
- **Farmers:** Farmers will fetch more money from the sale of livestock as a result of increased consumption arising from trust in the quality of meat and meat products.

## Cross Cutting Issues

- **Gender and Equity:** encourage participation in farming by both members of the family by encourage savings and investment in agriculture, Promoting urban farming by involving both parents and children in the farming to act as a learning lesson to the children.
- **HIV/AIDS Issues:** HIV/AIDS among the meat handlers i.e. abattoir workers, butchery workers, cattle traders. This will be dealt with through Sensitization on HIV/ AIDS, Encouraging testing and enrolment on treatment, Encouraging adherence to treatment and fight stigmatization.
- **Environment Issues:** Promoting agro forestry as a mitigation measure for climate change. This will be done through the following interventions: Training farmers on the importance of agroforestry and the tree species that can be planted/intercropped with other crops, Procuring and distributing seedlings to farmers to promote agroforestry, Training tree nursery operators to integrate farming with tree planting.
- **COVID 19 Issues of Concern :** control/minimize the spread of covid19 within the work place and in the farming community

## Planned Interventions.

- Sensitization of farmers and workers on the dangers of covid19, how it is spread, control measures and how to manage when infected.
- Provide safety measures e.g. hand washing facilities and sanitizers

## Summary of Issues under Agriculture

- Prolonged dry spell
- Pests and diseases
- Poor Post harvest handling processes
- use of rudimentary tools
- subsistence practice
- poor marketing systems,
- customary ownership of land,
- under staffing
- general decline of crop productivity
- Inadequate Value addition equipment
- Climate change
- Withering of crops
- Low yields of crops and poor quality yields
- Poor quality grains
- Low prices of crop produce
- Low production and production leading to high poverty level
- Limited community cattle crushes
- Inadequate laboratory capacity for diagnosis
- Dilapidated Abattoir
- Nonfunctional fish fry centre
- Limited grazing land

## 2.2.2 POCC Analysis for Tourism

Issues	Potential (internal factors, advantages and resources )	Opportunities (external factors that positively influence development)	Constraints (Internal disadvantages that might hinder achievements of selected development outcomes)	Challenges (external factors/obstacles that may hamper smooth development effort )
(i) limited branding, marketing and promotion	Availability of space	Available radio stations	Limited funding, no tourism information center	Poor IT infrastructure
(ii) inadequate tourism infrastructure due to low investment in tourism	Availability of Investments potentials, available city tarmacked roads, existence of City Airfield and Anai Airport Gazette Land, hotels and lodges	Availability of donors support, USMID project tarmacking city roads, Government policy to develop regional airports	Inadequate budgetary provision in tourism sector, limited funding, insufficient and poor road network	Inadequate opportunities that may hinder improvement in tourism sites
(iii) inadequate and unskilled manpower/personnel;	A dynamic and energetic young population	Government skilling and education programmes	Un educated and un skilled labour force	Limited formal employment opportunities, no training institutions
(iv) Weak institutional, policy and regulatory framework due to weak coordination, outdated and non-deterrent laws, and small staff	Government laws and regulations in place, existence of commercial officers to enforce legal	Government institutions and development partners, existence of UTB	Inappropriate utilization of laws and regulations, noninvolvement of local governments	Inadequate capacity building for the responsible officers, UTB absence on the ground

strength.	compliance			
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#### 2.2.4 Trade, Industry and Cooperatives

Trade, industries and Investment sector links directly to the aspiration of Agenda 2030 (SDG2, and 9), to end hunger, achieve food security, improve nutrition and promote sustainable agriculture as well as promoting inclusive and sustainable industrialization and foster innovation. The sector also seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all in line with SDG 8. Similarly, it addresses Agenda 2063 (Goal5) aspiration to have modern agriculture for increased production and productivity and the EAC Vision 2050 to promote value addition through agro processing.

<b>Issues</b>	<b>Potential (internal factors, advantages and resources)</b>	<b>Opportunities (external factors that positively influence development)</b>	<b>Constraints (Internal disadvantages that might hinder achievements of selected development outcomes)</b>	<b>Challenges (external factors/obstacles that may hamper smooth development effort )</b>
High cost of doing business	Utilities (power/UMEME & UEDCL and water/NWSC) availability, available road network and telecommunication facilities	Availability of financial institutions/banks, government credit facilities(crop finance, agricultural credits, etc.), ongoing government tarmacking more roads	No collaterals, high and double taxes	High costs of utilities (power and water), poor road infrastructures, no road and air transport, high interest rates
Limited production and organizational capacity	Available capital	Available market demand, cheap labour, available raw materials, inputs and utilities, favorable policies	Little business skill and knowledge, low levels of technology uptake & innovations, low entrepreneurial skills	Irregular and high costs of power supply
Absence of a strong supporting environment	Government and regional trade liberalization policies, Local association of MSMEs and Chamber of Commerce in	Government policies such as Buy Uganda Build Uganda (BUBU), EAC & COMESA economic cooperation, etc.	No products development, market and marketing research, inability to research for, obtain and utilize favorable	Poor trade protection polices and regulations, No local policies, ordinances and byelaws, poor enforcements



	engaging and influencing policies		government business policies, laws and regulations, underdeveloped cooperatives	
Weak enforcement of standards and the proliferation of counterfeits in the market	Local government enforcement personnel	Agricultural police, existing laws and regulations	Public ignorance on detecting counterfeits, no knowledge of existing standard	No funding, few enforcement staff
Inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas	Willingness and commitment of private sector players for partnership, available private sector human resources	Favorable NDP III priorities, sustainable national resources envelop, Political will and commitment	Inability to lobby government for investments, weak & uncoordinated private sector, Informal private sector and business, few registered formal businesses and corporations	Inappropriate national prioritization, Insufficient resource allocations

The economy of Lira City is mainly based on informal small to medium scale trade and commerce activity (81%), agroprocessing (3.1%), and commercial activities and banking (15.9%). Lira City serves a wider base of markets including, but not limited to; the Northern and NorthEastern Cities of Gulu, Amuru, Nwoya, Kitgum, Pader, Abim, Kabong, Agago, Lamwo and Kotido, and Kampala. The main investment opportunities are agro processing (the City has a rich agricultural hinterland), real estate, transport, hotel and conference facilities, storage and warehousing, construction plant & equipment, consultancy, sale of compost, deposit taking microfinance institutions, and tourism.

Despite growth in small scale industries in Lira City, however, high cost of doing business, limited production and organizational capacity, absence of a strong supporting environment, weak enforcement of standards and the proliferation of counterfeits in the market, inadequate knowledge and skills along the agroindustry value chain and poor coordination and inefficient institutions and inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas the industrial sector yet weak and uncompetitive to sustainably drive growth. Proposed Aler Industrial Park Land is heavily encroached, lacks basic infrastructures such as roads, power, water, waste dumping sites, etc.

### Stakeholders

Direct Beneficiaries will be investors, youth and unemployed citizens for jobs at the industries; local government for potential revenue enhancement; Indirect Beneficiaries being household members and community for improved household incomes and livelihoods while the Project Affected Persons will be neighboring families utilizing the land and those whose properties will be affected by the project who will need relocations and compensation

### **Cross cutting issues**

- **Gender and Equity Issue of Concern** : Mainstreaming and integration of gender and equity in Trade, Industry and Investment sector programs, plans, budgets and reports

### **Planned Interventions**

- Training division commercial officers on gender and equity responsive planning, budgeting and reporting
- Collection, analysis and dissemination of gender and equity data and information for evidenced based planning and decision making
- Technical backstopping support to Divisions on gender and equity programming
- Preparation of Lira City and City Divisions gender and equity compliant plans, budgets and reports.

**HIV/AIDS Issue of Concern:** Addressing HIV/AIDS in the sector programs

### **Planned Interventions**

Mainstreaming HIV/AIDS in development planning process

**Environment Issue of Concern:** Urban waste generation in the trade sector

### **Planned Interventions**

- Awareness and sensitization on waste management

**COVID19 Issue of Concern:** Containing COVID19 spread and infections

### **Planned Interventions**

- Procurement of SoPs requirements for office use (hand washing facility, detergents, sanitizers, protective face masks, etc)
- Adhering to and enforcement of COVID19 SoPs compliance
- COVID19 awareness and sensitizations

### **Summary of Development Issues**

- High cost of doing business
- Limited production and organizational capacity
- absence of a strong supporting environment
- weak enforcement of standards and the proliferation of counterfeits in the market
- inadequate knowledge and skills along the agroindustry value chain a
- poor coordination and inefficient institutions
- inadequate strategic and sustainable government investments
- partnerships with the private sector in key growth areas
- the industrial sector yet weak and uncompetitive to sustainably drive growth
- Inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas.

### **2.2.5 Financial Services**

The financial services sector provides financial services to people and corporations. This segment of the economy is made up of a variety of financial firms including banks, investment houses, lenders, finance companies, real estate brokers, and insurance companies. As noted above, the financial services industry is probably the most important sector of the economy, leading the world in terms of earnings and equity market capitalization. Large conglomerates dominate this sector, but it also includes a diverse range of smaller companies.

The major banking financial institutions in Lira City includes; Bank of Uganda Currency Centre, Stanbic Bank, Centenary Bank, Bank of Africa, Kenya Commercial Bank, DFCU Bank, Equity Bank, Housing Finance, Diamond Trust Bank, and ABSA Bank. The major Micro Finance banks are Pride Bank and FINCA Bank. The insurance companies include; UAP, Sanlam Uganda Life Insurance, and ICEA among others. All these banks offer loans and savings to their customers.

### **2.2.6 Economic/Productive Infrastructure**

The economy of Lira City is mainly based on informal small to medium scale trade and commerce activity (81%), agro-processing (3.1%), and commercial activities and banking (15.9%). Lira City serves a wider base of markets including, but not limited to; the Northern and North Eastern Cities of Gulu, Amuru, Nwoya, Kitgum, Pader, Abim, Kaabong, Agago, Lamwo and Kotido, and Kampala. The main investment opportunities are agro processing (the City has a rich agricultural hinterland), real estate, transport, hotel and conference facilities, storage and warehousing, construction plant & equipment, consultancy, sale of compost deposit, microfinance institutions, and tourism. Lira City has over 51 registered saccos who are benefiting from presidential cash initiative called emyooga. These SACCOS are categorized under 18 clusters including; Boda Boda riders, tailors, taxi drivers, restaurants, welders, market vendors, women entrepreneurs, youth leaders, people with disabilities, journalists, performing artists, veterans, fishermen, private teachers, and elected leaders. Other SACCOS includes; Lira Market Vendors Association, Lira Butchers Association and Lira Bus Park Association.

Government will continue to develop the financial sector and its infrastructure in an effort to catalyse the mobilization of domestic savings and investments. To that end, and in light of the country's Financial Sector Development Strategy (FSDS) four strategic interventions will be implemented, namely: (i) Increasing access to and use of finance, to be able to channel available resources into formal platforms, priority actions will target offering a wide range of products and services through expanded delivery channels including Digital Financial Services (DFS), Credit, Non-Life and micro insurance, micro pensions, agriculture finance, agent banking among others. In addition, financial literacy programmes with a particular emphasis to digital finance is critical in accelerating use and access to formal finance. (ii) Increasing access to long-term finance, as a way of mobilizing savings and channeling them to areas where they are most needed, the capital markets infrastructure will be developed. This will also be complimented with efforts of expanding retirement benefits, increasing life insurance penetration, improving provision of long-term finance by development finance institutions among others. (iii) Strengthening innovation and supporting infrastructure by supporting and fostering innovations in the financial sector as well as the financial markets infrastructure development. (iv) Strengthening financial stability and integrity. This will involve strengthening the regulatory and supervisory capacity of the various players in the financial sector in order to enhance financial consumer protection, prevent and mitigate the financing of terrorism as well as countering money laundering vices that may jeopardize the country's financial systems. Financial Services in the Lira City are affected by the following challenges; **high cost of credit, limited access to credit due to lack of collateral**

securities, high interest rates, and fewer borrowers due to poverty caused by COVID 19, unsecure online transfers of funds and limited network coverages. Over 70% of SACCOS are not registered by the authority hence making it very risky to offer banking services

### Key Stakeholders

The major stakeholders involved in financial services sector includes; Business men and women, schools, community groups, bank of Uganda, SACCOS, Insurance Companies, individual borrowers and City Authority

### 2.2.7 Water for Production (WfP).

Water resources in the city include the swamps, protected water sources for consumption and National Water. The main swamp is. The current safe water sources bore holes, springs; shallow wells and piped water are not sufficient to meet needs of the community. Rain is also an additional source of water in the Subcounty.

### 2.2.8 Transport (Road DUCAR)

Transport Situation both motorized and non-motorized transport modes are used in Lira City Council. The most common forms of transport are walking, bicycles, motorcycles and commercial vehicles (trucks, pickups and buses). Lira City has a total of about 37 kilometers of paved roads, 183kms of Gravel and 66kms of Earth road roads. The expected length of road adequate to serve the city is about 800km.

### POCC Analysis for Transport (Road DUCAR)

Issues	Potential	opportunity	Constraints	challenges
<b>Poor motorized Roads/ unopened and unplanned Road network</b>	Priority investment area by Government	Availability of Government and Donor funding, i.e. URF, World bank	Inadequate locally raised revenue to maintain infrastructure/ equipment.	Partial physical development Plan
	Availability of local Contractor with margin of preferences offered.	Room for private sector participation in large road development projects under the PPP	Maintenance Backlog.	Little or No implementation of developed policies.
	Existence of and availability of most construction material.	Existing government policies	High Maintenance Cost.	Lack of full fleet of construction and maintenance equipment
	High number of Low skilled labour force to integrated Labor construction technology.	Increased motorized transport	Low capacity of local contractors to implement projects both in terms of technical and financial capacity	Lack of credit to facilitate capital intensive activities such as bridges etc.

	Well trained and competent staff		Lack of transport for operations within the department	Stringent conditions to access credit form funding agencies
<b>Mushrooming unplanned housing development</b>	Increased Business boom	Availability of city physical development plan/ committee to handle developments	Rapid urbanization, where planning is done after development of housing infrastructure	External support from private sectors
	Existence of building control act 2010	Private sector contribution of and construction of housing units	Lack of / inadequate enforcement during construction	Lack of Compensation funds from government
<b>Inadequate/ lack of construction equipment</b>	Co sharing of equipment with surrounding city equipment for light maintenance.	Government prioritizing investment in infrastructure development.	Frequent breakdown of existing equipment with major repairs required  The entity has recently been elevated to city status, meaning more length of roads and therefore more	Lack of credit/funding to purchase of equipment
	Existing equipment for light construction	Availability of Private sector players who own and hire out equipment	Lack of own source revenue/funds and inadequate fund to repair broken down equipment.	High cost of purchase of equipment
	Trained operators of equipment employed by Government	Room for Capacity building as more fleets of equipment are got.	Lack of Heavy duty equipment for major works	
<b>Rise in Road crashes and accidents</b>	Existence of Road safety furniture to guide traffic.	Existing regulatory transport and policy on road safety	Unsafe, narrow Road (single lane) infrastructure with unsafe accesses into primary from secondary Roads	Lack of/ inadequate enforcement of traffic rules and regulation
			Lack of Road safety awareness	Inadequate land use planning to expand on the Road lanes especially in the city centers

	Annual Road safety awareness campaigns		Poor Road users behavior attitudes towards road safety measures	Lack of automatic vehicle inspection facilities in the country to check vehicle road worthiness
			Drivers not trained and lack drivers permits to operate vehicle.	Lack of computerized driving permit issuance centers
			Lack of road safety engineering knowledge causing design and implementation of safe roads secondary	Lack of political will to Fund Road safety measures

**Roads**

Lira City has a total road network of 384 km. Out of this, only 44 km is paved climate proof and this represents 11% of the total network. This means 89% of the road network is not climate smart. The city has one bus terminal which has old poorly paved surfacing with damaged storm water drains. On top of the narrow concrete drains are steel covers which are bent in most parts. Taxi Park also exists but the surfacing is graveled. Some gravel on the surfacing are peeled off and require a rework. Bodaboda cycle stages are not provided for in most of the climate proof roads infrastructure as such they end up using part of the roads to wait for passengers. On gravel roads, the bodabodas use the roads anyhow since there is no demarcations of where to stop. The City has road side drains, cross drains and few miter drains that lead storm water out of the roads. The drains are structures that support the roads infrastructure by removing water from the road surface. Water is known to be an enemy number one of the road. If more road surfaces, bus terminal and taxi parks are strategically paved, there will be better City with better plans and organized transport infrastructure. Currently, USMID is providing support to Local Government through construction of roads, parks, beautification of open spaces, commercial activities. So far, 6.9 km of roads have been constructed, beautification of Coronation park, renovation of administration block, fencing of City yard, all under USMID. Low cost sealing technology was also utilized to pave 600 m of road.

The current status of the City transport infrastructure reveals that Earth roads is 52%, gravel road is 37% and paved roads accounts for 11% of the total network. Results from the City annual roads inventory data reveals that earth and gravel roads which has the biggest percentage composition (89%) of our roads network, have huge challenges especially in rainy season. This makes is disadvantageous to our farmers who use these roads to access markets in the city. Similarly, trading activities is significantly reduced during wet season because of the degraded roads arising from rains. The city has no equipment to construct the new roads which are climate proof. The funds received in the city is also inadequate to address the challenges of climate proof transport infrastructure

Limited movement of goods, higher prices due to poor access, lack of innovative ideas due to limited exposure, and many other factors are consequences of poor transport infrastructure.

In the 1980s there used to be trains that transport goods across the country and as such farmers, traders, manufacturers, etc., were not affected by poor roads infrastructure that is frequently affected by rains.

Therefore, lack of climate proof strategic infrastructure is a big hindrance to economic development of the City and hence great need to prepare and upgrade the roads to climate smart state.

Provide an explicit definition of the problem to be addressed in terms of challenges, constraints or gaps that the market or private sector cannot resolve and:

- I. Mention the likely causes of the problem both direct and indirect and
- II. Give a brief insight of the likely consequences if no government intervention is

### **Transport Equipment**

Lira city currently has 1 old grader issued in 2009, one tractor with trailer, one old pedestrian roller, one old pickup truck and one new asphalt cutting machine. The entity has recently been elevated to city status, meaning more length of roads and therefore more reliable sets of roads equipment both for gravel and paved roads maintenance. The roads equipment all are old and frequently breaks down meaning high cost of repair. The grader needs complete engine replacement and this cannot be supported by the meager city budget. The City had 66 km of earth roads representing 42% of the total road network, 55 km of gravel roads representing 35% of the total road network, and 36 km of paved roads representing 23% km of the total road network. After the elevation to city status, the network increased from 157 km to 384 km with earth road being 196 km, gravel taking 144 km and tarmac roads taking 44 km. This means that the city now requires two complete new sets of roads equipment to maintain both paved and unpaved road network. The public has continued to observe Gully, ruts, pot holes, poor drains, and general crossing by storm water whenever it rains. This has raised concerns among communities in the city, and yet there is only one grader without a roller to use on these roads. The entity was previously advised to borrow from the Lira City Local Government but the City has its challenges of completing all its projects first, and also complete subcounty works before releasing the equipment to the council. In many instances, the Council is forced to complete its roads maintenance work in the following financial year. The city has an old grader, an old tractor with trailer, an old pickup truck, an old pedestrian roller which is to maintain 384 km of the roads. The entity has been planning for periodic maintenance of approximately 2 km and routine mechanized maintenance of 40 km per year and yet the demand for motorable roads has been for about 5 km for periodic maintenance and 80 km yearly for unpaved roads. This leaves a huge gap in the motorability of the roads, which can only succeed when reliable equipment is in place. Some roads require shaping twice a year and if not done, the roads remain unmotorable.

The primary function of the entity is to ensure there is access to all places within the city and this can only be sustained using good roads equipment.

### **Street Lights**

Lira City had one street which was well lit using grid power right from the colonial time. At African Quarters, Russian Quarters and Senior Quarters, there were also street lights. Over time,

the town expanded, population increased more streets were opened, and these lamps became old and difficult to maintain by local authority due to cost of electricity. Corporate bodies such as banks also provided some lamps in form of Corporate Social Responsibility. There were few lamps which could give light up to 2013, when a World Bank funded USMID project was introduced. USMID constructed 7 km of Asphalt Concrete roads, beautified Coronation Park and installed 289 street lamps run by solar energy along these roads.

The City has had a big challenge of limited funding to light up all the key roads, poor community attitude towards street light that led to vandalism, Poor maintenance crippled the pervious existing street light in the CBD, etc.

The installation of street lights has improved the on security and enhanced commercial activities with the city centre. Additional installations in key strategic commercial areas such Markets Bus Parks and Roads e.t c will greatly improve competitiveness in our commercial city.

Lira City grew from a small town in 1974 in to a City in 1984 and into a city in 2020. As it grew, population grew, crime rate increased, industries sprung up, and commercial activities increased significantly.

As the town grew, there were urban challenges such as crime, reduction in green cover, poor health care system, unplanned settlements, etc. became eminent. The town expanded, and yet street lights installed during colonial time remained at the Central Business City (CBD).

With time, regimes changed, priorities changed, area coverage changed and there was need to curb the growing urban challenges, one of which was introduction of street lights.

The introduction of streetlight will reduce crime rates among city dwellers thus improvement in security, and enhanced commercial activities.

### **Key Stakeholders involved**

- Community/Residents along the roads – Likely impact: Easy access to places,
- City Authority Likely Impact: cost of maintenance
- Motorists – Likely impact: Reduce vehicle maintenance cost, Lower accident risk,
- Traders Likely impact: more business opportunities
- Police – Likely impact: Improved adherence to law and order

### **Cutting Issues**

- **Gender and Equity Issue of Concern** : women participation in the work, Sexual arrestment
  - **Planned Interventions.** Provision of separate shelters for places of conveniences,
- **HIV/AIDS Issue of Concern:** high transmission
  - **Planned Interventions:** sensitization, testing and counseling
- **Environment**
- **Issue of concern** : Tree planting, toughing, borrow pit



- **Planned Interventions.** Tree planting, grass cutting, restoration of borrow pit
- **Covid 19 Issue of Concern : SOPs and Testing**
  - **Planned Interventions:** Testing of covid19, Buying sanitizer, Wash hand jerican, temperature gun

### **Summary of Issues**

- Partial physical development Plan
- Little or No implementation of developed policies.
- Lack of full fleet of construction and maintenance equipment
- Lack of credit to facilitate capital intensive activities such as bridges etc.
- Stringent conditions to access credit form funding agencies
- External support from private sectors
- Lack of Compensation funds from government
- Lack of credit/funding to purchase of equipment
- High cost of purchase of equipment
- Lack of/ inadequate enforcement of traffic rules and regulation
- Inadequate land use planning to expand on the Road lanes especially in the city centers
- Lack of automatic vehicle inspection facilities in the country to check vehicle road worthiness
- Lack of computerized driving permit issuance centers
- Lack of political will to Fund Road safety measures.

### **2.2.9 Energy**

The majority of the population of the city use charcoal and less of wood fuel to meet their energy needs. The use of wood fuel and charcoal leads to deforestation causing decline in forest cover. This is one of the causes of climate change. Promotion of the use of energy saving/efficient cooking stoves, gas, pressure cookers, solar, biogas and tree planting for domestic fuel consumption would be feasible mitigation measures against climate change. Considering the impact of climate change on the population, the sector will engage in community mobilization, advocacy and sensitization on use of efficient energy saving cooking and lighting technologies, tree planting and environmental conservation. Only 18.6% uses electricity for lighting. Access to electricity is at about 50%. There is still high cost of electricity. The main source of energy for cooking is charcoal.

**Table \_\_POCC Analysis for Sustainable Energy Development**

<b>Issues</b>	<b>Potential (internal factors, advantages and resources)</b>	<b>Opportunities (external factors that positively influence development)</b>	<b>Constraints (Internal disadvantages that might hinder achievements of selected development outcomes)</b>	<b>Challenges (external factors/obstacles that may hamper smooth development effort )</b>
over reliance on biomass sources in the energy mix (Deforestation)	Availability of forest reserves Cheaper source of energy Availability of market Easy access	Population increase High demand for the charcoal Insufficient alternative sources of energy Affordability	Tradition and cultural attachment/values Delay in innovations and implementation	High Cost of fuel wood and demand High cost of electricity Land acquisition
Waste Generation	Availability of sorted waste for biogas Agro based Solid waste Existence of land fill and dumping sites/compost plant	A large percentage of waste are agro based Poor methods of disposing waste Garbage trucks and tricycle land	Unsorted waste Cost of maintenance of trucks and other equipment's Lack of capacity Limited holding ground/collection points	No unconditional grant for waste management Limited capacity to collect all the waste Lack of waste data Low capacity of reuse, recycle and reduction
constrained electricity transmission and distribution infrastructure;	Existence of water resources for generation Availability of power sub station Main power lines and pylons	Increased population Existence of small and medium scale industries Urbanization ESIA (Environment and Social Impact Assessment)	High cost of generation, transmission and distribution Limited adherence to compliance	Low knowledge and skills for installation Environment health and safeguards issues Power theft and vandalism High cost of generation
Limited access to offgrid solutions	Existence of main lines Availability of power station and transformers	Readily available materials for poles Rural electrification program	High cost of connection High tariffs Power fluctuation Regulator blackouts	Illegal connection Scattered trading centers and settlements poverty

5 limited productive use of energy;	Available alternative power source Underutilization of power Innovation and technology	Small scale industries	Unstable power	Lack of productivity
long lead time of energy projects;	Existence PPDA Act availability of contractors existence of Ministry of Energy and Mineral Development	Donors and development partners support NEMAESIA	Capital Development requires intervention of the central government	Borrowing money without plan Bureaucratic procurement process High interest accrued on loans Variation in contract sum
low levels of energy efficiency	Alternative energy e.g. briquettes Use of Solar Energy Use of biogas Energy saving stoves Storage of power	Advance technology Utilisation of pressure cooker gas	Lack of information and knowledge	Limited capacity Inability to store energy affordability
Under utilisation of other energy resources/untapped resources	Presence of locally generated energy from saw dust solar from the sun cheap appliances underground/geothermal energy	Improvement in science technology and innovation	Limited research and documentation	Inadequate knowledge and awareness
Uncoordinated intra and inter sectoral planning.	Presence of MDAMinistry, Department and Agencies together with local governments Energy working groups and committee Development partners Higher institution of learning and academia	Existence of intergovernmental agencies Collaboration with civil society organization	Lack of information sharing Uncoordinated planning processes	Divergent interest from different MDAs Corruption

### Cross cutting issues

- **Gender and Equity: Issue of Concern** : Higher consumption of charcoal
  - **Planned Interventions:** Promoting clean energy such as gas, electricity

### Summary of Issues

- High Cost of fuel wood
- High cost of electricity

- Low knowledge and skills for installation
- Environment health and safeguards issues
- Power theft and vandalism
- High cost of generation
- Illegal connection
- Scattered trading centers and settlements
- poverty
- Inability to store energy
- affordability

#### **2.2.4 ICT**

Currently, Lira City does not have good, constant and stable internet connectivity, there is no ICT hub to help both staff and community to have access to online information. The city has a Public Library with internet connectivity but the network does not cover every offices due to its weak signal strength, sometimes officers are forced to go to Hotels, café to get better internet connectivity while doing office work, sometimes Officers used their personal telephones to provide internet connectivity in their respective Offices. Currently, Planning Department had procured some small routers but its capacity cannot handle the pressure of down loading/ uploading documents from various offices. The connection to NITA optical fibre is also on going. Students, academicians, researchers and the public are supposed to conduct their studies using internet provided by Lira City Public Library but due to its limited capacity, limited number of people always have access. Therefore, there is need for the construction of ICT Centre for Excellence that would benefit both Lira City staff and the Community and the entire Lango sub region and beyond. The ICT Centre of Excellence will be used to train youth and other well-wishers on how to use computers since not everybody could use computer. It will provide free internet services to the Community of Lira City currently there is no ICT hub in the City apart from some few small internet café, if this ICT centre for excellence is built, Businessmen and women would use the same ICT centre to source for markets for their goods and services, money will be saved in terms of transport, accommodation etc. The Centre will be an ICT skilling centre whereby everybody will be trained and allow to access the facility as long as one adheres to COVID19

#### **Stakeholders.**

The stakeholders in this project will be Technical staff of Lira City Council and its Divisions staff, students, researchers, Businessmen and Women and any other persons who feel like utilizing the ICT Centre.

#### **2.4 Human and Social Development -Health**

The city boasts a total of 26 licensed health facilities duly reporting to the national web based health information reporting system (DHIS2). Twelve (12) of these are government owned, five (5) private not for profit (PNFP) or faith based, and nine (9) are private for profit.

Two of the government facilities; Lira Regional Referral Hospital and Lira University Hospital are regional referral hospitals providing specialist services to the population of Lira City and the sub region and reporting directly to the central government.

PAG Mission Hospital, a PNFP facility has just been upgraded to a hospital status, qualifying it for a substantial increase in PHC funding support and specialist health personnel to enable it provide the minimum package of care for the level.

There are eleven (12) level III health facilities; eight (8) of these are government owned and directly reporting to the City Council Health Office, two (2) government owned but report to the line ministries (UPDF Army barracks HC and UPS Lira Prisons HC) while three are private not for profit health facilities (Faith based). IN accordance with the Ministry of Health guidelines, two level III facilities will be upgraded to level IV, one in each of the divisions. For this reason, processes for this elevation have already started for Ober HC of Lira City West division.

There are a total of three (3) level II facilities, two government owned and one private not for profit. The City council is cognizant of the deliberate drive to elevate all level II facilities to level III and this will constitute our commitment for the next five years.

A total of nine licensed private for profit facilities augment the health services deliveries within the City.

### POCC Analysis for Health

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<b>Low ANC IV Attendance rates</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Complementary NGOs; Reproductive Health Uganda, Marie Stopes</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Some dilapidated health infrastructure</li> <li>• Lack of transport at the City, subdivision and facility levels to support health services delivery</li> <li>• User fee at PNFP facilities</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• The practicing TBAs</li> <li>• Traditional community attitudes</li> <li>• Limited supply of essential maternal health medical commodities</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<b>Low Institution delivery rates</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• Inadequate space for critical health</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> </ul>

	<p>available in all the lower local government units</p> <ul style="list-style-type: none"> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Complementary NGOs; Reproductive Health Uganda, Marie Stopes</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> <li>• One referral ambulance is available, stationed at the city health office.</li> </ul>	<p>care services at selected facilities</p> <ul style="list-style-type: none"> <li>• Some dilapidated health infrastructure</li> <li>• Inadequate supply, availability and access to essential medicines, commodities and equipment</li> <li>• User fee at PNFP facilities</li> <li>• Lack of transport at the City, subdivision and facility levels to support health services delivery</li> </ul>	<ul style="list-style-type: none"> <li>• The practicing TBAs</li> <li>• Traditional community attitudes</li> <li>• Limited supply of essential medicines and maternal health commodities</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<b>High mortality of premature and under weight babies</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Complementary NGOs; Reproductive Health Uganda, Marie Stopes</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• HRH capacity gaps limiting the scale and quality of services</li> <li>• Lack of essential equipment, medicines and medical commodities for newborn care</li> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Lack of convenient referral transport mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• The practicing TBAs</li> <li>• Traditional community attitudes</li> <li>• Limited supply of essential medicines and newborn and child health commodities</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<b>Low DPT3 coverage</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• Lack of transport at the City, subdivision and facility levels to</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• The emergence of COVID19, the restrictive control measures and</li> </ul>

	<ul style="list-style-type: none"> <li>• Effective cold chain system in place at all the facilities</li> <li>• Health Care staff knowledgeable on the national immunization program</li> <li>• Functional community health structure in the form of VHTs and community vaccinators</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<p>HC, Gift Life Clinic, Down Town Medical Center</p> <ul style="list-style-type: none"> <li>• Child Health Days of April and October provide opportunities for bridging the coverage gap</li> <li>• Supportive health programs; UNEPI</li> </ul>	<p>support health services deliver</p>	<p>associated risk for occupational hazard</p>
<b>Low IPT2 coverage</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Complementary NGOs; Reproductive Health Uganda, Marie Stopes</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• Some dilapidated health infrastructure</li> <li>• Lack of transport at the City, subdivision and facility levels to support health services deliver</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<b>High Malaria Cases</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> </ul>

	<ul style="list-style-type: none"> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• The existence of the office of the Malaria Focal point at City city/City to coordinate Malaria control activities</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> <li>• Supportive health programs; NMS, Malaria Control Program</li> <li>• Mosquito Parricidal spray program recently launched in</li> <li>• Lira City</li> <li>• Periodic distribution of the LLITN</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Some dilapidated health infrastructure</li> <li>• Inadequate supply, availability and access to anti malaria medicines and commodities</li> <li>• Lack of transport at the City, subdivision and facility levels to support health services deliver</li> </ul>	<ul style="list-style-type: none"> <li>• The credit line allocation for malarial medicines and commodities fall much short of the local need and demand</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<p><b>High admission rates and mortality from Injuries due RTA and other causes</b></p>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Complementary NGOs; Reproductive Health Uganda, Marie Stopes</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> <li>• Supportive health programs; NMS</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• HRH capacity gaps limiting the scale of services delivery</li> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Some dilapidated health infrastructure</li> <li>• Inadequate supply, availability and access to essential medicines, commodities and equipment</li> <li>• Limited medical imaging capacity</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• Central allocation for essential medicines, commodities and equipment fall much short of the local need and demand</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>



			<p>to inform health care</p> <ul style="list-style-type: none"> <li>• Lack of convenient referral transport mechanism</li> </ul>	
<p><b>High morbidity and mortality from respiratory tract infections</b></p>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> <li>• Supportive health programs; NMS, ACP, NTL, UNEPI</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• HRH capacity gaps limiting the scale of services delivery</li> <li>• Inadequate medical laboratory and radiological investigation capacity to inform care</li> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Some dilapidated health infrastructure</li> <li>• Inadequate supply, availability and access to essential medicines, commodities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• The credit line allocation for essential medicines, commodities and equipment fall much short of the local need and demand</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<p><b>High HIV viral load Nonsuppression rates among children and adolescents</b></p>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established laboratory hub system facilitating VL investigation</li> <li>• Supportive health programs; ACP, CPHL,</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• HRH capacity gaps limiting the scale of services delivery</li> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Poor optimization of children and adolescents on their ARV regimen</li> <li>• Frequent stock outs of ARVs</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• Inadequate supply of ARV to the ART sites</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>

	<p>monitoring and supervision</p> <ul style="list-style-type: none"> <li>• Quarterly health management team review meetings</li> </ul>		<ul style="list-style-type: none"> <li>• Low level of client retention and adherence</li> </ul>	
<b>High unmet need for Family planning services</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Complementary NGOs; Reproductive Health Uganda, Marie Stopes</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Supportive health programs; NMS</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• Inadequate availability and access of sexual reproductive health services including family planning.</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<b>Low TB case detection and Treatment Success rates</b>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> <li>• Supportive health programs; NMS, ACP, NTLP</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Adyel HC III but not accredited</li> <li>• HRH capacity gaps limiting the scale of services delivery</li> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Limited facility and community screening and follow up for TB</li> <li>• Inadequate medical laboratory and radiological investigation capacity to inform care</li> <li>• Frequent stock outs of commodities for TB management</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• Inadequate supply of TB medicines and commodities</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>

<p><b>Increase mortality from noncommunicable disease especially</b></p>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Complementary NGOs; Reproductive Health Uganda, Marie Stopes</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> <li>• Supportive health programs; NMS, ACP, MCP, NTLP, UNEPI</li> </ul>	<ul style="list-style-type: none"> <li>• HRH capacity gaps limiting the scale of services delivery</li> <li>• Inadequate space for critical health care services at selected facilities</li> <li>• Inadequate medical laboratory and radiological investigation capacity to inform care</li> <li>• Inadequate supply, availability and access to essential medicines, commodities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• Inadequate allocation and supply of essential medicines, commodities and equipment for health care</li> <li>• The emergence of COVID19, the restrictive control measures and associated risk for occupational hazard</li> </ul>
<p><b>Increasing incidence of COVID19</b></p>	<ul style="list-style-type: none"> <li>• Availability of policy guidelines for health care</li> <li>• Health Infrastructure available in all the lower local government units</li> <li>• The health facilities are largely well staffed</li> <li>• Functional community health structure in the form of VHTs</li> <li>• Integrated quarterly health services monitoring and supervision</li> <li>• Quarterly health management team review meetings</li> </ul>	<ul style="list-style-type: none"> <li>• The city task force is in place</li> <li>• COVID19 management structures; Quarantine center, treatment center, IPC teams and mentors are all in place</li> <li>• Implementing partners in place; USAID RHITESN, Lango,</li> <li>• Private for profit Health Facilities; City Medical Center, Charis HC, Ayira HC, Gift Life Clinic, Down Town Medical Center</li> <li>• Well established referral facilities from level II to regional referral hospital</li> </ul>	<ul style="list-style-type: none"> <li>• HRH capacity gaps limiting the scale of services delivery</li> <li>• Health facilities are almost all lacking in the requisite protective gears</li> <li>• Limited laboratory kits for testing suspected clients</li> <li>• Lack of convenient referral transport mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• The HRH staffing norm is limiting to the capacity of health facilities</li> <li>• Delayed results</li> <li>• The restrictive control measures and associated risk for occupational hazard</li> </ul>

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Access to quality health services within Lira City is overseen by a thin but committed team at the City Health Office. The staffing level for professional health care workers (Municipal staffing norm) here is at 33% (1/3), the gap being bridged by personnel in acting capacity. Staffing at the facility level for the government facilities directly supervised by the City health office is at 83% (104/125), the bulk of this arising from Adyel HC III, which is operational but without any staff specifically recruited for it.

The City health Office located at the current City Council Headquarters has sufficient space for the health department staff and in a secure environment. It is however challenged by lack of transport for conducting the relevant health services logistical, managerial and supervision responsibilities. The department is also lacking in important IT equipment including computers, printers, photocopiers, scanners and internet connectivity.

Facility outpatient department (OPD) inventory shows that; 53% (8/15) facilities (government and private not for profit) have secure fencing for the entire facility infrastructure, 80% (12/15) have adequate OPD space, 53% (8/15) have additional space for ART Clinic, TB unit and Adolescent friendly services and 40% (6/15) have adequate OPD space for Laboratory services. Additionally, 53% (8/15) have adequate space for Health Management Information Systems functions while 40% (6/15) also have adequate space available for Young Child Clinic services. A total of 11 (73%) of the 15 facilities have outpatient gender sensitive toilet facilities.

The inpatient capacity varies by facility, 27% (4/15) have gender and age sensitive inpatient general wards, 73% (11/15) have maternity blocks that appropriately provide for antenatal, decent labor, and postnatal wards. Only 13% (2/15) of the facilities have permanent cooking shelter in place for inpatient attendants and again 13% (2/15) facilities have inpatient gender sensitive bath shelter and toilet facilities. At least twelve facilities (80%) have reliable supply of piped water while 13% (2/15) have incinerators in place for medical waste disposal.

Staff housing remains a major challenge affecting the City health system with space available for only 25% (68/268) of the total staff planned for the health facilities. Again, only 12% (31/268) toilet units are in place for the planned staff at the different government facilities.

Availability of essential medical equipment pose major challenges to the city as well; with delivery beds only at 27% (16/60) of the target of four per facility and with again 27% (4/15) of then being manually height adjustable for the convenience of disabled and unusually short mothers. Only four facilities (PNFP) have Oxygen concentrators, 33% (5/15) have functional autoclaves for medical equipment sterilization and 60% (9/15) facilities with at least one functional newborn weighing scale.

### **Cross Cutting Issues**

#### **i) HIV/AIDS**

The national HIV response strategy aims at providing a comprehensive package of care that addresses prevention, access to treatment for everyone living with HIV and achieving optimum viral suppression and wellbeing for all on treatment. The government has developed and disseminated guidelines to benchmark all intervention. HIV testing services provide entry to a

continuum of response (COR) for prevention services both the biomedical and behavioral and for therapeutic services through immediate linkage to care and initiation on antiretroviral treatment. The HIV continuum of response in Lira City is the mandate of the City Health Office executed through fourteen (14) accredited health facilities (Lira regional referral hospital, Lira University Hospital, PAG Mission Hospital, and eleven (11) level three health facilities). Local implementing partners provide substantial capacity and logistical assistance coupled with quality assurance for this continuum of response.

The Ministry of Health DHIS2 data for the period of April to June 2020 provides good reference for Lira HIV burden and response; 95% of adults (aged 15 years and above) diagnosed with HIV were on treatment, 87% of known HIV positive pregnant and lactating women accessed antiretroviral treatment to prevent transmission of the virus to their baby while 88% of HIVexposed infants were provided early infant diagnosis for HIV by eight weeks from birth. Women are disproportionately affected; 71% of newly diagnosed and 64% of all clients active in care are women. Viral load suppression among women at 88% is comparatively better than that for men at 86% while children (0 to 15 years) fair the worst at 66%.

Cognizant of the available guidelines, performance gaps, the current capacity, and in collaboration with our local partners, Lira City will work to improve the HIV continuum of response and address the gender and age disparities as we strive to make the global commitment of 959595 by close of year 2024/2025.

### **Planned Interventions**

- Implement, support and supervise a multisectoral strategy to reduce HIV transmission among the different subpopulation of Lira City
- Engage and work with the relevant structures and institutions to improve access to targeted HIV testing services as an entry point to the prevention and treatment services for HIV
- Build the capacity of the health team, strengthen the supply chain system and support the treatment response monitoring system to facilitate an effective HIV care and treatment program for the population of the City.
- Strengthen a mechanism for integrated supervision, monitoring and evaluation for HIV services to enable an informed HIV response within the City.

### **ii) Covid 19**

Corona virus disease 2019 (COVID19) is defined as illness caused by a novel corona virus now called severe acute respiratory syndrome corona virus 2 (SARSCoV2), which was first identified amid an outbreak of respiratory illness cases in Wuhan City, Hubei Province, China. It was initially reported to the WHO on December 31, 2019. On January 30, 2020, the WHO declared the COVID19 outbreak a global health emergency. On March 11, 2020, the WHO declared COVID19 a global pandemic.

Uganda reported its first case of COVID19 on the March 21, 2020, a 36yearold businessman from Kampala, who had travelled to Dubai, United Arab Emirates (UAE) in a healthy condition four days prior to his return, and since then, the number of confirmed cases have exponentially increased. By the 27th November 2020, Uganda had registered a total of 19,115 cases, 10,084 active cases, 8,840 recovered and 191 deaths. Lira City has to date registered a total of 358 cases, with 352 recovered and 3 deaths.

In response to the pandemic, His Excellency the President of the Republic of Uganda declared COVID19 a national emergency on the 18th March 2020. This was followed up by deliberate establishment of strategies, systems and structures for COVID19 control and prevention that reach the last unit of public administration and these have provided an intervention template adapted by all responsible authorities.

Accordingly, Lira City council is working with the appropriate Task Force at the various levels to ensure compliance with national strategies and in effect, prevention and control of COVID19.

### **Planned Interventions**

- Support, supervise and monitor health facility level Infection prevention and control measures
- Support reliable supply and availability of the relevant personal protective equipment and supplies to enable effective facility and community based protection of health care workers.
- In collaboration with the appropriate task forces, supervise and monitor the uptake of SOPs for Infection prevention and control measures as guided by the ministry of health including social distancing, appropriate and consistent use of face masks, hand hygiene through frequent and regular hand washing or sanitizing, avoiding of crowded places, among others.
- Engage, support, supervise and monitor the relevant structures for the implementation of the community strategy for COVID19 response

### **iii) Nutrition**

Malnutrition has many adverse consequences, especially in childhood and pregnancy for child survival and the long term wellbeing. It also has far reaching consequences for human capital, economic productivity and national development as a whole. Malnutrition among children is commonly measured in terms of stunting (low height for age) signaling chronic under nutrition, wasting (low weight for height) representing acute under nutrition and Anaemia reflecting several micronutrient deficiencies, infections and genetic traits in malaria endemic areas.

Nationally, up to 29% of children who are 6 months to 5 years of age are stunted increasing with age and peaking with 37% for the children of age 18 to 35 months. The situation is worse in rural settings at 30% compared to the urban areas at 24%. Wasting on the other hand is documented at 4% nationally, worst in Karamoja and West Nile at 10%. Anaemia has been observed to affect more than half (53%) of children 6 months to 5 years of age, and at least one third (32%) women and 16% of men aged between 15 to 49 years of age. Despite the increased iron supplementation for pregnant mothers from 4% in 2011 to 23% in 2016, the prevalence of anaemia among these women increased during the same period from 23% in 2011 to 32% in 2016. Almost all (98%) of children born are breast fed at some point of early childhood, with 66% exclusive breastfeeding under the age of 6 months. The prevalence of these malnutrition indicators are known to decrease with increasing wealth while children born to young mothers have an increased risk of malnutrition. Other drivers of malnutrition include lack of access to clean water and sanitation, high disease burden especially childhood diarrhea and malaria and poor infant feeding practices.

Addressing these nutritional gaps is a multisector task for which Lira City will draw the attention of all important players including the relevant departments (Health, Water, Community, Production, Education and Administration), the political wing, the local civil society organizations and the existing implementing partners to the City.

### **Planned Interventions**

- In collaboration with all the relevant sectors and projects including health, production, community, education, administration and operation wealth creation, support sustainable livelihoods to reduce hunger while providing access to balanced diet to individuals, families and the
- Engage relevant stake holders and development partners to increase access to safe drinking water and improve hygiene and sanitation practices within Lira City
- Build the capacity of the health team and provide the relevant anthropometric tools to improve facility and community based assessment for malnutrition
- Establish systems and improve the capacity for referral and management of all forms of malnutrition at the appropriate levels of services delivery within the City
- Strengthen a mechanism for integrated supervision, monitoring and evaluation for nutrition services within the City.

### **Family Planning**

Access to sexual and reproductive health including family planning is the seventh element of the sustainable development goal three. Accordingly and in line with the Ministry of Health, Lira City Health Office in collaboration with implementing partners provides leadership for improving access to a range of quality family planning services to the population. A total of twenty six health facilities including government, private not for profit and partner organization owned facilities provide and routinely report family planning services provision in Lira City. The Uganda Demographic and Health Survey (UDHS) 2016 provide reliable data to inform planning for sexual and reproductive health in the country with regional aggregates. Uganda registered a drop in total fertility rate from 6.9 in 200001 to 5.4 by 2016, with median age and teenage child bearing by 2016 at 18.2 years and 25% respectively. It is reported that at least 27.9% teens in Lango have begun child bearing, 22.4% have had a child birth and 5.5% are pregnant. Comparatively, contraception use among married women increased from 23% in 200001 to 39% by 2016, with Lango region registering modern contraception use at 41% by 2016. The unmet need for contraception decreased from 35% to 28% with that of Lango by 2016 at 22%. Access to family planning services and commodities have majorly been through government facilities (58.5%), government health centers making the most at 41% and government hospitals at 12.3%. These have mainly provided the long term and permanent methods including IUDs, implants and sterilization. A significant proportion (38.8%) of the access is through the private medical sector, 31.4% of this coming from private hospitals. These have largely provided the short to midterm methods including condoms, pills and injectables.

Lira City will institute strategies for improving access to quality family planning that aims at reaching every woman of child bearing age with adequate information, commodities and service delivery. We will direct services to bridge the unmet need for family planning, tailoring these to specific subpopulation groups including the teenage girls, young unmarried adults and couples.

## **Planned Interventions**

- Design and enable strategies that ensure easy, reliable and convenient access to modern family planning services for all.
- Strengthen the supply chain of family planning commodities to
- Build the capacity of providers to assure for quality family planning services to all who seek for it
- Community engagement through mobilization and sensitization to improve uptake and markedly reduce the unmet need for family planning.
- Establish a reliable system for monitoring and evaluating family planning services delivery as a mechanism of informing interventions.

## **Summary of Issues**

- Low ANC IV Attendance rates
- Low Institution delivery rates
- High mortality of premature and under weight babies
- Low DPT3 coverage
- Low IPT2 coverage
- High Malaria Cases
- High admission rates and mortality from Injuries due RTA and other causes
- High morbidity and mortality from respiratory tract infections
- High HIV viral load Nonsuppression rates among children and adolescents
- High unmet need for Family planning services
- Low TB case detection and Treatment Success rates
- Increase mortality from noncommunicable disease especially
- Increasing incidence of COVID19

### ***2.4.2 Water and Sanitation***

### **2.4.3 Human and Social Development- Education**

Lira City has 43 government aided primary, 06 secondary and 03 tertiary institutions which are Government aided. There are 50 private primary schools, 33 private Secondary schools, all the 7 BTVET institutions are private, 7 Teacher training institutions and three Universities which are Uganda Christian University Ngetta and All saints University Lango which are private and Lira University which is Government aided.

These schools and institutions have inadequate classrooms, administration blocks, desks, chairs, dilapidated teachers' houses and classroom blocks, workshops, libraries, laboratories.

The total Enrollment in the Government aided primary schools is 46,133 pupils.

There are few Classrooms in Schools compared to Enrollment. There are supposed to be 1,153 Classrooms in schools compared to the existing 272 Classrooms. 872 Classrooms are needed to support teaching and learning in schools. There is a deficit of 76% of Classrooms in Schools.

There are few latrine stances in schools. There are 363 Latrines to be used by 46,133 learners going by the ratio of 1:40 these means there are supposed to be 1,154 latrine stances in schools compared to the existing 363 stances, this means there is a deficit of 891 stances in schools. This



is this is a deficit of 77%.

There are 7,802 Desk to be used by 46,133 learners. This means the Desk to pupil ratio is 1: 6 compared to the standard 1: 3. This means 50% of the learners do not have desks to sit on. This is a big challenge.

There are 129 staff house in schools in schools to be used by .775 teachers. Only 17% of the teachers have staff houses. 83% of Teachers do not have staff houses. They operate from their homes. This affects service delivery.

10% of the schools within the city do not have adequate land for expansion and football field e.g. Aduku Road, Elia Olet, Ober, Starch Factory, Akwiaworo and others. There is need to buy more land for schools.

Secondary schools are not exceptional schools Like Lira Town College, Comboni College Lango College, Dr Obote College and St Katherine Girls School have dilapidated structures like Dormitories, Classrooms, and Workshops Staff houses. Latrines and libraries which are ill stocked.

Only 4 Schools in both Primary and Secondary schools within the city have got administrative blocks.

The Education of special needs learners is highly affected. There are over 1,000 special need learners in the city with only 4 schools for both primary and secondary learners. There is need to revamp this area. Nancy Secondary School is not coded but it is a community school. This affects special needs education.

There is need to build capacity of SMCs, PTA executives, Teachers and Pupil council in schools as most of them do not know their roles.

School feeding is challenge as 80% of the Learners do not have Midday meal from schools. This affect their attention span. There is need for community engagement meetings with stakeholders.

There is high school drop out in the city as most of the families are affected by Domestic violence and Poverty. There is need for community engagement meetings.

Some schools in the area are still academically down and there is need for close inspections, monitoring and mentoring.

Education department needs to be supported financially in order for Education standard to improve.

Lira City is located in Northern Uganda which was affected by LRA insurgency which negatively impacted on schools infrastructures and facilities. This leaves schools infrastructures in dilapidated conditions similarly with staff houses in traditional schools like Lango College, Lira Town College, Comboni College, V.H Public school, Elia Olet PS,

## POCC Analysis for Education

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate educational infrastructures	<ul style="list-style-type: none"> <li>· Availability of land in government aided Schools</li> </ul>	<ul style="list-style-type: none"> <li>· NGOs support; Plan Uganda</li> <li>· International support for Girl Child Stay at school</li> </ul>	<ul style="list-style-type: none"> <li>· Inadequate operation and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>· Encroachment on school land at City Modern Primary School.</li> </ul>
	<ul style="list-style-type: none"> <li>· Support from the parents; resource provision</li> </ul>	<ul style="list-style-type: none"> <li>· Good political will</li> </ul>	<ul style="list-style-type: none"> <li>· Inability to sustain the existing structures</li> </ul>	<ul style="list-style-type: none"> <li>· Foundation body conflicts at Adekokwok, Boke and Omito Primary Schools</li> </ul>
	<ul style="list-style-type: none"> <li>· Availability of technical staff e.g. CEO, economic planner, Physical Planner, Engineer etc.</li> </ul>	<ul style="list-style-type: none"> <li>· Government support in terms of grants</li> </ul>		
		<ul style="list-style-type: none"> <li>· Support from the community; PTA mobilises resources</li> </ul>		
Inadequate School Inspection, supervision and Monitoring	<ul style="list-style-type: none"> <li>· Availability of substantive staff</li> </ul>	<ul style="list-style-type: none"> <li>· Support from Development partners</li> </ul>	<ul style="list-style-type: none"> <li>· Inadequate inspection grants</li> </ul>	<ul style="list-style-type: none"> <li>· Low support by immediate supervisors</li> </ul>
	<ul style="list-style-type: none"> <li>· Availability of adequate transport</li> </ul>	<ul style="list-style-type: none"> <li>· Support from Government (Grants)</li> </ul>	<ul style="list-style-type: none"> <li>· Inadequate support supervision</li> </ul>	<ul style="list-style-type: none"> <li>· Low compliance to teachers' professional ethics</li> </ul>
	<ul style="list-style-type: none"> <li>· Availability of CCTs and Associate Assessors</li> </ul>			
	<ul style="list-style-type: none"> <li>· Availability of school management committee</li> </ul>			
Teachers' Absenteeism	<ul style="list-style-type: none"> <li>· Availability of teaching/learning materialtext books</li> </ul>	<ul style="list-style-type: none"> <li>· Government supportconstruction of teachers' houses,</li> </ul>	<ul style="list-style-type: none"> <li>· Inadequate maintenance of infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>· Financial constraints</li> </ul>

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	Availability of teachers' accommodation	PTA funds to pay teachers' incentive	Mismanagement of PTA funds by some head teachers and school management committees	Low tracking of teachers' attendance by head teachers and school management committee
	Availability of incentive from PTA fund			
	Timely payment of salary			
Inadequate utilisation of text books by teachers and learners	Availability of the curriculum, syllabus and text books	Government supply of curriculum, syllabus and text books through NCDC	Inadequate maintenance and repair of text books	Low adherence to existing government policy
	Availability of trained teachers		Inadequate text books storage facilities in schools	
Inadequate teachers continuous professional development training	Availability of trained professional staff e.g. the CEO, inspectors, education officers, experienced head teachers, CCTs	Government provision of refresher courses through primary teachers' colleges	Inadequate funds to organise training	Low funding to organize CPD
Poor academic performance in government aided schools	Availability of Qualified professional teachers	Government support	Inadequate syllabus coverage by teachers	Low attendance by learners
	Availability of reference textbooks	Syllabus coverage	Inadequate support supervision	
		Remedial lessons		
Weak implementation of Thematic Curriculum in primary schools	Availability of Thematic Curriculum/Syllabus	Government support in training teachers; training materials and funds	Inadequate support supervision by head teachers and school management committees	Low adherence to Thematic Curriculum policies
	Availability of trained teachers,	Government supply of reference books	Inadequate consultation of different stakeholders	
	Availability of Thematic Curriculum reference text books			

ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Weak implementation of cocurricular activities in schools	Availability of qualified teachers	Children have rich potentials to be taped	Inadequate maintenance of facilities/ infrastructure	Limited funding
	Availability of space to conduct cocurricular activities			Low morale in cocurricular by learners
Schools established without acquiring land titles	Availability of legal land policies and offices	Government provision of land policies	Inadequate support to schools	Low adherence to existing land policies
	Availability of physical planning qualified staff	Government established regional land offices for effective service delivery,		

## Cross Cutting Issues

### Gender and Equity

**Issue of Concern:** Rampant Teenage pregnancy in schools and high rate of drop out in schools

#### Planned Interventions

- Community engagement in schools
- Training of teachers and stakeholders

### HIV/AIDS

**Issue of Concern:** Discrimination of learners who are HIV/AIDS

#### Planned Interventions

- Creating awareness in schools on HIV/AIDS
- Training of Teachers and Learners on HIV/AIDs

### Environment

**Issue of Concern:** Trees have not been planted in schools

#### Planned Interventions

- Trees to be planted in Schools
- Schools plan and budget for tree planting in schools

### Covid 19

**Issue of Concern:** High dropout rate, Fears in schools on Covid 19 and lack of funds in schools

#### Planned Interventions

- Procurement of items to protect learners on Covid 19

- Radio talk shows and community engagement meetings

### **Summary of Issues**

- Inadequate educational infrastructures
- Inadequate School Inspection, supervision and Monitoring
- Teachers' Absenteeism
- Inadequate utilization of text books by teachers and learners
- Inadequate teachers continuous professional development training
- Poor academic performance in government aided schools
- Weak implementation of Thematic Curriculum in primary schools
- Weak implementation of co-curricular activities in schools
- Schools established without acquiring land titles

## **Human and Social Development -Community Development and Social Protection**

### **Women and Gender**

Gender is a social construct of the different roles, responsibilities, benefits and expectations of males and females, varying from place to place and these roles, responsibilities, access and benefits changes over time. There is still gender disparity in decision making, ownership, access to and control over productive resources and assets. For example land and household assets, access to education, roles at household levels, in gainful employment, level of participation in development activities and rights to association. The major causative factors include power imbalance between men and women, socially constructed cultural roles, especially cultural norms that limit women participation in some activities, inequality in the level of education, economic disparity, and ignorance about equal rights and religious discrimination.

Achieving gender equity and equality will depend on the extent to which the sector engages both women and men as providers and or producers and beneficiaries of services and development programs. The sector shall take appropriate actions to address gender inequity and inequalities within its areas of mandate by ensuring women as well as men play active role in all development programs to shape their own development and choices.

The situation of women in the City and efforts to narrow the gender gap has progressed remarkably over the past 5 years (2015-2020). But the situation of women and the gender gap in social, economic, cultural and political aspects remain dire and unacceptable and yet women constitute 51.9% of the City population (NPH census 2014). Four main obstacles hinder rapid progress towards achieving gender equity, equality and empowerment of women in the City:-

- Poor maternal health services are causing high maternal morbidity and mortality.
- Poor quality education with high dropout rate of especially girls in primary schools
- Cultural impediments to land, asset and property ownership and security for women.
- Negative cultural attitudes and practices which have led to rampant gender-based violence and mostly against women and girls

The sector recognizes women as an integral contributor to sustainable development, which is critical to ensure gender balance in decision-making at all levels, share roles and proceeds from agriculture, and ensure male involvement and active participation in agriculture. The sector is working towards attaining gender equality and equity, enhancing women's control of assets access to justice systems, visibility, access to education, participation in leadership and decision making at all levels, and improving livelihoods. These efforts should open the way for rapid attainment of gender parity in the City.

Achieving gender equity and equality will depend on the extent to which the other sectors, development agencies, civil society organizations and private sector engage both women and men as providers and or producers and beneficiaries of services and development programs. This will involve taking appropriate actions to address gender inequity and inequalities within their areas of mandate which will require women as well as men to play an active role in shaping their own development and choices.

However, there still exist gender disparity in decision making, ownership, access to and control over productive resources and assets. For example land and household assets, access to education, roles at household levels, in gainful employment, level of participation in development activities and rights to association. The major causative factors include power imbalance between men and women, socially constructed cultural roles, especially cultural norms that limit women participation in some activities, inequality in the level of education, economic disparity, and ignorance about equal rights and religious discrimination.

There are still threats to improved gender equality such as negative cultural practices and beliefs that creates power imbalances and intra household power relations that determine appropriation, ownership, access to and control over livelihood assets among women and men, girls and boys. The above in turn influences individual participation and benefits from development processes at all levels. For example, lack of ownership of land and other properties limits decision making substantially, the low literacy level among women in the city tends to stifle women from equal participation. These consequently lead to high poverty especially among women who are heavily oppressed. The continuous dominance of men in decision making means women continues to be more disadvantaged. Promotion of gender equality and equity in all Departments; Empowering women to gain confidence in owning, controlling and making decision at all levels; Strengthening women's security and support of access to legal services; establishment of women forum in the city to easy visibility and effective participation; support to basic essential services especially access to education, Reproductive Health, legal right participation in leadership and inclusive

governance ; promotion of Adult Literacy; promotion of labour productivity and employability for sustainable development

## **Culture**

Culture is the sum total of the ways in which a society preserves, identifies, organizes, sustains and expresses itself. Culture manifests itself in various forms that influence different aspects of people's perception and aspirations of life. It include both tangible and intangible heritage. The tangible heritage includes monuments, architecture, visual arts and handcrafts, cultural sites manuscripts, cultural industries, linguistics and historical interests. The intangible heritage comprises of language, oral traditions, performing arts music, festive events cultural beliefs, organizational culture, norms, values and social nature.

Article 246 of the 1995 Constitution of the Republic of Uganda provides for the revitalization, strengthening and support of traditional/cultural institutions. To date government recognizes and supports some of the traditional/cultural institutions and Lango Cultural Institution inclusive. Statutory institutions that support cultural development in Uganda have been established. These include the establishment of statutory institutions such as the National Library of Uganda and the Uganda National Cultural Centre, which are responsible for promoting cultural heritage. There are also laws that address specific aspects of culture. These include; the Historical Monuments Act (Cap 46), Uganda National Culture Centre Act (Cap 50), The Copyright and Neighboring Rights Act 2006, the Stage Plays and Public Entertainment Act (Cap 49) and the Traditional Rulers Restitution of Assets and Properties Act (Cap 247).

A cultural foundation was formed to promote positive cultural practices in Lango sub region , Lira City inclusive, but there are a number of challenges such as; rivaling over leadership by clan- heads (Owitonge) which has divided the kingdom into two factions, limited funding to support positive cultural programs, weak leadership and resistance from sections of the population over mandate of leaders in the institution.

However, the city is in the process to developing culture action plan to promote good cultural values of Lango as a people. Other key cultural resources and assets in the City include Lango Cultural Foundation, [Won- nyaci me Lango, Owitonge, Ngetta Hills, Lango Cultural Centre, Lango Anthem, Amuka symbol, Lango totem, Lango Language Board, Barlonyo war Memorial Site, Traditional Music, Dance, and Drama groups e.g. Oyeyeng Theatre group, Lango initiation ceremonies, Burial ceremonies, Marriage ceremonies, Clans, Thematic curriculum, Craft works like winnower, pots, etc, Community Based Services Department, Non-Governmental Organizations like Plan International, Lango Child naming ceremonies, Local FM Radio Stations, Traditional Herbalists, Traditional Birth Attendants, Bone setters ( the Inomo Clan), Wan Keken Magazine, Rupiny News Paper, and Native Tone Records.

## **Children and Youth**

### **(a) Children**

The Directorate of Community Based Services is the lead department responsible for social protection. However, child protection issues cut across several sectors including health, education, Justice, Law and Order Sector. Other institutions involved are private sector and Civil Society Organizations, Religious and Cultural Institutions. Despite multi-sectoral approach in addressing child protection issues in the sector, protection of children has not been fully realized due to non-participation of other key stakeholders especially the parents, religious and cultural leaders.

Children form 54.3 % of the city population while the youth (18-30years) contributes 24.9% of the population (NPH census 2014). The situation of children in the city is worrying as they are exposed to a number of risks and vulnerabilities. Low access to vaccination (0-5 years), 19.1% of children (6-15years) not attending school. 18.9% of the children not attending school are girls while 17.4% boys (NPH census 2014). 9.1% of Children in the city are orphans and 7.5% of the orphans have lost one parent while 1.7% have lost both parents. The prevalence of street kids is also rampant in the city. Lira City lacks a rehabilitation home for street kids, which makes it difficult to resettle some of the children pulled off the streets. Street children suffers from assault, hunger, disease, drug and alcohol abuse, emotional and physical abuse, exploitation, discrimination, and lack of love, hence street children remain one of the most vulnerable groups of children in the world.

The general situation of Children in the city is not good in terms of comprehensive and holistic service provision. Many households are impoverished such that they attach very minimum value to the attention of their families (children) and this is influenced by a mix of factors i.e. traditional beliefs; polygamy, sexual and gender based violence, wife inheritance and religious beliefs, alcohol and drug abuse, adaptation of the western lifestyles, permissiveness, illiteracy, economic hardships, dependency syndrome among others.

The above situation has devastating effects in many children, households and hence the community. There are psychological torture, emotional distress, physical abuse leading to poor growth and development of the children and the cycle is likely to continue because children who have grown in these environments with multiple vulnerability are likely to bring up vulnerable families and society will have people with lost moral direction.

Teenage pregnancy in the City is at 8.1% for girls (12-17 years) and 14.3 for girls between 12-19 years (NPH census 2014). Child marriage still continues to devastate the lives of children especially girls in the City. 5.3% of girls (10-17 years) have ever been married while 14.1% of girls (10-19 years) have ever been married (NPH census 2014). Child labour is one of the



prominent forms of child abuse and exploitation in the city. 50.4% of children (10-15 years) are engage in exploitative work for income.

Teenage Pregnancy curtails the effective development of girls' capabilities in all areas including, education, and economic, psychosocial and physical development. Addressing this provides an opportunity for tackling the root causes of gender inequality responsible for generational poverty and underdevelopment. The challenge of child marriages and teenage pregnancies, and high levels of school dropout girls are closely interlinked. Many adolescent girls continue to be subjected to marriage at an early age; leaving them with little choice in either timing of pregnancy or getting a marriage partner. The practice of child marriage perpetuates the intergenerational cycle of poverty and acts as a break on development .A girl who is protected from child marriage is more likely to stay in school, work and reinvest income into her family, and help lead her family and eventually her community out of poverty.

Whereas the City has committed to addressing all forms of discrimination and violence against children, not much has been done in regard to putting in place practical initiatives that explicitly protect girls from child marriage and teenage pregnancy as seen in the trend of cases generated from health facilities below.

#### **The state of teenage pregnancy in the city as of Financial Years 2017/18 and 2018/19**

<b>Divisions</b>	<b>Financial Years</b>		<b>Teenage Pregnancy Rate</b>
	<b>2017/2018</b>	<b>2018/2019</b>	
<b>Lira City East</b>			
Adekokwok	607	383	1.6
Central	544	475	1.5
Ngetta	508	459	1.6
Railways	413	278	0.8
<b>Lira City West</b>			
Adyel	523	522	1.8
Lira	567	506	1.9
Ojwina	503	474	1.8

However, the fact that persons with child protection responsibility such as the Probation and Social Welfare Officers and the Community Development Officers have a multiplicity of other functions means that they are overwhelmed and thus unable to adequately deliver on their child protection responsibilities. For example, many children go through the justice system without the accompaniment of the parents/caregivers. However the Probation and Social Welfare Office and Child and Family Protection Unit of Police in Lira City have been very visible and supportive to cases of child abuse and exploitation.

## **Youths**

The youth are living under very challenging situations including: Drop-outs from schools and training institutions, poor living conditions (impoverished communities), youth living with HIV/AIDS, Poverty stricken youth, youth with disabilities and unemployed and poor youth. Youth unemployment is at an alarming rate in the city i.e. 24.2% of youth (18-30 years) who are not in school are unemployed.

### **(c) Older persons**

The older persons (60 years and above) constitute 3.6% of the City Population (NPH census 2014). The majority of older persons in the City live in suburb of the city areas where poverty is most stricken, economic opportunities are limited. About 85% of the active older persons are engaged in crop farming with no social security, rendering them totally vulnerable. Their economic situation is worsened by the burden of looking after orphans and other vulnerable children left by the youth who have succumbed to the HIV/AIDS and other diseases or they themselves are abandoned by relatives.

Common health problems of the older persons include hypertension, stroke, diabetes, heart diseases, trachoma and blindness that often lead to complications and permanent incapacitation. Older persons can hardly afford the costs of travelling to the health facilities at the health facilities in the city where they could access the comprehensive Minimum Health Care Package provided by the Health Sector. Older persons are sexually active, prone to sexually assault and HIV infections.

However, the Constitution of the Republic of Uganda recognizes the rights of older persons and provides the basis for the enactment of laws and development of policies that address their concerns. The National Objectives and Directive Principles of State Policy of the Constitution stipulates that ‘‘The State will make reasonable provision for the welfare and maintenance of the aged’’. For that matter the Social Assistance Grant (SAGE) programme has been rolled to all the Local Government including this new City of Lira to support the plight of the older persons.

### **(d) Persons with Special talents.**

Disability is both a cause and consequence of poverty if not handled with special attention and persons with disabilities often face significant barriers that prevent them from participating fully in society, including getting quality education and employment. Disability inclusion remains a neglected and un-prioritized issue and yet the City cannot end poverty without reaching people with disabilities. Persons with disabilities in the City face more risks and vulnerabilities along their life cycle, as well as face barriers resulting in limited participation, control, ownership. Hardship such as accessing public transport, information, getting adequate healthcare, formal education and employment are too common to this group. This is worst with female disability persons.

According to National population and Housing census (2014), the prevalence of disability is evenly distributed in the divisions. Generally in the city, 21,705 (12.5%) of the population have a disability.

According to Lira City statistical data (2014), the most commonly observed disabilities in the city are; sight 25%, memory difficulties 17%, walking difficulties 10%, and hearing 15%. Vulnerability of Persons with special talents has caused them to have inadequate access to services (health, education, water, production,) information, resources as well as limited participation in the socio-economic development process. The majority depend on their families and communities for survival. However, the city provides special grant to Persons with special talent groups to enhance their economic potential through income generation projects.

### **Labor and Industrial Relations**

The sector of Labour, Industrial Relations and Productivity is responsible for implementing and enforcing labour policies and laws related to working conditions, inspection of occupational safety and health issues. The sector is legally empowered to engage in labour inspection activities including securing the enforcement of legal provisions relating to conditions of work, supplying technical information and advice to employers and employees According to the National Employment Policy for Uganda 2011, and the Employment Regulation of 2010, the sector through the Labour Officer also arbitrate, mediate, reconcile and negotiate between workers and employers on undesirable working conditions. Much of a labour officer's time is devoted to dispute resolution at the expense of labour inspection activities and there is limited coordination between the City and the MGLSD particularly with respect to planning and carrying out labour inspections as well as the sharing of information with respect to activities.

The following challenges are eminent in the labour sector that needs to be addressed; exploitation of workers (Lack of appointments to employees and low payments), Unskilled labour force due to mismatch between labour supply and labour demand which stifle favorable competition in the labour markets, unfair termination of service without due processes according to Employment Act. Other common issues in this sector include , sexual harassment at work places, discrimination in employment, Poor working conditions and health, risks, hazards and externalization of workers internally and externally.

<b>Issues</b>	<b>Potentials</b>	<b>Opportunities</b>	<b>Constraints</b>	<b>Challenges</b>
Enhance effective mobilization of families, communities and citizens for national development.	Implementing partners and community structures in place Free airtime in the office of the RDCs	Local Government Act Cap 243 Education act 2008 Public health act Cap 281	Mainstreaming cross cutting issues in local government plan  Limited coordination	

Issues	Potentials	Opportunities	Constraints	Challenges
	Cooperate responsibilities	Education ordinance National Community Development policy National health policy Community mobilization and empowerment policy	from other sectors  Low participation or involvement of other stakeholders	
Strengthen institutional capacity of central and local governments and nonstate actors for effective mobilization of communities	Available Manpower.  Available financial grants.	Community Barazas and Go back to school campaign		There is no fund for emergency and disaster  Grants with tight and inflexible guidelines
Promote and inculcate the national Vision and value system	Good policy document in place	Vision 2040 Millennium Development goal	Unfulfilled visions	
Reduce negative cultural practices and attitudes	Community leaders and elders are in place Radio stations Social media in place	Policy on FGM Children act Adolescence health reproductive policy	Early marriages and teenage pregnancy  Communication gap	

## Cross Cutting Issues

### Human Rights.

This dimension is critical for the fulfilment of the commitment under the 2030 Agenda for Sustainable Development that no one should be left behind, working towards a world in which everyone can benefit from the advantages of sustainable urbanization. The Strategic Plan offers the opportunity to make the social inclusion dimension the filter through which the work of UN-Habitat passes to ensure that the most vulnerable groups are not engaged incidentally, but are specifically targeted, including through active compliance with the United-Nations-wide human rights-based approach.

Human rights are universal, inalienable, indivisible, interdependent and interrelated, and are thus inherent to all human beings, regardless of race, gender, nationality or migration status, ethnicity, language, religion or any other status. Urbanization can only be sustainable if it is human rights based, and living conditions can only be improved for all if everyone's human rights are comprehensively protected and promoted. As evidence indicates, narrow, discretionary measures, addressing the symptoms of poverty rather than its systemic economic, social and spatial causes, will not produce the ambitious results called for by the 2030 Agenda for Sustainable Development.

Human rights inform and interconnect all the outcomes of the Strategic Plan. The city shall apply the human-rights-based approach to address inequalities and discrimination, reaching those who are furthest behind first by placing power relationships in human settlements at the heart of its analysis and action. In particular, the Plan contributes to the realization of the right to an adequate standard of living, including the right to adequate housing and the right to water and sanitation; and by doing so it facilitates the achievement of interrelated rights, such as the right to health care and education. Related principles, such as non-discrimination and equality, access to information, participation, accountability and the right to a remedy are also of key importance. The city will build partnerships with other entities which play an active role in the human rights system, including the Special Rapporteur on adequate housing as a component of the right to an adequate standard of living, and on the right to non-discrimination in this context, and other actors responsible for upholding human rights principles.

### **Summary of Issues**

- Inequality and discrimination in access to social services by vulnerable groups
- Limited participation of communities in development programs, leadership and decision making.
- Negative mindset to development programs

## **2.5 Environment and Natural Resources**

### **Open Space Green Space**

Some green spaces are existing while some have been proposed in different areas include Golf Course near Lira Hotel, Mayors Garden behind Lira City offices, Cathedral junction, Coronation park, NUMA grounds along Soroti and Apac roads, existing open play lot in Adel division, one in Omito, Teobia near the technical school, open space in Erute and existing playground in schools.

### **Undeveloped Open Spaces**

There are number of undeveloped open spaces in the City. This include one that stretches from Railway Division, across Aloi road to Erute and Across Boroboro Road in Central Division another one is located in Ober, one in Railway Quarters near the central forest reserve and one in Anywalonino Village in Adel Division.

**Forests;**

There is one central forest reserve and a small portion of planted trees still exist in Railways Division near works department Lira City offices, behind UNRA offices and opposite the Main Hospital along Ngetta and Station road.

**Wetlands;**

Over 15% of Lira City constitutes of either permanent or seasonal wetlands, a significant proportion of which has been converted to industries, commercial establishments, settlements (formal and informal) and public infrastructure. The current spatial analysis (based on the 2010 satellite image) indicates that the remaining patches of wetlands constitute approximately 9% of the total Lira City surface area. The major wetland systems include; Olira, Wii Amwon, Kulu Ayap, Kulu Ahali and Omodo, Odokomit, etc. The wetland degradation activities in Lira City are currently related to ongoing and proposed infrastructure that involve filling of wetlands with murrum, clearance of wetland vegetation, and encroachment/clearance of buffers and green belts areas that has resulted in the creation of additional channels. On a spatial scale has greatly reduced Lira City's green space coverage, compromising the potential to develop its attractiveness in terms of environmental quality enhancement and resilience to climate change impacts. In addition, indiscriminate disposal of waste (including wastewater) is currently choking the wetland areas. These mainly come from the industries, illegal dumping, settlements and commercial establishments within the city. Consequently, the degradation of Olira wetland, especially during the past decade has polluted the neighbourhood, hence increases in costs of water treatment.

The establishment of Wetlands Conservation and Management Laws, policies, regulations and ecoefficient infrastructure solutions will create an urban landscape that is livable, environmentally resilient and sustainable.

Major project Components • Develop a wetland conservation and Management strategy (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment management plan, monitor and enforce compliance) • Develop green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs) • Gazette and restoration of critical wetlands that support the city drainage system • Building check dams with slow release, terracing and contouring the Landscape • Greening of the channel banks to reduce desilting of channels

Drainage channel construction and widening Project In the next five years, Lira City plans to reconstruct one major primary channels and a number of secondary drainages. Some of the drainage channels to focus on will include the main AntiMalarial Drain.

Wetland degradation has escalated in Lira City due to the increasing population and demand for land for construction. The increase in population leads to high demand for food, increasing the fragility of wetlands which over encroached for agricultural activities.

As a result, increase in flooding and declining green spaces are witnessed, hence leading to climate change effects and vulnerability.

The lack of adequate funding from the central government, subjection local governments to utilize local revenue to address the matter exhibited limited success.

**Drainage Master plan**

Lira city Sustainable Urban Drainage master plan was designed and has one major antimalarial drain, primary drainage channels and a number of secondary and tertiary channels with Channels

as the largest wetland covering a surface area of 10.29 km<sup>2</sup>, with a total catchment extending over 20 km<sup>2</sup>.

However, limited investment in upgrading the drainage channels, rapid urbanization and increased informal settlement in the lowlying areas has increased the volume of water runoff due to reduced capacity to rain storm water.

Addressing the drainage challenge in the city requires a multiplicity of interventions from policies, regulations and capital investments to support the transition towards a water sensitive city and achieve greater resilience towards climate change. Drainage Improvement Initiative draws from the City Drainage Master Plan which is a 5 year plan that was developed to address the drainage challenges in the city and the flood risk assessment, strategies and Actions report by UN Habitat under cities and the climate change initiative. Various studies on climate change and flood risk assessment have recommended Specific interventions in the near term and medium term that need to be implemented to address flooding in the city. These interventions have been mainstreamed in the strategic plan and integrated in the Lira City Drainage Master Plan. Over the next 5 years, LCC will focus on the following projects • Review and Update the Lira city Drainage Master Plan; • Wetlands Conservation and Management Project • Drainage channel construction and widening Project.

Review of the Lira City drainage Master Plan is still underway to meet the growing pattern of floods. However, the drainage pattern in the city has changed due to general increase in built up areas and increased informal settlements in the lowlands. This has resulted in the need to have a number of tertiary channels be redesigned and reconstructed.

### **Waste management (solid and liquid)**

Poor management of solid waste stands as the most visible environment problem facing Cities in Uganda. Despite the rapid growth of its population, Lira City has never had any clear Master plan to reorganize the planning and settlement since colonial era. Efforts to manage garbage in Lira City Council are continuously overwhelmed and frustrated by Rural urban migrations with rural mindsets, Misleading information from the media, Low own source revenue collection, Limited waste disposal space at institution, Lack of prioritization of waste management at institutions, Lack of specialized communication materials and tools, Limited capacity in waste communication, Limited awareness creation and Unorganized markets among others. People are not aware that waste collection is important for their health and wellbeing in the city and they don't know the process of waste management. As a result, the public risk being affected from communicable diseases such as diarrhea, cholera and dysentery as well as being very costly to the Authority to manage. In order to overcome these challenges, Lira City will implement a number of strategies geared towards improving City service delivery through effective solid waste management, effective waste communication strategy, planning, monitoring and supervision. Lira City, since its elevation to a City status in August 2021, its night population increased to 249,900 and day population estimated at about 500,000. According to the study done by Lira City, Most people (70%) commutes from villages to town to seek for work hence generating a lot of waste, only 60.4% has ever been educated on proper waste disposal, 39.6% do not have waste containers in their house or premises, 30% of the wastes are put on the Road or Street side and 76.8% misses public bins near their homes

The situation analysis for solid waste management in Lira City was comprehensively investigated through a multi professional approach that included the Environment Management Specialist,

Sanitary Engineer, Development Economist, Environmental Lawyer, Physical Planner, Sociologist and the Mass Communication Expert. Lira City has ring fenced its property tax to fuel and maintain garbage trucks, pay staff and the compost plant. Lira has also constructed a compost plant which is functional. Recently, Lira city is in the process of procuring 2 garbage trucks to manage garbage. Lira City has also developed its Waste Communication Plan with support from VNG International (Netherlands). Lira City has also procured 4 Tri-Cycle motor cycles for picking mobile garbage on the streets. Sensitizations on garbage management are also being done by the Authority. The following residents are affected by poor waste management; Neighbors (30%), households (20%), road users (10%), Business community (20%), Customers (20). Filthy environment affects businesses by reducing the number of customers hence reduced profits. Meanwhile, filthy neighborhoods and households are prone to communicable diseases. By the fact that over 75 % of the waste is landfilled, the leachate generated from landfills is a contaminant to surface and groundwater sources. Landfills are also sources of fires and explosions, unpleasant odours, vermin, mosquitoes, flies, scattering of garbage by scavenger birds and air pollution. Uncollected solid waste also contributes to flooding, air pollution and public health impacts such as respiratory ailments, diarrhea and dengue fever. Our study has shown that; Malaria (93.2%), Cough (90.8%) and Diarrhea (43.2%) occurred as a result poor garbage handling in the household. solid waste management is very costly in terms of resources. A study conducted by Lira City Council in April 2021, found that following: 72.65% of the respondents generates carton and paper wastes; 80% generates Plastics (bags/Bottles) wastes; 86.12% Food wastes; While 37.55% produces Tins and Cans wastes; 18.37% produces Fiber bags; 5.31% produces Glass wastes and 4.9% produces Wood. Only 60.4% of the respondents in Lira City have waste containers in their premises or organizations. The major sources of solid waste in Lira City include: households, shops, offices, institutions, religious places, schools, colleges, market places, industries (predominantly grain milling, oil processing and cotton spinning), roads, and abattoir. Trade is the major generator of wastes in Lira City Council; this is followed by service delivery like restaurants, hotels and then households. Although the City Council estimates that 80 tonnes of waste is collected per day, the total amount of garbage generated on a daily basis remains unknown. Household survey findings estimate that the households generate about 30 tonnes of solid waste per day. Segregation of waste at the municipal level is mainly done at composting plant. During the study, it was noted that at household level, there is little or no sorting of waste reason being that they are not told to sort and they consider everything to be waste and so there is no need to separate it. In addition, the dumping areas also don't provide for that option of separating waste according to its type, so whatever generated is stored in one dust bin dumped at the skips or the truck. Households in Lira do not sort waste because it is time consuming, they are not told to do so by their service provider, lack of knowledge on how to do it and other reason that include their regard of waste as having no use and having small plots to gazette areas to sort this waste. All markets in LCC store their wastes in the skips. Some commercial enterprises and schools seek permission from Council and have fabricated their skips with guidance from the City Council. There are 21 skips located at various places within Lira City. The skips are however being avoided by the community because of inconveniences caused by the delay to pick them and design; it is too high for children and women who do most of the dumping of the wastes. 61.2% of the households in the City have access to collection points /skips while 38.8% have limited access to skips. Prior to door to door collection, most households in the City store their waste in plastic bags (kaveera) or sacks. The Division skips are not strategically situated and the distribution is skewed towards the CBD. Even then, skips are placed where space can be available



regardless of physical plans. This explains the many open dumping areas in the City. Every business entity is encouraged to have a waste bin in their premises, though not effectively supervised. The cleaning and sweeping of streets is done through gangs. The solid waste collected from the secondary collection points is taken to Aler Compost Plant. Collection of waste is minimal especially in Adyel and Railway Divisions in Lira City East Division. During the time of the study, it was reported that the municipal council has spent 5 months without collecting waste from the collection centers because of truck break downs and also due to the financial challenges; the Divisions were unable to fuel the truck to collect waste. It was also reported that there is private sector collection, though there are informal collectors which cover a small area of the City especially in the Eastern Division. Page | ix Transportation of wastes in LCC is carried out by the Divisions. The equipment is stationed at the municipal yard. The equipment is procured and maintained by LCC as stated in the Local Government Act. The Divisions fuel the equipment and pay the drivers allowances; they also do minor repairs like changing engine oil and replacing tires. All the equipment is licensed by NEMA to transport wastes; it includes one truck, compressor truck and skip loaders. The skip loader is currently down; hence LCC is using a compressor truck, one tractor and the truck for transporting wastes. The big hotels contact Council whenever their skip is full; Council then sends the truck to transport the wastes to the compost plant. The hotel fuels the truck and pays the driver allowance. They also do minor repair for example busted tire if it occurs when taking their wastes. Reuse and recycling of wastes is done privately/individually by the community members. Some of the wastes that can be reuse and recycled are plastic bottles, boxes, sacks, polyethylene bags, straws, glass bottles, sawdust, metallic pieces and rubber mainly from used tires. Statistics from the household survey indicate that only 14.7% of the households have made attempts to recover waste and especially organic waste (potato and banana peelings) which is fed to animals for instance goats, rabbits and pigs. Some households have also donated some of their used clothes to churches and relatives. Final disposal of wastes in LCC is still wanting. This is mainly because the communities think it is the work of the municipal to dispose of the wastes. For example, people collect wastes from their homes and dump them along the roads and drains. All the schools that the consultant visited uses rubbish pit for final disposal of the wastes generated. They don't sort wastes; however dry wastes like kaveera, papers, boxes, litter of trees and plastics are burned in the open. All solid waste collected by the Municipal Council is transported to Aler Composting and Landfill Site located in Ngetta sub County that is a newly commissioned project constructed with support from the World Bank through NEMA under the clean development mechanism to generate and sell carbon credits. At the site, recyclable materials mainly glass and plastics are recovered, the organic fraction is composted and the rejects are landfilled. SWM activities are executed under the Public Health Department. The Public Health Department works closely with the Works and Technical Services Department particularly in fleet maintenance; with the Natural Resources Department on issues of environment and management of the compost plant; with the Community Department on community mobilization, with the Finance and Planning Department on issues of finance and planning, and other departments in their respective roles, whenever needed. For the solid waste management, the Municipal Public Health Department works very closely with the Division Local Governments particularly on the operations and technical aspects of solid waste. Respective Division Health department staff collaboratively and closely work with the City Headquarter staff. There is symbiosis relationship. Lira City Council together with the Divisions is faced with a task of raising local revenues to meet the financial demands of service delivery and the general solid waste management. The local revenue is reportedly low. The contribution of locally generated

revenue to the budget highest recorded in the last three years was 10.2%. Therefore, local revenue collection remains a key challenge to the Council attributed partly to low tax base, poor financial management practices and poor response from the potential taxpayers. There is also lack of an updated revenue database that can enable to track taxpayers. Lira City is yet to operationalize the solid waste management byelaw that was passed ten (10) years ago. In 2006, the Lira City council passed the solid waste management by law that sought to regulate the collection, removal and disposal of garbage within the City. The byelaw provides for door to door garbage collection, introduction of waste management scouts at household levels and provision of the public with information and incentives to make environmentally sound choices about consuming resources and generating waste. The byelaw was also meant to ensure that each family collects, sort and dump its garbage at specific locations. The byelaw also proposed a fine of not less than UGX 40,000 or a three months' jail sentence for those found guilty of violating its provisions. Physical Planning is necessarily one of those critical actions that has to promote desirable condition for human living. A number of Physical Planning challenges in regard to solid waste management are identified. These include; integrating solid waste management system and other sectors with the Physical Planning Frame work; the capacity of Physical Planning to cope up with ruralurban migration, the increasing rate of slums and informal settlements with corresponding generated solid waste; Council's inability to have easy access to land planned for solid waste disposal at both neighborhood and City wide level; and involvement of communities on partnership basis to own garbage and plan sites for solid waste disposal. Private sector participation in municipal solid waste management is another way on bringing in resources, expertise, efficiency and effectiveness in solid waste delivery. There is limited private sector participation in solid waste management in Lira City. A company has been contracted by Council to clean the streets. Community members hire people informally to collect wastes at a fee. The attitude of the community towards waste management is negative; they believe waste is a sole responsibility of the City Council. 46.8% of the households in Lira City participate in community environmental cleaning programmes while 53.25 do not participate in cleaning programmes. Waste management at home is the responsibility of mainly the women in Lira City. 64.5% of the respondents reported that solid waste management issues are a responsibility of the housewife, 12.2% reported that it is the responsibility of the children, of waste, 18.2% reported it to be the role the husbands, 1.0% indicated it to be the role of maids, while 12.2% reported it to be collective responsibility for every household. Mass media in Lira City plays a big role in disseminating information on solid waste management and public health, followed by political leaders, family members and religious leaders respectively. Lira has 7 radio stations namely: Radio Unity; Radio Waa; Q FM; Radio Rhino; Radio North; Radio Lira and Voice of Lango FM. Radio programs on public health are usually aired in the mornings from 9 10am. They are either sponsored by any willing NGO or through the time allocated to the City Heads and RDC to air government programs. The main problem is that apart from the heads of departments at the municipal council being aware of their access to radio for public sensitization, most of the staff at the divisions are not aware and therefore do not utilize such opportunities. It is only the RDC that has access to the one hour per week on all the radio stations to articulate government programs. In conclusion, the solid waste management situation in Lira still requires a lot of effort, adequate physical planning, and commitment from the political leaders, resources including equipment and more public participation and ownership of the solid waste they generate

### **Waste collection at household/organization level**

The study established that 41.6% of the respondents reported the City authority collects their

wastes while 58.4% did not; 4.4% reported that Community based organization collects wastes while 95.6% did not; 17.6% reported that private companies collect their wastes while 82.4% did not; 72.8% reported that household members collect their wastes while 27.2% did not; 11.6% reported that Landlords/ladies collect wastes while 88.4% did not and 4% of the respondents reported the wastes in their household or organizations are not collected. The study found out that 17.67% put away their collected wastes in public bins, 32.33% put away their collected wastes at the roadside or street side, and 65.95% put away their collected wastes in holes in their compound. Other forms of putting away waste by the respondents were burning them, packing them in a sack and disposing them sewage drainage channels with 44%, 52% and 4% respectively. The average distance from the City Center is 3.84 kilometers. The average time taken to reach the public bins is 3.98 minutes.

The study also found that 86.05% of the respondents did not know how often the public bins near them are emptied, 5.23% responded that the public bins near them are emptied every day and once a week; meanwhile 1.74% responded that the public bins near them are emptied twice a week and thrice a week.

### **Water Resources (i.e. lakes, rivers and underground water);**

Lira City does not have lakes, rivers. Under ground water is rated as clean, though not allowed for drinking within the Central Business City.

### **Air;**

The level of air pollution can be graded at <1%. The major sources of pollution are from Dusty roads, smoke from vehicles, motorcycles and factories.

### **Lands;**

Land is one of the major factors that either propels way for development or affects development. It is one of the major factors to consider in development. Due to the land tenure systems in Uganda where land is owned by the individuals, there is a lot of land fragmentation thereby calling for land consolidation to propel way for massive investments and proper development partner by amalgamating the small piece of land into bigger portions.

Most of the land in our cities are not surveyed and titled there by giving no evidence of ownership of our land. We have a systematic Banking of all the titles for our pieces of land that is owned by the city to open doors for developments since no can take place without land and a clear ownership. This will also reduce on encroachment on government land.

With the current land tenure system in Uganda where land is owned by the citizens, most of the land is fragmented into smaller units and in case of acquisition of pieces of land for big projects for example; manufacturing, there is need for land consolidation to fit the projects thereby calling for need for land consolidation.

Since land is one of the most vital factors in development of our cities, Almost 80% of land in Uganda have not been surveyed thereby slowing the process of implementation of most government and private programs. This calls for the need to acquire land titles of most of the government and private owned pieces of land to stir a faster development since the titles clearly shows the ownership of land and thereby an easy way of banking the pieces of land.

While government entities have anonymous acreage of land, a lot of it is not surveyed, this calls

for need to acquire land titles for owner schools, institutions, health centers and open spaces to reduce on land disputes and land grabbing.

With the current change of our status from a municipal council into a city, our working area has tremendously increased from 36sqmeters to 284sqmeters and therefore this calls for advancement of the current survey equipment's to meet the growing need of survey thus need to acquire an advanced machine which can do more work in a lesser period of time called an RTK.

### **Aerodrome Development**

Anai airfield was proposed in 1968 by the Government of the Republic of Uganda to be an Airfield serving Northern Uganda and country at large.

At that time, some people had settled on the land and their descendants remained and have continued to cultivate the land to date.

Currently there are 114 claimants from four villages of Baropok, Anai Pida, Opio Onyoro, and Anai Agali who have cultivated 309 acres approximately 125 hectares of the airfield land.

Government of Uganda had proposed to resettle and compensate these people in order to pave way for the development of the proposed airport.

Throughout Ugandan history, the question of land ownership, rights and interests in land has always been a socioeconomically sensitive issue. The strong citizenry attachment to their land stems from the fact that for many Ugandans, land is always and in some cases the only, source of livelihood.

The existing approach to compensation assessment to people affected by compulsory acquisition of land for government development projects has come under scrutiny by both the project affected persons and the international development finance institutions. There are existing compensation guidelines but due to the dynamics in real property market there has been need to develop and come up with a comprehensive guideline that will address all concerns of the assessors/ valuation practitioner, project affected persons and other stakeholders. Which guidelines should be in conformity with the constitution of Uganda and other subordinate laws.

### **Problem Statement**

The government of Uganda, like many other governments in developing countries has continued to grapple with the challenge of land acquisition for industrial and infrastructure development. The issue of compensation of persons affected and/or displaced to pave way for government's infrastructure and investment projects is said to be making the cost of these projects prohibitively high. This results in project delays in cases where an affected person rejects compensation and resorts to court.

The current Lira Airfield in Railways Division in Lira City, Lira City is heavily encroached and is not quite safe for landing and the most reliable plan would be to relocate the airfield to Anai proposed airfield.

With the high level of industrial development, there is need for space for the development of the industrial parks thus Aler proposed with approximate size of 700acres. This is important since industrialization is regarded essential for rapid development of our economy. If spaces are not acquired for the industrial parks, development will override the existing parks and impose environmental pressure to the available land.

### **Land Acquisition**

Land acquisitions throughout Uganda are largely driven by a rise in investments in land triggered by increased global demand for industrial parks, Airport Developments, infrastructure, food, resources due to rapid population growth, but also need for hosting people affected with natural disasters, wars environmental preservation, conservation and restoration.

Land acquisition , resettlement and rehabilitation not only requires an overarching policy that guides government, land acquiring agencies and other parties on accessing and acquiring land efficiently, equitably and effectively.

Laws are required to enact the policy and implement a legal process of land acquisition that is designed the need for land and the need to protect affected people against harms and provide support to improve the living standards and livelihoods of those landbased and citizens' rights are affected.

Provide a background to the project idea or the problem your project will focus on by;

(i) Describing the current situation including past and ongoing interventions, recent developments in the area of interest, achievements and challenges if any.

Quote official statistics to support your narrative.

(ii) Explaining projected trends using published forecasts

The problem and issues in government land management are not unique to Uganda, Globally, there are a broad range of policy issues in relation to government land. The following are the issues with regard to the management of government land.

- Determination of government land on the ground
- Determination of boundaries of individual holdings of government land i.e. adjudication and demarcation, and titling.
- Management of encroached land and resolution of the rights of occupants of government land.
- Resolution of conflicts between government and local authorities who may lay claim on the land.
- Coordination of management of government land between user ministers/departments/institutions and Uganda land commission.
- Divestiture of land that is no longer required for public use.
  
- Cross Cutting Issues
- Safety.
- Safety is of key relevance in the 2030 Agenda for Sustainable Development, which aims for “a world free of fear and violence where human habitats are safe”, with a number of targets under Sustainable Development Goal 11 making specific references to safety. The New Urban Agenda calls for a safe and secure environment in cities and human settlements, enabling all to live, work and participate in urban life without fear of violence and intimidation, taking into consideration that women and girls, children and youth, and persons in vulnerable situations are often particularly affected. The Strategic Plan recognizes the relevance of safety in ensuring overall improved urban living conditions, social inclusion, reduction of inequality, and eliminating social and territorial exclusion patterns. Lira City elevates safety as a transversal issue to be considered as a marker across all the domains of change and their respective outcomes, with particular regard to

improving standards of living and the inclusion of migrants, refugees and internally displaced persons, as only if such groups are safe can they meaningfully participate in decision-making. The New Urban Agenda calls for crime prevention policies to be integrated into urban strategies and initiatives. In that integrated perspective, safety intersects with aspects of social inclusion that are related to sustainable mobility, effective access to and use of public space and basic services, and the fostering of social cohesion and integration. It is also important for the promotion and preservation of productive and competitive cities, decent jobs and livelihoods.

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- Studies have shown a strong statistical relationship between crime, violence, increased inequality and the role that the concentration of disadvantage in specific parts of a city – an expression of spatial inequality – plays in exacerbating different forms of criminality. Safety also has a disproportionate effect on women, gender minorities, youth, older persons and persons with disabilities, leading to diminished outcomes in terms of development and prosperity. Based on its experience in promoting urban safety and its leadership position on the matter within the National system, Lira City is in a strong position to mainstream safety issues throughout its work, partnering with local and national government; UNICEF and UN-Women; the private sector; and civil society and stakeholders, including rights-holding groups, organized community groups and research institutions.
- Internal modalities of implementing, monitoring and evaluating social inclusion issues and cross-cutting thematic areas. Through its Strategic Plan for 2015–2020, Lira City approached cross-cutting issues through the two-track approach of mainstreaming and issue-specific projects. As a result, significant progress has been made towards setting up programs and systems to ensure effective rights- and issue-based mainstreaming and prioritization, and a more cohesive and integrated approach. Targeted programs have led to effective field operations with gender- and youth-specific projects. The creation of a cross-cutting system that assesses cross-cutting activities in all city projects and programs and provides recommendations has proven effective in mainstreaming key areas, as have project support, capacity-building and advocacy efforts. Project support and issue-specific projects will therefore continue to play an important role in the new Strategic Plan. In addition, the social inclusion dimension and cross-cutting thematic areas will be further reinforced through the support of the organizational enablers.

### **Summary of Issues**

- Inadequate Government land for Investments
- Developments which has overtaken planning
- Poor waste management
- Illegal developments
- Wider unplanned and annexed areas
- Increased Slum Development
- Inadequate piped water supply in the annexed sub counties
- Existence of boreholes and pitlatrines against urban policy
- Rampant burial in town
- Wetlands degradation and encroachment in the City

- Flooding and siltation of drainage system
- Encroachment in Public open spaces
- Limited enforcement mechanism
- poor land use and insecurity of tenure;
- limited capacity for climate change adaptation and mitigation;
- low disaster risk planning and mapping
- 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

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## 2.6 POCC Analysis for Urban Development and Physical Planning

Issues	Potential (internal factors, advantages and resources)	Opportunities (external factors that positively influence development)	Constraints (Internal disadvantages that might hinder achievements of selected development outcomes)	Challenges (external factors/obstacles that may hamper smooth development effort )
Jobless urban growth	Available labour force	Training and exposure available in both private and public sector	Limited training opportunities in both private and public sector	Inadequate access to job opportunities Brain Drain
Inadequacies in physical planning and plan implementation leading to a sprawl of unplanned settlements including in risk prone areas;	Available laws and regulations in place Availability of physical development plan Existence of physical planning committee	Land available for development Existence of ministry zonal office	Inadequate knowledge in physical planning Limited staffing Attitude and perception of the community	Limited budgetary allocation in the physical planning sector Development is coming up before planning Unregistered land
public infrastructure and housing;	Available land for construction	Availability of potential developers	Development without approved building plans	Non compliance to follow stage by stage building processes

### 2.6.1 Urbanization

The New Urban Agenda (NUA) adopted at Habitat III aligns with many of the SDGs, including SDG 11 on making cities inclusive, safe, resilient and sustainable. The NUA also sets out aims to end poverty and hunger (SDGs 1 and 2), reduce inequalities (SDG 10), promote sustained, inclusive and sustainable economic growth (SDG 8), achieve gender equality (SDG 5), improve human health and wellbeing (SDG 4), foster resilience (SDGs 11 and 13), and protect the environment (SDGs 6, 9, 13, 14 and 15). The Agenda promotes a vision for cities that is grounded in human rights, and recognizes the need to give particular attention to addressing multiple forms of discrimination, including discrimination against people in slum settlements, homeless people, internally displaced persons, and migrants, regardless of their migration status. The implementation of NUA emphasizes the need for establishing strong urban governance structures, planning and managing urban spatial development, and accessing means of implementation.

### 2.6.2 Housing



Housing is one of the basic human needs that has profound impact on the health, welfare, social status and economic productivity of the individual. Majority of the households (78.9%) had permanent dwelling units, 13.2% semidetached while 7.9% occupy temporary shelter.

### **2.6.3 Physical Planning**

The structure plan was prepared in 2008 and was operational until 2016. It also has detailed plans/Local Physical development Plans prepared for 5 parishes; Starch factory, Ayago, Central park, Ireda East, Kakoge, Kironbe, Omito and Ober which expired in 2013. However, over time development has superseded the plan that has seen the municipality apply for change of user to the National Physical Planning Board. The existing physical development plan was not linked to the then municipal economic development plans (Three year rolling plans and later the five year development plan). The existing land use 2015 was compared with the structure plan 2008 to assess the extent to which the plan was implemented and also level of compliance. This formed basis for updating the plan into the urban physical development plan of 2016/2026. The Lira Municipal Council Urban Physical Development Plan 2016/2026. With the elevation of Lira Municipality to a City Status in August 2020, 4 sub counties of; Adekokwok, Ngetta, Iwal and Lira were annexed to the city. However, these sub counties were not planned. This has given a need to develop physical and master plan for the entire city. These plans will fit within the 5 year City Development Plan 2020/21/2024/25 whose The LMC Vision is A Competitive, Green and Equitable City by 2040; while the Mission is “to deliver efficient and equitable services to residents through effective leadership and management of social, economic and environmental services for improved livelihoods by 2040.

### **Cross cutting Issues**

- High HIV transmission among the female youth
- Women mostly concentrating in household works

### **Summary of Issues**

- Jobless urban growth
- Inadequacies in physical planning and plan implementation leading to a sprawl of unplanned settlements including in risk prone areas;
- public infrastructure and housing;

## **2.7 LG Management and Service Delivery**

The major role of the department is to ensure the effective and efficient delivery of social services through the mechanism of good governance, transparency, accountability and the coordination of the activities of the departments, LLGs and NGOs.

This is normally done through regular monitoring and mentoring, weekly meetings of senior/top managers, monthly departmental and Technical planning committee meetings, quarterly meetings with NGOs and DDMC, Sectoral and EXCOM committee meetings. Regular reports are also solicited and received from all these relevant stakeholders analyzed and action taken on them.

### **2.7.1 Administrative structure and infrastructure at both HLG and LLG levels;**

- Lira City has 2 City divisions, 49 Wards, 235 villages,
- West Division has 21 Wards, 75 villages
- East 28 Wards, 161 villages,

### **2.7.2 Staffing structure and staffing level by functions;**

- In Lira City, the staffing level stands at 70%
- All Salaries are paid by the 28th day of the month.
- Staff capacity building plan developed and being implemented.
- 100% permanently recruited staffs' are computerized in the payroll.

### **2.7.3 Status of equipment and tools for service delivery;**

Lira city has 18 running motor cycles, 4 tipper Lorries, 2 tractors, 3 pickups and 1 Ambulance. In addition, the city also has the following: 1 Bitumen HeaterBoiler, 1 Pedestrian Roller, 1 Water Pump, 1 Water Bowser, 1 Komatsu wheel loader, 1 Grader, 1 Generator and 1 Tractor Mower. All these equipment are functional though some keeps on breaking down.

### **Summary of development issues informing the LGDP formulation**

- 2 Inadequate educational infrastructures
- 3 Inadequate School Inspection, supervision and Monitoring
- 4 Teachers' Absenteeism
- 5 Inadequate utilization of text books by teachers and learners
- 6 Inadequate teachers' continuous professional development training
- 7 Poor academic performance in government aided schools
- 8 Weak implementation of Thematic Curriculum in primary schools
- 9 Weak implementation of cocurricular activities in schools
- 10 Schools established without acquiring land titles
- 11 Low ANC IV Attendance rates
- 12 Low Institution delivery rates
- 13 High mortality of premature and under weight babies
- 14 Low DPT3 coverage
- 15 Low IPT2 coverage
- 16 High Malaria Cases
- 17 High admission rates and mortality from Injuries due RTA and other causes
- 18 High morbidity and mortality from respiratory tract infections
- 19 High HIV viral load Nonsuppression rates among children and adolescents
- 20 High unmet need for Family planning services
- 21 Low TB case detection and Treatment Success rates
- 22 Increase mortality from noncommunicable disease especially
- 23 Increasing incidence of COVID19

- 24 Inadequate health infrastructures
- 25 Poor postharvest handling technologies and practices
- 26 Poor markets and marketing systems for agricultural systems
- 27 Weak/low levels and uncoordinated agricultural credits Limited processing and value chain facilities e.g. slaughter slabs, abattoirs, cold rooms, agro processing industries
- 28 Low agriculture production and productivity
- 29 High incidence of pests/parasites/vectors and diseases
- 30 Fake / adulterated agro chemicals, veterinary drugs and inputs in the market
- 31 Inadequate facilities and knowledge for irrigation
- 32 Inadequate of requisite infrastructure to support manufacturing;
- 33 limited access to financing mechanisms that can support manufacturing
- 34 High cost of doing business
- 35 Weak legal framework to support and promote manufacturing
- 36 High cost of doing business
- 37 Limited production and organisational capacity
- 38 Absence of a strong supporting environment
- 39 Weak enforcement of standards and the proliferation of counterfeits in the market
- 40 Inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas
- 41 High cost of doing business
- 42 Limited production and organisational capacity
- 43 Absence of a strong supporting environment
- 44 Weak enforcement of standards and the proliferation of counterfeits in the market
- 45 Inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas
- 46 limited branding, marketing and promotion; infrastructure
- 47 Inadequate tourism infrastructure due to low investment in tourism
- 48 Inadequate and unskilled manpower/personnel;
- 49 Weak institutional, policy and regulatory framework due to weak coordination, outdated and nondeterrent laws, and small staff strength.
- 50 The city has an old grader, an old tractor with trailer, an old pickup truck, an old pedestrian roller which is to maintain 384 km of the roads
- 51 In adequate street lights to light the city
- 52 Poor status of the roads in the city (City transport infrastructure reveals that Earth roads is 52%, gravel road is 37% and paved roads accounts for 11% of the total network)
- 53 Jobless urban growth
- 54 Inadequacies in physical planning and plan implementation leading to a sprawl of unplanned settlements including in risk prone areas;
- 55 Poor public infrastructure and housing;
- 56 Below average performance of staff
- 57 Irregular enforcement of available regulations and laws
- 58 Poor involvement of different stakeholders in implementing development programs
- 59 Poor Service delivery
- 60 Poor records management and information system
- 61 Delay in constitution of statutory boards and commissions
- 62 Delay in formulation of bylaws and approval of council plans

- 63 Inadequate security and safety of council assets
- 64 Failure to customize Risk management policy for the city Divisions
- 65 Inadequate accountability
- 66 Inadequate implementation of audit activities
- 67 over reliance on biomass sources in the energy mix (Deforestation)
- 68 Waste Generation
- 69 constrained electricity transmission and distribution infrastructure;
- 70 Limited access to offgrid solutions
- 71 5 limited productive use of energy;
- 72 long lead time of energy projects;
- 73 low levels of energy efficiency
- 74 Inadequate Government land for Investments
- 75 Developments which has overtaken planning
- 76 Poor waste management
- 77 Illegal developments
- 78 Wider unplanned and annexed areas
- 79 Increased Slum Development
- 80 Inadequate piped water supply in the annexed sub counties
- 81 Existence of boreholes and pitlatrines against urban policy
- 82 Rampant burial in town
- 83 Wetlands degradation and encroachment in the City
- 84 Flooding and siltation of drainage system
- 85 Encroachment in Public open spaces
- 86 Limited enforcement mechanism
- 87 poor land use and insecurity of tenure;
- 88 limited capacity for climate change adaptation and mitigation;
- 89 low disaster risk planning and mapping
- 90 Rampant degradation of the environment and natural resources caused by low enforcement capacity
- 91 limited environmental education and awareness, limited alternative sources of livelihoods and limited research, innovation and adoption of appropriate technology
- 92 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.
- 93 Poor coordination and institutional capacity gaps in planning and implementation; and
- 94 Absence of appropriate incentives for good environmental management practices.
- 95 Capacity gaps in planning and implementation; and
- 96 Absence of appropriate incentives for good environmental management practices.
- 97 Under utilisation of other energy resources/untapped resources
- 98 Uncoordinated intra and inter sectoral planning.
- 99 High unemployment levels among women, men, and youth leading to gambling.
- 100 Poor attitude of community members
- 101 Weak implementation, planning and budgeting
- 102 weak M&E systems for supporting implementation and policy planning
- 103 Limited financing and fiscal management
- 104 weak coordination of implementation

- 105 Weak systems for statistical development
- 106 Almost 80% of land in Uganda have not been surveyed thereby slowing the process of implementation of most government and private programs
- 107 Fragmented land unfit for manufacturing
- 108 Encroachment on government land (Airfield land and Aler Industrial Land)
- 109 Undeveloped Airfield
- 110 Undeveloped industrial park
- 111 Poor drainage in the city leading to floods
- 112 Inequality and discrimination in access to social services by vulnerable groups
- 113 Development Issues
- 114 Limited participation of communities in development programs, leadership and decision making.
- 115 Negative mindset to development programs
- 116 Limited access to and ownership of productive resources by vulnerable groups
- 117 Development Issues
- 118 Sexual and Gender Based Violence
- 119 Development Issues
- 120 Isolation, exclusion and rejection of persons with disabilities and older persons
- 121 Economic and social exclusion (the perennial poor community)
- 122 Child abuse. neglect and violence
- 123 Development Issues
- 124 High Orphan hood increasing level of Vulnerability
- 125 Weak Juvenile justice system and increased child offenders
- 126 Increasing Child Marriage, Prostitution and Teenage pregnancy
- 127 Drugs addicts, and substance abuse; Mental health and high alcohol consumption among the youth
- 128 Development Issues
- 129 Unemployment rate for the workforce.
- 130 Development Issues
- 131 Poor Labour standard in most of the work places.
- 132 Low standard of library facilities and the library spaces
- 133 Low participation levels in culture leisure and entertainment
- 134 Exponential increase in the number of street children and children in conflict with the laws.

## CHAPTER THREE: LGDP STRATEGIC DIRECTION

### 3.1 City Vision, Mission, Goals, Strategic Objectives

#### 3.1.1 LG Vision:

Competitive, Green & Equitable Industrial & Commercial Hub/City within the next 30 years

#### 3.1.2 LG Mission Statement:

“To deliver efficient and equitable services through effective leadership and management of socioeconomic and environmental services for improved livelihood by 2030”

#### 3.1.3 LG Goal:

Increase average household incomes and improve the quality of life of ugandans.

### 3.2 Adoption of National Goal, Overall Objective and Programs

Objectives	Strategies	Programs
1. Enhance value addition in Key Growth Opportunities	Promote agro industrialization Increase local manufacturing activity Promote mineral based industrialization Harness the tourism potential Promote export oriented growth	Agro Industrialization Water, Climate Change and ENR Management Tourism
2. Strengthen private sector capacity to drive growth and create jobs	Provide a suitable fiscal, monetary and regulatory environment for the private sector to invest Increase local content participation	Private Sector Development Manufacturing Digital Transformation
3. Consolidate & increase stock and quality of Productive Infrastructure	Institutionalise infrastructure maintenance Develop intermodal transport infrastructure Increase access to reliable & affordable energy Leverage urbanization for socioeconomic transformation	Transport Interconnectivity Sustainable Energy Development Sustainable Urban Development
4. Increase productivity, inclusiveness and	Improve access and quality of social services Institutionalise HR planning	Human Capital Development

<p>wellbeing of Population.</p>	<p>Enhance skills and vocational Development  Increase access to social protection  Promote STEI  Promote development oriented mindset</p>	<p>Community Mobilization and Mind set Change  Regional Development</p>
<p>5. Strengthen the role of the State in development</p>	<p>Increase govt. participation in strategic sectors  Enhance partnerships with nonstate actors for effective service delivery  Reengineer Public service to promote invest.  Increase Resource Mobilization</p>	<p>Governance and Security  Strengthening Public Sector Transformation  Development Plan Implementation</p>

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### 3.3 Key Development results

**Table 4: LGDP Key Development Results**

Category	Key Result Areas (KRA)	Indicators	Baseline	LGDP Targets				
			FY0	FY1	FY2	FY3	FY4	FY5
<b>AGROINDUSTRIALISATION</b>								
<b>Goal:</b> Increase household incomes and improve Quality of life	<b>Subprogram 1</b>							
		Number of City extension trained staffs accredited to conduct inspection, certification and regulation of inputs	1:50,000	1:40,000	1:30,000	1:20,000	1:10,000	1:500
		Proportion of farmers that access extension services	5	20	30	40	50	100
	Capacity both local government and national level staff enhanced	No. of City extension staff accredited to conduct inspection, certification and regulation of inputs	2	5	10	20	30	49
	Input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed	No. of input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed.	0	200	300	500	1000	5000
	Agro chemicals registered	No. of agro chemicals registered	0					
	Enhanced quality of agricultural inputs	Proportion of farmers receiving quality inputs	0	20	30	50	80	100
	Agricultural machinery dealers accredited	Number of regional mechanization centers established and operational	0	1				
	Financing for agricultural machinery and equipment provided							
	Access to ICT networks and connectivity in rural areas enhanced.	Number of ICT enabled agricultural extension applications	0	1	2	3	4	5
	9 elearning centers at zonal level established	0	1					



Digital skilling and literacy for agroindustry enhanced	Rate of adoption of generated agricultural research technologies	0	5	10	15	20	30
Enhanced land tenure security							
Enhanced integration of family land							
Efficient utilization of public agriculture farmlands and ranches							
Farmer knowledge on cooperatives enhanced							
Functional and well managed farmer cooperatives	281 Functional commoditybased platforms and commercialization approaches established at different levels (National and City)	0	50	50	50	50	50
Training and skilling centers for agroindustry supported	No. of Farm service centers established	0	3				3
	Number of demonstrations sites for the different value chain innovations demonstrated	0	5	5	5	5	5
Everification of agricultural inputs fully rolled up	Number of Proportion of farmers registered in evoucher	0	20	30	50	80	100
	Coverage of the Everification of agricultural inputs						
	Number of services obtained from the evoucher	0	100	200	300	400	500
	Level of coverage of the evoucher by commodity and location	0	20	30	40	50	100
Capacity both local government and national level staff enhanced	Number of nucleus farm models in place	0	5	5	5	5	5
Isolation units for infected	No. of isolation units for infected material,	0	1				

	material, products, animals, plants, fish) developed	products, animals, plants, fish)						
	Input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed	No. of input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed.	0	200	300	500	1000	5000
	<b>Subprogram 2</b>							
		Number of fully serviced agroindustrial parks established	1	1	1			3
		Level of completion and operation of starch and ethanol processing factories	0	50	70	90	100	100
		Level of completion and operation of spinning and textile mills	0	20	40	60	80	100
	Postharvest handling and storage infrastructure established at subcounty, City and zonal levels	Level of completion and operation of garmenting factories						
		Level of completion and operation of vegetable oil mills	10	20	40	60	80	100
		Level of completion and operation of fruit factories	0	20	40	60	80	100
		Level of completion and operation of meat processing factories	0	20	40	60	80	100
		Level of access of electricity in production zones	20	50	60	70	80	100
		Proportion of community access and feeder roads in good condition	20	50	60	70	80	100
		Proportion of agricultural labor force skilled in postharvest handling, storage and value addition	20	50	60	70	80	100
	Regional postharvest handling, storage and value addition facilities established	Proportion of agroindustrial	20	50	60	70	80	100

	standards, grades enforced						
	Number of beneficiaries of scholarship and apprenticeship programs in agroindustry	0	50	100	400	600	1000
	Number of beneficiaries of the exchange program for practitioners in the agroindustry	0	20	40	60	90	150
	Reviewed investment law						
<b>Subprogram 3</b>							
Product certification enforced	Proportion of products certified	20	50	60	70	80	100
Knowledge and skills of farmers enhanced in sanitary and phytosanitary standards	Proportion of farmers and manufacturers trained in sanitary and phytosanitary standards	20	50	60	70	80	100
Certification laboratories established and adequately equipped	Number of certification laboratories established and equipped	0	1				1
Agricultural market information digitized	An integrated agriculture market information system developed	0	1				1
Rural and urban agricultural markets developed at City and community levels	Number of rural and urban agricultural markets developed	1	5	10	15	20	25
Warehouse receipts system revitalized and functional	Level of completion and functionality of the warehouse receipt system	20	50	60	70	80	100
Commodity exchange system revitalized	Level of completion and functionality of the commodity exchange system	20	50	60	70	80	100
Incentives for transport and logistics investment provided	Types of transport and logistics investments incentives provided						

	Meter gauge railway rehabilitated to facilitate connectivity of agroindustries to markets	level of completion and functionality of the metre guage railway	0	20	50	80	90	100
	Ugandan products promoted abroad							
	<b>Subprogram 4</b>							
	Agricultural finance policy completed and implemented	Status of completion and implementation of the agricultural finance policy	0	20	40	60	70	100
	Agricultural lending portfolio increased	Proportion of agricultural lending to total lending for financial institutions	0	20	30	40	50	60
	Farmer groups and cooperatives established and functional	Number of farmer groups and cooperatives registered	5	100	300	500	700	1000
		Proportion of farmer groups and cooperatives that are functional	0	20	30	40	50	60
	Warehouse receipt system and Uganda commodities exchange strengthened	Level of functionality of the warehouse receipt system and commodities exchange	0	40	60	80	90	100
	<b>Subprogram 5</b>							
	Public, private partnership models established	Number of public, private partnership models established	0	50	100	150	200	250
	Coordination of public institutions enhanced	Proportion of projects that are jointly designed and implemented	0	20	30	50	60	70
<b>HUMAN CAPITAL</b>								
		Prevalence of stunting among children under 5years	29	27	24	21	19	17
		% of children exclusively breastfed for 6 months	66	66	67	68	69	70
	Target population fully immunized	DPT3HibHeb3 Coverage (%)	47	55	65	73	80	85

Health facilities providing youth friendly services	% of health facilities providing youth friendly services (specific days designated for provision of the youth health services package)		50	55	60	65	70
VHT membership revised to include the youth	% of VHTs with youth members		30	50	75	80	100
Reduced morbidity and mortality due to HIV/AIDS, TB and malaria	TB incidence rate		192	184	176	168	160
	Malaria incidence rate (%)	22	20	19	17	16	15
	HIV prevalence Rate	7.3	7.3	6.3	5.5	4.8	4.4
	ART Coverage (%)	95	87	88	89	90	91
	Viral Load suppression (%)	87	89	91	93	94	95
Epidemic diseases timely detected and controlled	% of epidemics detected timely and controlled		100	100	100	100	100
Preventive programs for NCD	% of eligible population screened		15	25	30	40	50
	% girls immunized against cervical cancer by 10 years (%)		40	50	60	70	80
Human resources recruited to fill vacant posts	Staffing levels (%)	83	85	90	95	97	98
Comprehensive Electronic Medical Record, EHR and PHR for both the public and private sector, and Community Based Information Systems (CHMIS) established	% of health facilities with 95% availability of 41 basket of EMHS	50					100
Increased access to safe water, sanitation & hygiene	% of people (1 km rural & 200 metres urban) of an improved water source.	70					100
Hunger and malnutrition reduced	Stunting among children under 5 (%)	29	27	24	21	19	17
	% population obese	24	24	23	22	22	21
COVID19 Interventions							

ECD centers registered programmes	% of ECD centres registered	20	25	35	50	65	85
	Proportion of children 08 years accessing ECD services (Nutrition, PHC, Sanitation, Child protection, Family strengthening and support), %	50	65	70	73	76	78
All the ECDs, Primary and Secondary schools inspected and inspection report produced	Percentage of ECD centers inspected at least once a term.	30	46	54	57	61	65
	Proportion of ECD centers implementing standardized learning framework, %.	30	45	46	50	55	65
Midday meals and Nutritious meals provided at schools	% of schools providing fortified foods to children	05	10	15	20	25	30
Roll out Early Grade Reading (EGR) and Early Grade Maths (EGM) in all primary schools to enhance proficiency in literacy and numeracy	50% of primary school teachers trained in EGRA and EGMA methodologies by 2025	02	4	6	8	10	12
	65% of primary schools implementing EGRA and EGMA methodologies by 2025	02	20	30	35	40	55
	% of schools with EGMA and EGR primers	00	20	30	30	40	55
Implement an integrated ICT enabled teaching	Connect 30% of primary and secondary schools to power supply by 2025	00	05	10	15	30	35
	30% of schools and HEIs using ICT enabled teaching and learning by 2025	00	05	10	15	20	25
	55% of teachers/lecturers with ICT proficiency.	00	25	30	40	50	55
	CCT to School Ratio of 1:18 by 2025	1:40	1:30	1:25	1:20	1:19	1:18
	CPD Training held per term	00	01	02	3	4	6
	Proportion of schools with seniorteacher /peer mentors, %	02	8	10	12	14	16
	No. of functions previously played by	00	2	3	3	4	6

		LGs and central govt decentralized to schools (ie Tr recruitment and Mgt; Procurement of school materials & assets; and support supervision)						
		Enhance the daily outreach capitation grant to facilitate CPD for more teachers(capitation in UGX)	00	2	3	4	5	6
	Introduce initiatives for retaining children in formal school for at least 11 years	64% of all schools with school feeding by 2025	10	20	24	26	28	30
		% increase in school fees/tuition charged restricted to atmost 10% in 5 years to 2025	00	05	10	15	20	25
		Parishbased school retention strategy in place	00	5	10	15	20	25
		50% of parishes reporting schoolage going children in parishes who have been out of school at least for a term	00	5	10	15	20	25
		Existence of a programme providing information to parents and learners on returns to education	00	10	15	20	30	40
		200 AllThroughSchools established in subcounties without a secondary school by 2025	00	2	2	1	1	1
		Proportion of schools with standard sports grounds (Primary)	00	5	10	15	20	25
		Proportion of schools with standard sports grounds (Secondary).	00	2	4	6	7	8
<b>PRIVATE SECTOR</b>								
Strengthen private sector capacity to drive		Proportion of MSMES accessing credit from government owned commercial banks	0	1000	3000	5000	7000	10000

growth and create jobs	Credit guarantee scheme in place	Number of MSME credit lines/ loans guaranteed	0	100	200	300	400	500
	Industrial Parks and Free trade zones connected to electricity	No. of Industrial Parks and free Trade zones connected	0	1	1			2
		Conformity rate to National Standards	0	50	60	70	80	100
		No on local private investors operating in industrial parks	0	1000	2000	3000	4000	5000
		MSME database in place	0	1	1	1	1	1
		MoU between MDAs and URA signed	0	1	1	1	1	1

### INTERGRATED TRANSPORT

3. Consolidate and increase stock and quality of Productive Infrastructure	Construction of Bus terminal	Number of bus terminals rehabilitated	0	1	1	1	1	1
	Construction or rehabilitation of airports	Number of airports/aerodromes constructed/rehabilitated	0		1			
	Upgrading strategic roads from gravel to bituminous surface	Number of Km of strategic roads upgraded	0	12	12	12	12	12
	Procurement and delivery of road equipment/ units	No of road equipment units added	0	1	1			
	Periodic maintenance of DUCAR Network	Km of DUCAR Network maintained Periodically	0	20	20	20	20	20
	Routine manual maintenance of DUCAR Network	Km of DUCAR Network maintained Routine Manual	0	384	384	384	384	384
	Improvement of road junctions	Number of road junctions improved	0	1	1	1	1	1
	Routine mechanized maintenance of DUCAR Network	Km of DUCAR Network maintained Routine Mechanized	0	40	40	40	40	40
	Repair of road construction Equipment /unit	No of road construction Equipment Repaired/unit	0	1	1	1	1	1
	Construction of DUCAR roads	Number of km constructed using low cost seals on DUCAR	0	2	2	2	2	2



	using low cost seals							
	Involvement of local contractors on construction works	Value of construction works carried out by local contractors	0	10	10	10	10	10
	Classification of local contractors	Number of local contractors classified	0	20	20	20	20	20
	Application of local raw material in infrastructure construction	Value of local raw material used in infrastructure construction	0	0	0	0	0	0
	Training of youth trained in road construction equipment operations	No. of youth trained in road construction equipment operations	0	10	10	10	10	10
	equipment operations	Number of driving permits issued	0	500	500	500	500	500

### ENR IMPLEMENTATION PLAN

1. Assure availability of adequate and reliable fresh water resources for all uses	Conserved and degraded wetlands demarcated and gazette.	Km of wetland boundaries demarcated	79	50	50	50	50	6
	Operational status and outlook hydrological information system	Number of catchments with quantified water resources.	0	1	1	1	1	1
	200KM of river/Streams banks surveyed and demarcated	Number of River/streams Banks surveyed and Demarcated	0	2	1	1	1	2
	200KM of river/Streams banks surveyed and demarcated	Number of River/streams Banks surveyed and Demarcated	0	2	1	1	1	2
	Air and Noise Pollution Regulations enforced.	Percentage compliance to air and noise pollution regulations. a	0	60	70	80	90	100
2. Increase forest, tree and wetland coverage and restore and protect hilly and mountainous areas and rangelands, greening and	Forest Cover Increased	Percentage increase in Forest Coverage	0	45	60	80	90	100
		Number of plantation forests livelihood systems developed.	0	10	10	10	10	10
	Degraded wetlands restored	Number of degraded wetlands restored	0	1	1	1	1	1
	Ha of mountain ecosystems restored	No. of Ha of degraded	0					

beautification		mountainous areas restored.						
	Ha of fragile ecosystems restored (mountain and rangelands)	No. of Ha of fragile ecosystems restored	0	10	10	10	10	10
	fragile ecosystems gazetted as Special Conservation Areas	Number of ecosystems gazetted as special conservation areas.	0	1	1	1	1	1
	Environmental Management integrated in Disaster and Refugee Response Intervention	Number of Tree Seedlings distributed and planted in the city ('000').	0	250	250	250	250	250
Promote inclusive climate resilient and low emissions development at all levels.		Climate change and disaster risk reduction integration guidelines in place.	0	1	1	1	1	1
		Number of Urban Authority sensitized.	0	3	3	3	3	3
		Number of industries/factories issued with carbon footprint certificates.	0	60	60	60	60	60
		Functional GHG inventory and its MRV system in place.	0	1	1	1	1	1
5 Reduce human and economic loss from natural hazards and disasters		DRR Regulations, bye laws and ordinances in Place	0	1	1	1	1	1
		Procured and installed garbage bins		1000	1000	1000	1000	1000
		Procured 8 Garbage rucks		2	2	2	2	8
		Established nursery Bed		2	2	2	2	2
		Hectors Acquired land for a landfill	6	100				100
		City Landscaped, greened and beautified	1	9				
		Open space gazetted, titled and protected	3	3	3	3	3	4
		Km of Wetlands demarcated, mapped and protected	70	50	50	50	50	200
<b>7 Strengthen land use and management</b>	Land information System	Number of systems integrated with the LIS	0	1	1	1	1	1

	automated and integrated with other systems							
	A comprehensive and up to date CITY land inventory undertaken	Proportion of City land captured in the inventory, %		50	60	70	80	100
	Physical planning committees and Area Land Committees trained in land management	No. of land management institutions trained in land management (PPCs)						
Titled land area	Percentage of land titled	0	20	50	70	90	100	
	Number of land titles issued	0	20	20	20	20	20	
	Hectares of government land secured for infrastructure corridors ('000s)	0	800hectares	7sqmiles	0	0	15 sq maile	
	Hectares of land for housing	0	100	200	300	400	1000	
Women's access to land strengthened	Percentage of land titles issued and owned by women	0	15	15	15	15	15	
Fit for purpose approach adopted and implemented in planning	Level of implementation of the fit for purpose approach in planning	20	30	40	60	70	90	
Land disputes mechanism reviewed through Negotiation	Number of land disputes reviewed and disposed	25	30	30	30	30	30	
LCSDGN rehabilitated and modernized	Number of LCGN Points rehabilitated and modernized	1	1					
Lira city Boundaries affirmed	Km of Lira City border reaffirmed	285	285					
Disseminate the National Valuation Standard and Guidelines	Functional Land Valuation Management Information System (LAVMIS)	0	1	1	1	1	1	
Integrated physical and economic development	Proportion of LCC and integrated physical and	10	50	60	70	80	100	

		economic development plans						
	LCCs physical planning priorities profiled	Number of LCC Physical planning priorities profiled	3	9	9	9	9	9

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## CHAPTER THREE: LGDP STRATEGIC DIRECTION

### 3.4 LGDP Programme, Objectives, interventions, Results (Outcomes and Outputs)

#### 3.4.1 (a) NDPIII Objective/LGDP Strategic Objective (s): Enhanced Value addition in key growth opportunities

<b>Adopted programme: Agro Industrialization</b>			
<b>Development Challenges/Issue:</b>			
Prolonged dry spell, Pests and diseases, Poor Post harvest handling processes, use of rudimentary tools, subsistence practice, poor marketing systems, customary ownership of land, under staffing, general decline of crop productivity, Inadequate Value addition equipment, Climate change. Low yields of crops and poor quality yields, Poor quality grains, Low prices of crop produce, Limited community cattle crushes, Inadequate laboratory capacity for diagnosis, Dilapidated Abattoir, Nonfunctional fish fry centre, Limited grazing land, poor storage infrastructure, poor market access and low competitiveness for products in domestic and external, limited access to agricultural financial services and weak coordination and institutional planning			
<b>Program outcomes and results:</b>	<b>Key Outcome Indicators (How do know the changes have happened)</b>	<b>Status 2019/20</b>	<b>Target 2024/25</b>
Increased total export value of processed agricultural commodities (Sunflower, soya beans, Sim Sim, Gnuts, and shea nut oils)	Export value of priority <sup>4</sup> agricultural commodities (\$)	400m	800
Increased agricultural sector growth rate from 3.8 percent to 6.0 percent;	% growth rate	3.8	60
Increased labour productivity in the agroindustrial value chain (value added, USD per worker)	value added per worker (\$)	USD 2,212	USD 3,114
Increased number of jobs created in agroindustry along the value chain	Number of jobs created	2000	20,000
Improved postharvest management	Postharvest losses for priority commodities (%)	37	15
Increased storage capacity	Storage capacity (MT)	1,200,000	5,000,000
Reduced percentage of h/holds dependent on subsistence agriculture as a main source of livelihood Increase the proportion of households that are food secure from 60 percent to 90 percent.	percentage of h/holds dependent on subsistence agriculture as a main source of livelihood	68.9	55

<p>Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges</p> <p>Increase agricultural production and productivity;</p> <p>Improve postharvest handling and storage;</p> <p>Improve agroprocessing and value addition;</p> <p>Increase market access and competitiveness of agricultural products in domestic and international markets;</p> <p>Strengthen the institutional coordination for improved service delivery</p>	<p>Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns</p>
<p>Increase agricultural production and productivity;</p>	<p>Strengthen agricultural research and technology development</p> <p>Strengthen the agricultural extension system</p> <p>Strengthen the agricultural inputs markets and distribution systems to adhere to quality standards and grades</p> <p>Increase access and use of water for agricultural production</p> <p>Increase access and use of agricultural mechanization</p> <p>Increase access and use of digital technologies in agriculture</p> <p>Improve land tenure systems and land security mechanisms that promote inclusive agriculture investments</p> <p>Strengthen farmer organizations and cooperatives</p> <p>Strengthen systems for management of pests, vectors and diseases</p> <p>Promote sustainable land and environment management practices in line with the agroecological needs:</p>
<p>Improve postharvest handling and storage;</p>	<p>Establish postharvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms</p>
<p><b>Project1:</b> Establish postharvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and capacities at in the city, divisions</p>	
<p>Improve agroprocessing and value addition</p>	<p>Establish ecofriendly fully serviced agroindustrial parks/export processing zones and equip regional farm service centers</p>
<p><b>Project2:</b> Establish ecofriendly fully serviced agroindustrial parks/export processing zones and equip regional farm service centers</p>	
<p>Increase market access and competitiveness of Agricultural Products in Domestic and International markets</p>	<p>. Strengthen enforcement and adherence to product quality</p> <p>Train farmers and manufacturers on sanitary and phytosanitary standards</p> <p>Renovate, build and adequately equip certification laboratory facilities in various strategic locations</p> <p>Digitalize acquisition and distribution of agricultural market information</p> <p>Improve agricultural market infrastructure in rural and urban areas</p> <p>Revitalize the warehouse receipt system</p> <p>Improve transport and logistics facilities for effective product marketing and distribution</p>

	Increase marketing of Ugandan Agricultural products		
Increase the mobilization, equitable access and utilization of agricultural finance	Increase the mobilization, equitable access and utilization of agricultural finance Facilitate organic bottomup formation of farmers groups Strengthen existing agricultural commodity price stabilization mechanisms Support women agriculture entrepreneurs to transition to competitive agriculture, agroprocessing, and agribusiness		
Strengthen institutional coordination for improved service delivery	Establish and operationalize the Agroindustrialization MIS Strengthen linkages between public and private sector in Agroindustry		
<b>Programme Outputs</b>	<b>Outputs and Targets (Quantify)</b>	<b>Action</b>	<b>Departments/Actors</b>
Animal breeding stock multiplied and distributed to farmers country wide for cattle, poultry, goats, pigs, fish	1,000,000	Establish 1 community breeding satellite centres; multiply and distribute 1,000,000 commercial and parent stock poultry genetic resources for cattle, poultry, goats, pigs and fish; introduce tropicalized superior breeding stock	Production/NARO/MAAIF
Extension workers recruited and equipped	25	Recruit 25 additional extension workers at Cities and subcounties;	Production/NARO/MAAIF
	25	Provide Logistical support to public extension service workers (assorted equipment AI kits, liquid nitrogen reservoir flasks, field flasks, AI consumables, etc.)	Production/NARO/MAAIF
Extension workers trained in entire value chain focused skills	25	Tailor Training of extension workers in Value chains; Partner with the Directorate of Industrial Training and BTNET institutions to develop value chain training packages	Production/NARO/MAAIF
ICTenabled agricultural extension supervision system developed and operationalised	1	Develop and extend ICT applications, provide ICT equipment and train staff on their usage; retooling and equipping Training Centres with the necessary infrastructure, equipment and ICT innovations	Production/NARO/MAAIF
Innovative extension models including village agents and nucleus farmers supported	500	Roll out proven Extension Service Delivery Models to facilitate technology dissemination including the nuclear farmer model; register and accredit private extension service providers	Production/NARO/MAAIF
Agribusiness incubation centres established		Establish Agribusiness Incubation Centres in the city	Production/NARO/MAAIF

Commoditybased platforms/Forum and commercialization approaches established at different levels (National and City)	20	Establish 20 commoditybased platforms and commercialization approaches	Production/NARO/MAAIF
Facilities for inputs multiplication established including seeds, seedlings breeding stock	1	Rehabilitate and fully operationalize the one Fry centre in the city	Production/NARO/MAAIF
Capacity for inputs verification, multiplication and quality assurance developed	500	Register agroinputs and agroinput dealers; train stakeholders (staff, private input dealers;	Production/NARO/MAAIF
		Procure and distribute 2.5 million seedlings; 500,000 bags of fertilizers; support 500 nursery operators; 7,000 litres of fungicides	Production/NARO/MAAIF
	49	Recruit, train and equip agricultural inspectors, extension staff in inspection	Production/NARO/MAAIF
	100	Train farmers in quality seed production	Production/NARO/MAAIF
		Develop an input traceability system	Production/NARO/MAAIF
Treatment facility using Gamma ray radiation technology, for pest treatment of horticultural exports and imports established at exit points.		Establish and maintain treatment facility using Gamma ray radiation technology, for pest treatment of horticultural exports and imports established at exit points.	Production/NARO/MAAIF
Regional Farm Service centres established and equipped			Production/NARO/MAAIF
Evoucher scaled up		Roll out the evoucher to 60 additional Cities	Production/NARO/MAAIF
Farming households supported		Procure and distribute critical farm inputs	Production/NARO/MAAIF
Solar powered water supply and smallscale irrigation systems developed.		Construct small scale solar powered water supply irrigation systems	Production/NARO/MAAIF
<b>Project3:</b> Develop solarpowered smallscale irrigation systems for small holder farmers outside conventional irrigation schemes			
Smallscale irrigation systems constructed		Make designs and construct smallscale irrigation systems/ schemes	Production/NARO/MAAIF
Solar powered water supply and smallscale irrigation systems developed.		Construct small scale solar powered water supply irrigation systems	Production/NARO/MAAIF
Capacity of National, regional and zonal	1	Develop designs, construct and equip 1 regional mechanization service centres;	Production/NARO/MAAIF



agricultural mechanisation and service centers enhanced		Acquire and deploy assorted sets of Agric mechanization equipment (heavy equipment and machinery units; Test, certify and promote agriculture mechanization equipment; Roll out the tractor hire services; Procure and deploy tractors with all implements; Identify and promote agriculture equipment and machinery models for LST.	Production/NARO/MAAIF
Agricultural mechanization personnel recruited trained and developed	10	Recruit, train and develop Agricultural mechanization personnel (10); Train 10 Agricultural Mechanization Technology (AMT) users, operators and technicians	Production/NARO/MAAIF
Agricultural mechanization plants established.		Develop designs for and construct Manufacturing and fabrication plants, (PPP)	Production/NARO/MAAIF
Agricultural mechanization plants established.		Certify Agriculture equipment and machinery importers, suppliers, dealers, fabricators and manufacturers	Production/NARO/MAAIF
Farm land cleared and farm access roads opened, improved, rehabilitated and constructed		Construct farm roads, plough and clear farmland	Production/NARO/MAAIF
Capacity for access and utilization of ICT in agriculture developed		Construct a mobile information stall; Construct and equip a laboratory for management and analysis of data; Subscribe to high resolution imagery; Train staff to analyze satellite data;	Production/NARO/MAAIF
Integrated livestock information management system developed and operationalized		Develop and operationalize the Livestock Identification and Traceability System and animal health information management system	Production/NARO/MAAIF
EWRS at Storage facilities installed and operationalized		Acquire assorted ICT kits and install eWRS, identify and train farmers, traders, warehouse operators and financial institutions	Production/NARO/MAAIF
Laws, byelaws and ordinances developed	1	Create laws, byelaws and ordinances that favour acquisition of land for farming by investors and also laws that promote favourable conditions for leasing land for Agriculture	Production/NARO/MAAIF
Farmer organizations strengthened	500	Select and train farmer groups	Production/NARO/MAAIF
		Support to National Farmers Registration, Design messages and undertake Farmer sensitisation physically and on various media platforms, Register and profile farmers	Production/NARO/MAAIF

		Register 1 breeder associations and 1 breed societies	Production/NARO/MAAIF
		Procure and distribute critical farm inputs	Production/NARO/MAAIF
			Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped	1	Construct new Citybased crop mini diagnostic labs and equip them	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped	1	Rehabilitate Citybased livestock mini diagnostic labs and equip them	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped	1	Develop designs for new regional labs, construct new labs and rehabilitate old ones	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped	2	Establish 2 Mobile plant and livestock clinics across the city	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped		Acquire pest, vector and disease control equipment and laboratory consumables	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped		Train and provide technical backstopping in pests, vectors and diseases surveillance, diagnostics and control	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped		Train and monitor farmers in establishment of diseasefree compartments and Issue certificates to disease free farms	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped		Complete modalities for engaging the Private Sector to setup pesticides, acaricides, animal vaccine and drug manufacturing incountry. Conduct feasibility studies, draft national veterinary medicines bill	Production/NARO/MAAIF
Disease diagnosis and control capacity and facilities developed and equipped		Acquire vaccines for state controlled diseases	Production/NARO/MAAIF
Pests and diseases epidemics controlled in City local governments		Enforce animal movement control, surveillance and investigation of disease outbreaks, acquire movement control certificates	Production/NARO/MAAIF
Capacity for pests, disease and vector control, risk assessment and management developed		Recruit staff; Train pest and disease risk assessors; Conduct Pest and disease Risk Assessments for high risk crops; Train and provide technical backstopping in pests, vectors and diseases surveillance, diagnostics and control; Train and monitor farmers in establishment of diseasefree compartments and Issue certificates to disease free farms	Production/NARO/MAAIF

Animal Disease vaccines acquired and distributed		Acquire vaccines for endemic, emerging pandemic animal and crop diseases such as FMD, CBPP, crop diseases	Production/NARO/MAAIF
<b>Project4:</b> Strengthen systems for management of pests, vectors and diseases: Develop and equip infrastructure and facilities for disease diagnosis and control;			
Land, water and soil conservation practices strengthened		Develop and implement Catchment Management Plans (CMPs) in the city	Production/NARO/MAAIF
			Production/NARO/MAAIF
Aquaculture production increased	100	Design, construct and stock 100 one acre ponds	Production/NARO/MAAIF
		Identify, select and support youth and women fish farmers	Production/NARO/MAAIF
		Identify, map, mark, gazette and protect fish breeding grounds	Production/NARO/MAAIF
		Restock minor water bodies	Production/NARO/MAAIF
		Enforce fisheries regulation along major water bodies, Procure vessel identification plates, fishing materials and license vessels to operate on the lakes	Production/NARO/MAAIF
Soil, crop suitability and fertilizer blend maps developed		Develop 1 Soil, crop suitability maps and fertilizer blends	Production/NARO/MAAIF
Postharvest handling, storage and processing facilities for priority commodities established in the city		Carry out feasibility studies; design the facilities; construct the facilities; procurement and installation of the equipment; establish operation and management structures with the private sector; commission the infrastructure	Production/NARO/MAAIF
Cooperative societies, communities supported with cleaning, drying, grading and processing equipment		Establish 2 demonstrations of solar drying, and demonstrate raised drying racks in the city	Production/NARO/MAAIF
	1	Establish 1 animal feed production, packaging and storage facilities in the city	Production/NARO/MAAIF
2 modern fish handling infrastructure rehabilitated and operationalized	2	Rehabilitate equipment, establish operational and management structures, commissioning and monitoring operationalization of fish handling facilities	Production/NARO/MAAIF

5 Cooperative Societies supported with Value addition equipment in the agroecological zone		Conduct physical assessments; assess and recommend appropriate technologies for value addition; procure, deliver and install the value addition machinery; commission and monitor the performance of the equipment	Production/NARO/MAAIF
Capacity of cooperatives, communities, farmers and traders developed in postharvest handling and storage including; business management; value addition; quality requirements and principles of cooperative movements	1000	Establish 8 training and common user facility centers; develop training modules; train 1,000 beneficiaries in business management; value addition; quality requirements and principles of cooperative movements	Production/NARO/MAAIF
2 Regional postharvest handling, storage and value addition facilities established and operational in the key strategic locations	2	Feasibility studies; designing and construction of the facilities; identification and assessment of appropriate technologies; procurement and installation of the equipment; commissioning and monitoring the performance of the facilities	Production/NARO/MAAIF
			Production/NARO/MAAIF
Agroindustrial Parks and export processing zones established and functional	2	Carry out a survey on the status of all agro processing and value addition establishments; Conduct feasibility studies for agroindustrial parks; Identification, selection of sites and acquisition of land; Development of master plans and designs and construction of agroindustrial parks infrastructure; Extend water mains network and medium to high voltage electricity to the agroindustrial parks	Production/NARO/MAAIF
Agroindustrial Parks and export processing zones established and functional		Link SMEs to free zones agroprocessors for subcontracting & access to export markets; Mapping local export clusters for production & bulking of supply side for Free Zones; Develop climate change and environment sustainability plan for free zones; supervision, monitoring and facilitation of Free Zones	Production/NARO/MAAIF
		Acquire at least 7 square miles of land for setting up agroindustrial infrastructure for free zones	Production/NARO/MAAIF
2 starch and 3 ethanol processing factories from cassava established	1	Design, construct, equip and provide working capital for 1 starch and 1 ethanol processing	Production/NARO/MAAIF
			Production/NARO/MAAIF

		factories from cassava established	
Resource efficient and sustainable industries established		Create awareness and training of industries, SMEs in resource efficient and environmentally friendly technologies; provide Affordable, adequate and reliable electricity provided in the production zones; construct community access and feeder roads constructed and regularly maintained; support SMEs to adopt and adapt energy efficient and environmentally friendly technologies	Production/NARO/MAAIF
Agro processing and Value addition plants in key priority commodities under the agriled programme	1	Design, construct and equip the value addition facilities	Production/NARO/MAAIF
Agro processing and Value addition cottage industries in key priority commodities established	1	Design, construct and equip the value cottage industriess	Production/NARO/MAAIF
Certification permits for products and firms issued.		Sanitary and Phyto sanitary certificates issued; Develop and Strengthen the system of inspections, verification of compliance, capacity building and issuance of the certificates	Production/NARO/MAAIF
		Issue certification permits to firms for products; Develop and implement a system on minimum safty requirements for SMEs to trade in the market in place	Production/NARO/MAAIF
		Certify and support local production of quality fishing gear (nets, vessels and engines )	Production/NARO/MAAIF
Agricultural Market Information Hubs established across the value chain and infromation frameworks with intergrated ICT platforms created		Establish and maintain Agricultural Market Information Hubs; Develop and operationalise agricultural market information frameworks with integrated ICT platforms	Production/NARO/MAAIF
Mordern Agricultural markets constructed in strategic locations and infrastructure to facilitate their effective performance built	2	Construct and equip modern agricultural markets(1) in major cities	Production/NARO/MAAIF
Mordern Agricultural markets constructed in 5 strategic locations and infrastructure to facilitate their effective performance built		Construct roads, supllpy water and electricity to locations of the modern markets	Production/NARO/MAAIF

Warehouse receipt system linked to rural supply chains, storage points and Government Institutions		Link warehouse receipt system to rural supply chains, storage points, Government Institutions like Police, Army, Schools and Disaster & Relief Food supplies	Production/NARO/MAAIF
Warehouses standardised, incentivized for trading and awareness created under the WRC and the CE		Standardize warehouses and incentivize the use of warehouses and trading under the through the WRC and the UCE; Build the Capacity of Public Licensing of Warehouses under WRS , create awareness and facilitate uptake of licenses	Production/NARO/MAAIF
Domestic, regional and International consumption of agro industrial products increased		Conduct promotional, expos and trade shows in and outside the country; Conduct market studies and surveys for priority supply chains, train supply chain actors; Enhance branding, packaging and labelling of Uganda's agricultural products; Profile the key products of export interest to Uganda; Linking supermarkets or retail chains to farmers and producers	Production/NARO/MAAIF
<b>Project5:</b> Develop infrastructure and facilities for urban agricultural markets within the city			
National Agricultural finance and Insurance Policy implemented	1	Finalize the National Agricultural Finance and insurance policy, and its implementation strategy	Production/NARO/MAAIF
Satellite pasture drought index insurance developed		Promote the design and delivery of a satellite pasture drought index insurance for the cattle corridor	Production/NARO/MAAIF
Mirco Insurance Regulations gazetted		Issue the Micro Insurance Regulations in order to guide micro insurance in the agriculture sector	Production/NARO/MAAIF
Insurance distribution platforms established		Invest in insurance distribution platforms as we as claim support structures	Production/NARO/MAAIF
High quality microinsurance products targeting the needs of smallholder farmers developed		Support the design and scalingup of microinsurance products in agriculture and promoting the coherence between social protection and agriculture	Production/NARO/MAAIF
Extension workers trained in Agricultural Finance and Insurance packages		Train agriculture extension workers City commercial officers	Production/NARO/MAAIF
An agriculture finance technical assistance facility established under UDC	1	Establish a technical assistance facility under UDC to provide capacity building support to farmer organizations, cooperatives and agric MSMEs	Production/NARO/MAAIF

Regular collection and dissemination of agriculture data undertaken		Invest in the regular collection, auditing and management of agriculture finance industry relevant data up to a parish level (using the Parish model)	Production/NARO/MAAIF
Comprehensive tax assessments undertaken and measures identified		Review taxes and other incentives that stimulate development and distribution of agriculture insurance	Production/NARO/MAAIF
Value chain analyses & business cases produced for all priority value chains		Facilitate the development and regular updates of value chain analyzes, as well as business cases	Production/NARO/MAAIF
Uganda Diaspora mobilized to invest in agriculture and agroindustry		Promote initiatives that facilitate the Ugandan Diaspora to invest in specific agribusiness opportunities or projects in the country	Production/NARO/MAAIF
Pipeline of agriPPP bankable projects developed		Invest in a pipeline of agriPPP bankable projects and promote these globally	Production/NARO/MAAIF
Enhanced efficiency, productivity, profitability, resilience and viability of agribased startups and early stage agriMSMEs		Invest in the scalingup of agribusiness incubation and accelerator programmes	Production/NARO/MAAIF
Existing mechanisms of financial support to women agricultural entrepreneurs reviewed		Review existing mechanisms and models of public and private financial support to women agriculture entrepreneurs	Production/NARO/MAAIF
Agroindustrialization management information and statistics system established and operational	1	Operationalize the National and Agriculture Management information system; Strengthen the National Food and Agricultural Statistics system for reliable accurate and time agricultural statistics; Recruitment and equip Agriculture statisticians at the City local governments; Profile key actors	Production/NARO/MAAIF
Agro Industrialization programme policies and laws implemented	1	Review the existing inventory of agricultural policies and replace those that are old and obsolete.	Production/NARO/MAAIF
Monitoring and Evaluation Systems within and among the MDAs in place	1	Strengthen Monitoring and Evaluation Systems within and among the MDAs	Production/NARO/MAAIF
Develop capacity of agriculture BTVET institutions		Rehabilitate and equip agricultural BTVET infrastructure; Make MOUs between BTVET institutions, MAAIF and MLG. Select and post students for internship in all regions country wide	Production/NARO/MAAIF
Strengthen public private partnership models in agroindustrialization		Build private sector networks, project analysis and appraisal systems	Production/NARO/MAAIF

Projects under PPP arrangements successfully initiated		Build private sector networks, project analysis and appraisal systems	Production/NARO/MAAIF
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3.5 LGDP Programme, Objectives, interventions, Results (Outcomes and Outputs)

**3.4.1 (b) NDPIII Objective/LGDP Strategic Objective (s): Strengthen private sector capacity to drive growth and create jobs**

Adopted programme: <b>Private Sector Development</b>			
<b>Development Challenges/Issue:</b>			
High cost of doing business, Limited production and organizational capacity, absence of a strong supporting environment, weak enforcement of standards and the proliferation of counterfeits in the market, inadequate knowledge and skills along the agroindustry value chain, poor coordination and inefficient institutions, inadequate strategic and sustainable government investments partnerships with the private sector in key growth areas, the industrial sector yet weak and uncompetitive to sustainably drive growth, Inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas			
<b>Program outcomes and results:</b>	<b>Key Outcome Indicators (How do we know the changes have happened)</b>	<b>Status 2019/20</b>	<b>Target 2024/25</b>
Increased lending to key growth sectors	% MSMEs with an outstanding credit at a formal financial service provider	9.7	23
Improved business capacity and local entrepreneurship skills enhanced	% of businesses that accessed BDS in the past 3 years	7	20
Increased membership in chambers of commerce and trade unions	% of the informal sector	5	45
Strengthened linkages to regional and global markets	Value of exports (Million USD)	400	800
Increased research and innovation within the private sector	Proportion of SMEs using digital solutions for key	25	45

	business processes		
Increased access and use of market information system by the private sector	Proportions of firms using market information systems	5	40
Increased local firms' participation in public investment programmes across sectors	Proportion of the total procurement value awarded to local contractors	60	80
Regionally balanced key strategic public investments planned and developed to spur private investment in key growth areas	Number of private investments by UDC	0	2
Standards developed and/or enforced	Total private sector investments facilitated by PPPs arrangements		
Increased accessibility to serviced industrial parks	Annual change in products certified by UNBS (%)	10	20
Increased formalization of businesses	No of businesses using the industrial parks	70	500
Improved availability of private sector data	% change in tax payer register	20	90
	Number of data requests to the MSME database	2000	5000
Adapted/Adopted Program Objectives (Includes	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		

<p>objectives on cross cutting challenges</p> <ul style="list-style-type: none"> <li>• Sustainably lower the costs of doing business;</li> <li>• Promote local content in public programmes;</li> <li>• Strengthen the enabling environment and enforcement of standards;</li> <li>• Strengthen the role of government in unlocking investment in strategic economic sectors;</li> <li>• Strengthen the organisational and institutional capacity of the private sector to drive growth.</li> </ul>			
<p>Sustainably lower the costs of doing business</p>	<p>Increase access to affordable credit largely targeting MSMEs Increase access to longterm finance</p>		
<p>Improve postharvest handling and storage;</p>	<p>Establish postharvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms. Mobilize alternative financing sources to finance private investment. Address nonfinancial factors (power, transport, business processes etc.) leading to high costs of doing business.</p>		
<p>Strengthening Private Sector Institutional and Organizational Capacity</p>	<p>Strengthen the organizational and institutional capacity of the private sector to drive growth</p>		
<p>Strengthen the enabling environment and enforcement of standards</p>	<ul style="list-style-type: none"> <li>• Promote local content in public programmes</li> <li>• Strengthen the role of government in unlocking investment in strategic economic sectors</li> <li>• Strengthen the enabling environment and enforcement of standards</li> </ul>		
<p><b>Programme Outputs</b></p>	<p><b>Outputs and Targets</b> <b>(Quantify)</b></p>	<p><b>Action</b></p>	<p><b>Departments/Actors</b></p>
<p>A short term development credit window for MSMEs set up and implemented</p>	<p><b>1</b></p>	<p>Establish a platform for financing of SME receivables</p>	<p>Trade and Industries</p>

		Build capacity of MSMEs to access credit	Trade and Industries
		Establish and operationalise the EMYOOGA fund for MSMEs, in the specialised trades	Trade and Industries
Clients' Business continuity and sustainability Strengthened	1		
One stop centres for business registration and licensing established	1	Establishment of a onestop centre for business registration and licensing & other services	Admini stration /MOL G
		Strengthen TREP collaboration	Trade and Industries
		Support Intellectual Property registration and exploitation	Trade and Industries
An overarching local content policy framework developed and implemented Adequate framework for a MSME database in place	1	Implement the existing local content policy, and other related legal and institutional framework	Trade and Industries
		Dissemination of the comprehensive local content framework	Trade and Industries
		Promote and enforce local content in labour market	Trade and Industries
		Monitoring and reporting the implementation of local content in public procurement	Trade and Industries
		Conduct various studies sustainable procurement	Trade and Industries
		Loans agreements to observe the local content enhancement policy	Trade and Industries

		Fasttrack the rollout of the EGovernment procurement and provide training to stakeholders	Trade and Industries
		Mobilise local firms' participation in public investment programmes across sectors	Trade and Industries
	1	Establishment of adequate framework for a MSMEs database	Trade and Industries
		Collaborate and join platforms and working groups involved in data management and its standardisation	Trade and Industries
Incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED in place	1	Review of Investment code to support investments for green growth	Trade and Industries
		Support the design of policies to encourage private sector involvement in green projects	Trade and Industries
		Developing and popularizing a preferred Local Economic development investment portfolio	Trade and Industries
		Popularize the integration of Green financing and green growth responses in policies and regulations for sustainable trade, industrialization, and cooperative development.	Trade and Industries
		Conduct sensitizations drives for the private sector on Green Growth and LED	Trade and Industries
		Put in place incentives to attract the private sector to finance green growth	Trade and Industries
		Partner with the private sector to mobilise financial resources and knowhow on green growth	Trade and Industries

		Developing an incentives policy on green growth investment financing by the private sector.	Trade and Industries
		Build the in-country capacity of government agencies and other involved stakeholders and institutions to design, implement and monitor policies to foster green growth objectives	Trade and Industries
		Establishing institutional mechanisms for accessing privileges for investing in green growth financing.	Trade and Industries
		Build capacity of the private sector to access funds from the Green Climate fund	Trade and Industries
		Review of Investment code to support investments for green growth	Trade and Industries
		Support the design of policies to encourage private sector involvement in green projects	Trade and Industries
		Developing and popularizing a preferred Local Economic development investment portfolio	Trade and Industries
		Popularize the integration of Green financing and green growth responses in policies and regulations for sustainable trade, industrialization, and cooperative development.	Trade and Industries

### 3.6. 1 (b) Spatial representation of the Programme

Present a spatial illustration of the proposed investments showing locations on a LG map

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps

Agro- Industrialization				

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

### **4.1 LGDP Implementation and coordination Strategy**

This section outlines or spells out the implementation arrangements, coordination and partnership mechanisms or framework for executing the City 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**

The Implementation of the City Development Plan for the period 2020/2021-2024/2025 will be through the established decentralized local government structures, institutions, systems, procedures and regulations. The City will adopt and strengthen both political and technical structures and committees as provided in the Local Governments Act 1997 as amended. The institutions or committees both at City and Divisions such as local councils, executive committees and standing committees of the councils, City and Division technical planning committees, City Contracts Committee and management committees for health, education and water user committees for the smooth implementation of the plan. These structures will be empowered with relevant laws and regulations that govern their operations to enable them perform their mandates effectively.

<b>No.</b>	<b>LG organ/Committee/Other Institution</b>	<b>Roles/ Responsibilities</b>
1	City Council	Responsible for coordinating the production of Higher and Lower Local Government plans
2	City Technical Planning Committees	Responsible for cocoordinating and integrating City level development priorities and those of Lower Level Local Governments to produce City development plans that are presented to the City councils for approval
3	City Executive Committee	Responsible for reviewing, providing oversight and direction on the plan
4	Contracts Committees	Ensuring that the projects are delivered in time and quality by advertising and selecting the best firms to deliver on the LGDP projects
5	The Budget Desk	Ensuring that Annual work plans and budgets are aligned to LGDP and sufficient resources are allocated to the implement the LGDP

The annual budgets and work plans will have to be aligned to the priorities in the LGDP to ensure that they are implemented. The council will review departmental 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 departments under the overall stewardship of the Chief Administrative Officer who is charged with the mandate of coordinating all development programs in the City as the Chief Executive



### 4.3 LGDP Integration and Partnership Arrangements

To ensure effective integration and partnership for the successful implementation of this development plan, the City has come up with the following coordination arrangements; Joint City planning and budgeting. Development partners and the Private Sector will fully be required to participate, attend and contribute to the City planning meetings especially the City planning and budget conference. The City shall promote joint planning and budgeting so that scarce resources are put to optimal use by aligning development partners' interventions with the CDP.

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

**City 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 Administrative Officer 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 quarter standing committees 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 so imperative for effective coordination and it aids planning for all stakeholders especially the City LG. The mapping exercise will help identify subcounties with fewer services to target for future development.

Joint ventures where the private sector and government (Public private partnerships) could co fund project implementation i.e. private but not for profit especially health centers. These partners always participate in the preparation and implementation of the LGDP through attendance of various meetings such as the budget conferences and then giving their inputs into the processes.

The most prominent development partners/ donors supporting the City include: World Bank, VNG, GIZ, UNICEF, WHO (healthrelated activities) and LangoRHITES. These have tremendously supplemented other government programs such as NUSAF 3, FIEFOC, YLP, and Uganda Women Entrepreneurship Program amongst others. The other CSOs engaged in the preparation and implementation of the LGDP are USAID RHITESN Lango (health services), Malaria Consortium.

The review established that these partners are carrying out various interventions across the various sectors all aimed at bridging the service gaps and service delivery improvement. However, some partners are still not always willing to declare their resource envelope to the City thus making it difficult to monitor and evaluate the impact of their program on the community. The City is however providing a conducive environment to attract and retain more donors and development partners so the gaps in service delivery can be covered. This could be best achieved through speedy registration and setting favorable terms and conditions and signing of binding documents such as memorandum of understanding. There will always be joint monitoring of all development programmes and projects in

the City between the development partners, City local government and the community. This will provide opportunity for joint dialogue and strategies.

#### **4.4 PreRequisites for Successful LGDP Implementation**

There is great need to strengthen coordination among the various actors, monitoring, supervision and evaluation of all development programmes in the City in order to realise intended outcomes and impact. A participatory approach should be adopted to monitor & evaluate the benefits of the plan to the community. There should be intensive advocacy, lobbying, partnerships, networking and collaboration amongst the various stakeholders to raise and allocate more funds to implement planned activities including the underfunded and unfunded priorities. This could be best achieved through the privatepublicpartners (PPP) so as to harness a holistic approach to development.

The midterm review for the plan should be conducted in a timely manner to take care of the emerging issues that may require urgent attention. The National Planning Authority should be close to LGs in terms of offering technical support in this area. Undertaking participatory planning, implementation, monitoring and evaluation of all development activities, projects and programmes at all levels. This would enhance participation, ownership and sustainability of development interventions by all the stakeholders.

There is need to always developing realistic budgets and work plans that would be funded within the framework of council priorities. This would partly avoid the challenge of rollover projects and lead to measurable outputs within a specified period. All development partners should be encouraged to align their interventions towards the NDP III goal and objectives but being mindful of the remaining period. They should also wholly disclose their resource envelope to the City to allow for a holistic approach in planning and budgeting

Because of the low local revenue base coupled with poor collection and administration. The Program Budgeting System for planning and reporting should be streamlined and harmonised with the Integrated Financial Management System (IFMS) to ease budgeting and reporting and in addition Indicative Planning Figures (IPFs) from the centre should be issued well in time (during regional BFPs or before the beginning of a new financial year) in order to guide the planning and budgeting processes

The budget support to Local Governments should be revised upwards to 70 % and the 30% retained at the centre since the bulk of development programmes are implemented at the local government level. There should be specific budget lines for crosscutting issues at the national level and also Some percentage of agency fees should be given to Local Governments by Uganda Revenue authority (URA) for collecting taxes on its behalf (VAT, withholding tax and other taxes). This acts as motivation to Local Governments.

The City should make deliberate attempts through the various sector heads to integrate all crosscutting issues into their budgets and plans. There should be separate budget lines from the line ministries under conditional grants to cater for crosscutting issues and maintenance of expensive and delicate medical equipment at City level.

There is a need for strong political will and commitment at all levels, ownership of the plan by all and budget discipline and adherence to work plans and budgets such that planned activities are implemented without necessarily rolling them over to the following years.

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## CHAPTER FIVE: FINANCING FRAMEWORK AND STRATEGY

### 5.1 Financing Framework

Sources of Financing	Total Contributions FY2020/21	Total Contributions FY2021/22	Total Contributions FY2022/23	Total Contributions FY2023/24	Total Contributions FY2024/25	Total Contributions	(%) Share by source of financing	Off Budget Contribution
Central Government Transfers	155.52	155.52	155.52	155.52	155.52	777.6		
Local Revenue	5.4	7	10	15	20	57.4		
Development Partners	40.54	40.54	40.54	40.54	40.54	202.7		
Other sources of financing								
Total	201.46	203.06	206.06	211.06	216.06	1037.7		

Figures are presented in million shilling

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## 5.2 Costing of priorities and results

Summary of the Programme Costs, indicating funding sources

Programme	Total LGDP Cost 2020/21 2024/25 (Billion)					GOU + LR 2020/21 2024/25 (Billion)		External Financing (DP, CSO + PS) 2020/21 2024/25 (Bn)
	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	GoU	LG	
Agro Industrialization	42.68	42.68	42.68	42.68	42.68	212.9	0.5	0
Human Capital	33.3	33.3	33.3	33.3	33.3	104	0	62.5
Urbanization	5.2	5.2	5.2	5.2	5.2	16	0	10
Energy	0.4	0.4	0.4	0.4	0.4	2	0	0
Integrated Transport	71	71	71	71	71	290	1	64
Water, Climate Change and Environment and Natural Resources Management	15.7	15.7	15.7	15.7	15.7	40.5	5.5	32.5
Development Plan Implementation	1.28	1.28	1.28	1.28	1.28	5	0.4	1
Digital Transformation	0.66	0.66	0.66	0.66	0.66	2.2	0	1.1
Community Development and mindset Change	0.8	0.8	0.8	0.8	0.8	3	0.4	0.6
Public Sector Transformation	26.4	26.4	26.4	26.4	26.4	100	2	30
Private Sector Development	0.64	0.64	0.64	0.64	0.64	2	0.2	1
Governance and Security	0.6	0.6	0.6	0.6	0.6	1.5	1.5	0

Projects d ition 3.4	Time Frame					Funding Secured (Billion)			Funding Gap (Billion)	Total Funding
	Yr. 1	Yr .2	Yr .3	Yr .4	Yr .5	GoU	LG	Dev Partners		Required (Billion)
<b>Agro Industrialization</b>	42.68	42.68	42.68	42.68	42.68	212.9	0.5	0	200	213.4
Develop infrastructure and facilities for urban agricultural markets within the city	1	1	1	1	1	4.5	0.5			5
Establish ecofriendly fully serviced agro industrial parks/export processing zones to stimulate and expand agro processing	40	40	40	40	40	200				200
Provision of strategic infrastructure in the existing industrial parks	20	20	20	20	20	100				100
Establish postharvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and capacities at in the city, divisions etc.	0.4	0.4	0.4	0.4	0.4	2				2
Strengthen systems for management of pests, vectors and diseases: Develop and equip infrastructure and facilities for disease diagnosis and control;	1.08	1.08	1.08	1.08	1.08	5.4				5.4
Develop solar powered small scale irrigation systems for small holder farmers outside conventional irrigation schemes	0.2	0.2	0.2	0.2	0.2	1				1
<b>Human Capital</b>	33.3	33.3	33.3	33.3	33.3	104	0	62.5	160	166.5
Promoting conducive accommodation and learning environment in primary and secondary schools	18	18	18	18	18	50		40		90
Promoting conducive living environment in health facilities	14	14	14	14	14	50		20		70
Improving medical waste management in the city and health facilities	1	1	1	1	1	3		2		5
Improving sanitation and hygiene in the city	0.3	0.3	0.3	0.3	0.3	1		0.5		1.5
	0	0	0	0	0					0

<b>Urbanization</b>	5. 2	5. 2	5. 2	5. 2	5. 2	16	0	10	26	26
Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities	2	2	2	2	2	5		5		10
Design and build inclusive housing units for government workers (civil	2	2	2	2	2	5		5		10
Promote mass transport and nonmotorized transit in city	0	0	0	0	0					0
Increase urban resilience by mitigating against risks of accidents, fires, flood earthquake, landslides and lightning specifically focusing on: Strengthen effective early warning systems; Improve emergency responses.	0. 4	0. 4	0. 4	0. 4	0. 4	2				2
Establish and develop public open spaces	0. 4	0. 4	0. 4	0. 4	0. 4	2				2
Promote the production and use of sustainable housing materials and technologies	0. 2	0. 2	0. 2	0. 2	0. 2	1				1
Develop and implement an investment plan for adequate and affordable housing	0. 2	0. 2	0. 2	0. 2	0. 2	1				1
<b>Energy</b>	0. 4	0. 4	0. 4	0. 4	0. 4	2	0	0	2	2
Promote uptake of alternative and efficient cooking technologies including rural areas (electric cooking, domestic and institutional biogas and LPG);	0. 2	0. 2	0. 2	0. 2	0. 2	1				1
Promote the use of energy efficient equipment for both industrial and residential consumers;	0. 2	0. 2	0. 2	0. 2	0. 2	1				1
<b>Integrated Transport</b>	71	71	71	71	71	29 0	1	64	290	355
Lighting Lira City ((500 Units of Street Lights + Maintenance))	2	2	2	2	2	5	1	4		10
Sustainable Road Equipment unit	4	4	4	4	4	10		10		20
Improving and upgrading city roads from gravel to Bitumen standards	40	40	40	40	40	20 0				200
Rehabilitate and maintain transport infrastructure (URF)	5	5	5	5	5	25				25



Construct, upgrade climate proof strategic transport infrastructure (USMID, UNRA and Others)	20	20	20	20	20	50		50		100
Natural Resources Environment, Climate Change, Land and Water Management	15.7	15.7	15.7	15.7	15.7	40.5	5.5	32.5	78	78.5
Production of New Physical Development Plan for 285km2 20202030	0.5	0.5	0.5	0.5	0.5	1.5	0.5	0.5		2.5
Production of Local Physical Development Plan for 285km2 20202031	0.5	0.5	0.5	0.5	0.5	1.5	0.5	0.5		2.5
Undertaking a comprehensive inventory of Government land and Developing Land Bank(Acquiring Land for Industrial park and Airport development)	1.5	1.5	1.5	1.5	1.5	7	0.5			7.5
Compensation of Encroachment of Anai Airport Land and other government lands	1	1	1	1	1	5	0			5
Development of Anai Airport	4	4	4	4	4	0		20		20
City Identity (Beautification and installing City Identity at 5 Roundabouts)	0.4	0.4	0.4	0.4	0.4	2				2
Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation	0.4	0.4	0.4	0.4	0.4	2				2
Urban Landscaping Management, Greening and Beautification	2	2	2	2	2	5	2	3		10
Designing and implementing City Drainage Masterplan	2	2	2	2	2	4	1	5		10
Designing, implementing and maintenance of Green belts	0.4	0.4	0.4	0.4	0.4	2				2
Improving garbage management in the city	1.2	1.2	1.2	1.2	1.2	2	1	3		6
Gazetting, Mapping and developing of Wetland inventories	0.2	0.2	0.2	0.2	0.2	0.5		0.5		1
Provide government support for installation of recycling facilities for Polyethylene terephthalate (PET), HighDensity Polyethylene (HDPE) LowDensity Polyethylene (LDPE) and Polypropylene (PP)	1	1	1	1	1	5				5

Demarcate and gazette conserved and degraded wetlands;	0.2	0.2	0.2	0.2	0.2	1				1
Institutionalize disaster risk planning in Programmes	0.2	0.2	0.2	0.2	0.2	1				1
Develop wetland management plans to support gazetting and demarcation of existing wetlands;	0.2	0.2	0.2	0.2	0.2	1				1
<b>Development Plan Implementation</b>	1.28	1.28	1.28	1.28	1.28	5	0.4	1	5	6.4
Review and update the NSI Framework in line with the NDP III, Agenda 2063 and SDGs	0.04	0.04	0.04	0.04	0.04	0.2				0.2
Develop a platform to facilitate sharing of spatial data for planning (Spatial Data Infrastructure)	0.04	0.04	0.04	0.04	0.04	0.2				0.2
Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production	0.04	0.04	0.04	0.04	0.04	0.2				0.2
Implement electronic tax systems to improve compliance both at National and LG levels.	0.1	0.1	0.1	0.1	0.1	0.5				0.5
Key Project Designs and Implementation	0.04	0.04	0.04	0.04	0.04	0.2				0.2
Accountability	0.1	0.1	0.1	0.1	0.1	0.5				0.5
<b>Digital Transformation</b>	0.66	0.66	0.66	0.66	0.66	2.2	0	1.1	3	3.3
Develop ICT centres of excellence including ICT vocational institution	0.6	0.6	0.6	0.6	0.6	2		1		3
eCitizens Portal enhanced (eServices added onto the Portal)	0.06	0.06	0.06	0.06	0.06	0.2		0.1		0.3
<b>Community Development and mindset Change</b>	0.8	0.8	0.8	0.8	0.8	3	0.4	0.6	3.5	4
<b>Public Sector Transformation</b>	26.4	26.4	26.4	26.4	26.4	100	2	30	125	132
<b>Private Sector Development</b>	0.64	0.64	0.64	0.64	0.64	2	0.2	1	2.9	3.2

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

Programme funding gaps and provides the strategies for bridging the gaps

<b>Programmes</b>	<b>Funding gap Ushs. (Million)</b>	<b>Strategies</b>
Agroindustrialization	200	
Natural Resources Environment, Climate Change, Land and Water Management	78	
Private Sector Development	2.9	
Manufacturing		
Integrated Transport Infrastructure and Services	290	
Digital Transformation	3	
Sustainable Energy Development		
Sustainable Urbanization and Housing		
Human Capital Development	62.25	
Community Mobilization and Mindset Change	3.5	
Governance and Security		
Development Plan Implementation	5	
Public Sector Transformation	2.9	

## **5.4 Resource Mobilization**

Below are the objectives and appropriate strategies to improve local revenue generation in the Municipality.

### **5.4.1 Objectives of the revenue mobilization plan;**

- 1) To track progress in terms of funding as it copes up with changing trends in revenue collection.
- 2) To help in identifying new revenue sources which may be tapped during the plan implementation.
- 3) To analyze loopholes that may exist in the tax administration, and come out with strategies to address them.

### **Strategies that council is undertaking includes: -**

- (i) The department will carry out the capacity building for accounts staff in form of training, sensitization and availing relevant literature.
- (ii) The department will recruit staff to second the sub-accountants for efficiency and effectiveness of revenue collection and management.
- (iii) Lobbying the government through area members of Parliament to increase the salaries for Government employees to improve the remunerations/facilitation.
- (iv) Intensifying revenue mobilization and collection in the Municipal to be able raise more revenues to fence the markets and improve on the enumeration/facilitation of revenue collectors.
- (v) The Municipal council under the leadership of Municipal clarification lobby the Central Government (Mother Ministry and Ministry of Finance, Planning and Economic Development to provide means of transport.
- (vi) Think about alternative sources of Revenue like Tourism, Leasing Municipal pieces of land and engaging tea growing to improve on the Municipal Revenue base.
- (vii) Devising means of collecting Local Service Tax (LST) from Commercial farmers other than government employees only whose deductions are recovered the payroll.
- (viii) Lobbying the Central Government to re-instate the municipal to its provisions status of municipal unconditional grant quarter possibly increases its allocation to cater for the lost revenue to town council thus reducing budget cuts.

- (ix) Lastly setting up municipal committee to write proposals to different development partners for funding different projects which will eventually improve on the municipal resource envelope.

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## CHAPTER SIX: LGDP MONITORING AND EVALUATION FRAMEWORK

### 6.1 LGDP Monitoring and Evaluation Arrangements

The overall implementation of the plan will be continued by the various directorates and departments established under the City Administration. The City Council under the guidance of the City Technical Planning Committees with the scrutiny by City Council Standing Committee will execute the plan. Duties and responsibilities of the City, council standing Committees will be to:

- Receive all proposed monthly, quarterly and annual work plans and budgets from the appropriate directorates and departments, review and submit to the City technical Planning Committee (DTPC) for approval
- Receive and review all sector performance reports

The Local Government contracts committee shall review all procurement and ensure compliance with the guidance and provisions in the Local Government Finance and Accounting Regulations 1998 and the relevant departments generally to supervise the implementation

Overall coordination of City programs, projects and activities, budgeting monitoring and evaluation would be an important feature of the plan implementation and would be entrusted to the City council, standing committees and the DPTC daytoday coordination would be through the planning unit, finance department and office of the Chief Administrative Officer. The department of finance and planning would be responsible for timely presentation of consolidated work plans, budgets and reports

**Table 6: Showing Lira City LGDP Main M&E Events**

<b>Main M&amp;E Event</b>	<b>Purpose and description</b>	<b>Output</b>	<b>Lead agency</b>	<b>Other key actors</b>	<b>Time frame</b>
LGDP Annual Performance Review	Internal review of LGDP implementation (Programmes, interventions and projects)	Local Government Program Performance Report	HLG/LLG	LG 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 Department	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 Departments	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 Program Performance Reports	UBOS, MFPED	OPM, NPA, MFPED, other MDAs as well as LGs	Annually, Quarterly
LGDP MidTerm Review	Assess midterm progress of LGDP and projects and programs to ensure consistency of implementation with overall focus and objectives	LGDP midterm review reports	LG	NPA, MDAs, MFPED, OPM, LGs, private sector, CSOs	JanuaryJune 2023
LGDP end Evaluation	Assess endterm evaluation of LGDP including projects and programs	LGDP End evaluation reports	LG	MDAs, MFPED, OPM, LGs, private sector, CSOs	June 2025

## 6.2 LGDP Progress Reporting

The Program committee chairpersons, with the help of the head of directorate will prepare quarterly and annual program performance progress reports detailing planned activities, achievements and challenges encountered. These reports will be consolidated from various implementing programs in the City into the local government budget framework paper for that financial year. The reports will be developed by the technocrats in each sector and will be approved by the committees and the CTPC before transmission to the City Council for endorsement.

These reports will be a key element in the plan monitoring, supervision and adhoc reports will also be prepared, when the occasion warrants it. These will also be forwarded to the City council. The sectors will devote particular attention to the following elements in the annual programme report. Compliance with the annual work plan schedule: Progress, constraints and perspectives of the various activities, performance of the budget and assessment of the need to reorient in regard to modalities or scope. The City Council seeks for more development stakeholders to come in support to finance the funding gaps in order to achieve the priority objectives in the Development Plan.

### 6.2.1 Joint Annual Review of LGDP

Program specific reviews to share and validate the achievements, challenges and proposed strategies for improvements. Here the Program specialist will convene to discuss their program specific outcomes to be shared in a multi sector review meetings. Multi program review meetings where all



Sub program heads come together and present their achievements, challenges and proposed strategies for improvement for stakeholder's validation as well as emerging issues

Baraza meetings shall be organized at Parish level (Parish Model) to seek the opinion of the community members about the achievements, challenges and proposed recommendation for improvement and in addition Key informant interviews shall also be organized to get additional information from key partners and leaders during Development Plan Implementation

### **6.2.2 LGDP Mid term Evaluation**

The Head of the Planning Task Team that's the City Clerk shall form a technical Mid – Term Evaluation Committee after Two and a half years of Implementation to perform this task of Mid Term Review of CDP III and 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 from all the relevant stakeholders to build consensus and ascertain the level of implementation. The Mid Term review 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

### **6.2.3 LGDP End of Term Evaluation**

The Head of the Planning Task Team that's the City Clerk shall form a technical End of Term Evaluation Committee after Implementation to perform this task of End Term Evaluation of DDP III and 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 from all the relevant stakeholders to build consensus and ascertain the level of implementation. The End Term Evaluation report shall be produced and shared in a multi stakeholder meeting for validation purposes and highlights proposed recommendations for improvement and also guide the development of the Fourth Development plan as a means of the desired middle income status by 2040

## **6.3 LGDP Communication and Feedback Strategy/ Arrangements**

Since many stakeholders are involved in the planning and implementation processes, a number of strategies have been put in place to ensure that there is effective communication and a feedback mechanism amongst all the actors. Communications will be made through print media to public notice boards and other public places. Stakeholders are usually informed about the details of funds released and spent and on which program/projects.

Progress reporting and accountability to the line ministries and agencies is yet another strategy used for communicating the output of the plan. This is done to inform authorities on the progress of implementation and achievement recorded visavis challenges met during the process. This is usually the basis for additional funding to implement more development programs. For purposes of wider coverage and generating more views, the City leadership uses local media houses through radio talk shows. This is aimed at informing stakeholders and also receiving feedback from them through phone calls. This strategy has an instant impact regarding the views of actors in development. Use is also made of public places such as markets, schools, health units and or burial places to communicate development issues that concern the community. This has also worked well.

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**APPENDICES**

**ANNEX1: RESULTS FRAMEWORK**

**Table 2: LGDP Key Development Results/Results Frame Work**

Category	Key Result Areas (KRA)	Indicators	Baseline	LGDP Targets				
			FY0	FY1	FY2	FY3	FY4	FY5
<b>AGROINDUSTRIALISATION</b>								
<b>Goal:</b> Increase household incomes and improve Quality of life	<b>Subprogram 1</b>							
	Agricultural research and physical infrastructure established	Number of Research Laboratories constructed by 2025 (1)						
		Number of research laboratories rehabilitated						
	Increased human resources capacity for agricultural research	Proportion of filled positions in NARO staff structure						
		Research administrative infrastructure constructed/rehabilitated						
	Extension of workers recruited up to parish level	Number of parishes with extension workers	1	40	49			
		Number of extension service providers registered	2	5	10	20	30	50
		number of extension service providers registered	20	30	40	60	80	100
		Number of City extension trained staffs accredited to conduct inspection, certification and regulation of inputs	1:50,000	1:40,000	1:30,000	1:20,000	1:10,000	1:500
		Proportion of farmers that access extension services	5	20	30	40	50	100
		Enhanced access to agricultural technologies	No. of village agents supported	0	235	235	235	235

	No. of farmer field schools established	0	43	43	43	43	43
	No. of parish model farms supported	0	49	49	49	49	49
	Number of nucleus farmers trained	0	5000	10000	15000	20000	25000
Research-extension-farmer linkages developed and strengthened	Number of demonstrations sites for the different value chain innovations demonstrated established	0	5	5	5	5	5
Enhanced research standards and quality	Researchers according to establishment						
Increased human resources and logistical facilities for agricultural extension	9 Zonal agricultural extension coordinators recruited						
Increased monitoring and supervision of agricultural research	No of Citys using the ICT-enabled agricultural extension supervision system	0	1	1	1	1	1
Research-extension-farmer linkages developed and strengthened	Number of nucleus farmers trained	0	5000	10000	15000	20000	25000
Enhanced research extension linkages	Scientists supported to undertake long term training (MSC and PHD)						
Increased farmer access of quality agricultural inputs	Proportion of imported inputs that undergo PVOC						
Capacity both local government and national level staff enhanced	No. of City extension staff accredited to conduct inspection, certification and regulation of inputs	2	5	10	20	30	49

Quarantine stations and holding grounds established	8 holding grounds constructed	0	1					
	8 quarantine stations established by 2025	0	1					
Isolation units for infected material, products, animals, plants, fish) developed	No. of isolation units for infected material, products, animals, plants, fish)	0	1					
Input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed	No. of input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed.	0	200	300	500	1000	5000	
Agro chemicals registered	No. of agro chemicals registered	0						
Incinerators for destroying infective/contaminated materials constructed	Number of incinerators constructed by 2025	0	1					
Namalere Diagnostic laboratory renovated and fully functional	Namalere Diagnostic laboratory renovated and fully function							
Enhanced quality of agricultural inputs	Proportion of farmers receiving quality inputs	0	20	30	50	80	100	
Internationally accredited laboratories established	Internationally accredited laboratories established (National seed, phytosanitary, fertilizer and pesticide) by 2025							
Irrigation schemes completed and maintained								
Detailed designs for establishment of irrigation schemes under ACDP								
Micro and small-scale irrigation systems								

	constructed under UglFT-AF-IRR program							
	Water harvesting technologies for agricultural production developed	Number of valid tanks/ farm ponds constructed by 2025						
	Motorised production wells drilled for water for agriculture production							
	Bulk water storage and transfer infrastructure developed							
	Community based management system for water for agriculture production developed							
	Cage based Aquaculture park in Mwena-Kalangala established							
	Pond based aquaculture park in Apac established							
	Community based management system for water for agriculture production developed							
	Agricultural mechanization manufacturing plants established							
	Agricultural machinery dealers accredited	Number of regional mechanization centers established and operational	0	1				
	Financing for agricultural machinery and equipment provided							
	Access to ICT networks and connectivity in rural areas enhanced.	Number of ICT enabled agricultural extension applications	0	1	2	3	4	5

		9 e-learning centers at zonal level established	0	1				
	Digital skilling and literacy for agro-industry enhanced	Rate of adoption of generated agricultural research technologies	0	5	10	15	20	30
	Enhanced land tenure security							
	Enhanced integration of family land							
	Efficient utilization of public agriculture farmlands and ranches							
	Farmer knowledge on cooperatives enhanced							
	Functional and well managed farmer cooperatives	281 Functional commodity-based platforms and commercialization approaches established at different levels (National and City)	0	50	50	50	50	50
	Enhanced capacity for pests and disease management							
	Enhanced human capacity for management of pests, vectors and diseases							
	Enhanced capacity in agricultural drugs manufacture and distribution							
	Enhanced soil and land management							
	Increased uptake of agro-forestry							
		No. of Farm service centers established	0	3				

	Training and skilling centers for agro-industry supported	Number of demonstrations sites for the different value chain innovations demonstrated	0	5	5	5	5	5
	Agro-industrialization program mainstreamed and implemented in BTVET institutions	Number of agricultural research policies and regulations developed						
	Agricultural education curriculum reviewed to reflect agro-industry skill needs							
	Capacity of technical and vocational institutions in agricultural mechanization developed							
	Capacity of UNMA enhanced for collection of weather data up to sub-county level							
	Enhanced research standards and quality	12 regional TMR centres for sustainable provision of quality feed for the nucleus farmers established by 2025	0	1				
	Enhanced access to agricultural technologies	9 farmer technology demonstration and multiplication centers at all the ZARDIs for technology dissemination and commercialization supported						
	Extension workers recruited up to parish level							



	Increased access to agricultural extension services							
	Increased human resources and logistical facilities for agricultural extension	Number of National level agricultural Inspectors recruited						
	Increased monitoring and supervision of agricultural research	No of Citys using the ICT-enabled agricultural extension supervision system	0	1	1	1	1	1
		No. of traceability systems						
	Enhanced access to agricultural extension services							
	Research-extension-farmer linkages developed and strengthened	Number of ICT enabled agricultural extension applications						
	Increased farmer access of quality agricultural inputs	Number of nucleus farm models in place	0	5	5	5	5	5
	Regional Fry Centres in Gulu and Bushenyi rehabilitated	2 Regional Fry Centres in Gulu and Bushenyi rehabilitated						
	E-verification of agricultural inputs fully rolled up	Number of Proportion of farmers registered in e-voucher	0	20	30	50	80	100
		Coverage of the E-verification of agricultural inputs						
		Number of services obtained from the e-voucher	0	100	200	300	400	500
		Level of coverage of the e-voucher by commodity and location	0	20	30	40	50	100

	Capacity both local government and national level staff enhanced	Number of nucleus farm models in place	0	5	5	5	5	5
	Isolation units for infected material, products, animals, plants, fish) developed	No. of isolation units for infected material, products, animals, plants, fish)	0	1				
	Input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed	No. of input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed.	0	200	300	500	1000	5000
	Agro chemicals registered	No. of agro chemicals registered	0					
	Enhanced efficiency in inputs distribution	9 Zonal agricultural extension coordinators recruited						
	Internationally accredited laboratories established	Internationally accredited laboratory laboratories established (National seed, phytosanitary, fertilizer and pesticide) by 2025						
	<b>Subprogram 2</b>							
	Post-harvest handling and storage infrastructure established at sub-county, City and zonal levels	Number of fully serviced agro-industrial parks established	1	1	1			
		Level of completion and operation of starch and ethanol processing factories	0	50	70	90	100	

		Level of completion and operation of milk processing plant						
		Number of tea factories completed						
		Number of Soluble coffee plants established						
		Number of coffee washing stations established						
		Level of completion and operation of spinning and textile mills	<b>0</b>	<b>20</b>	<b>40</b>	<b>60</b>	<b>80</b>	<b>100</b>
		Level of completion and operation of garmenting factories						
		Level of completion and operation of vegetable oil mills	<b>10</b>	<b>20</b>	<b>40</b>	<b>60</b>	<b>80</b>	<b>100</b>
		Level of completion and operation of fruit factories	<b>0</b>	<b>20</b>	<b>40</b>	<b>60</b>	<b>80</b>	<b>100</b>
		Level of completion and operation of meat processing factories	<b>0</b>	<b>20</b>	<b>40</b>	<b>60</b>	<b>80</b>	<b>100</b>
		Level of completion and operation of fish processing factories						
		Level of completion of Atiak and Busoga sugar factory						
		Level of access of electricity in production zones	<b>20</b>	<b>50</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>100</b>
		Proportion of community access and feeder roads in good condition	<b>20</b>	<b>50</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>100</b>

		Proportion of agricultural labor force skilled in post-harvest handling, storage and value addition	20	50	60	70	80	100
		Proportion of agro-industrial standards, grades enforced	20	50	60	70	80	100
	Regional post-harvest handling, storage and value addition facilities established	Number of beneficiaries of scholarship and apprenticeship programs in agro-industry	0	50	100	400	600	1000
		Number of beneficiaries of the exchange program for practitioners in the agro-industry	0	20	40	60	90	150
		Reviewed investment law						
	<b>Subprogram 3</b>							
	Product certification enforced	Proportion of products certified	20	50	60	70	80	100
	Knowledge and skills of farmers enhanced in sanitary and phytosanitary standards	Proportion of farmers and manufacturers trained in sanitary and phytosanitary standards	20	50	60	70	80	100
	Certification laboratories established and adequately equipped	Number of certification laboratories established and equipped	0	1				
	Agricultural market information digitized	An integrated agriculture market information system developed	0	1				
	Rural and urban agricultural markets developed at City and community levels	Number of rural and urban agricultural markets developed	1	5	10	15	20	25

Warehouse receipts system revitalized and functional	Level of completion and functionality of the warehouse receipt system	20	50	60	70	80	100
Commodity exchange system revitalized	Level of completion and functionality of the commodity exchange system	20	50	60	70	80	100
Incentives for transport and logistics investment provided	Types of transport and logistics investments incentives provided						
Meter gauge railway rehabilitated to facilitate connectivity of agro-industries to markets	level of completion and functionality of the metre gauge railway	0	20	50	80	90	100
Ugandan products promoted abroad							
<b>Subprogram 4</b>							
Agricultural finance policy completed and implemented	Status of completion and implementation of the agricultural finance policy	0	20	40	60	70	100
Agricultural lending portfolio increased	Proportion of agricultural lending to total lending for financial institutions	0	20	30	40	50	60
Agricultural credit facility revised	Revised agricultural credit facility	0	1				
Incentives for agricultural lending provided	Number and type of incentives for agricultural lending						
Taxes and incentives on agricultural insurance products reviewed	Status of review of taxes and incentives of the agricultural insurance products						
Farmer groups and cooperatives established and functional	Number of farmer groups and cooperatives registered	5	100	300	500	700	1000
	Proportion of farmer groups and	0	20	30	40	50	60

		cooperatives that are functional						
	Warehouse receipt system and Uganda commodities exchange strengthened	Level of functionality of the warehouse receipt system and commodities exchange	0	40	60	80	90	100
	Commodity segment developed on the Uganda securities exchange							
	Long-term financing mechanism for agriculture infrastructure and capital investments established							
	<b>Subprogram 5</b>							
	Public, private partnership models established	Number of public, private partnership models established	0	50	100	150	200	250
	Coordination of public institutions enhanced	Proportion of projects that are jointly designed and implemented	0	20	30	50	60	70
	<b>HUMAN CAPITAL</b>							
Increase productivity and wellbeing of population	Child and maternal nutrition enhanced	Proportion of work places with breastfeeding corners (%)	5	10	20	30	40	50
		Vitamin A supplementation for under-fives (%)	30	40	50	60	70	80
		% of pregnant women receiving iron/folate supplement	47	50	55	60	65	70
		% of health facilities designated mother-baby friendly (Hospitals, HC IVs and IIIs)	0	10	30	60	80	95

	Prevalence of stunting among children under 5years	29	27	24	21	19	17
	% of children exclusively breastfed for 6 months	66	66	67	68	69	70
Target population fully immunized	DPT3HibHeb3 Coverage (%)	47	55	65	73	80	85
Health facilities providing youth friendly services	% of health facilities providing youth friendly services (specific days designated for provision of the youth health services package)		50	55	60	65	70
VHT membership revised to include the youth	% of VHTs with youth members		30	50	75	80	100
Reduced morbidity and mortality due to HIV/AIDS, TB and malaria	TB incidence rate		192	184	176	168	160
	Malaria incidence rate (%)	22	20	19	17	16	15
	HIV prevalence Rate	7.3	7.3	6.3	5.5	4.8	4.4
	ART Coverage (%)	95	87	88	89	90	91
	Viral Load suppression (%)	87	89	91	93	94	95
Epidemic diseases timely detected and controlled	% of epidemics detected timely and controlled		100	100	100	100	100
Preventive programs for NCD	% of eligible population screened		15	25	30	40	50
	% girls immunized against cervical cancer by 10 years (%)		40	50	60	70	80
Human resources recruited to fill vacant posts	Staffing levels (%)	83	85	90	95	97	98
Health facilities at all levels equipped with	% basic equipment available		50	55	60	70	75

appropriate and modern medical equipment	% of hospitals with functional x-rays.	0	100	100	100	100	100
Basket of 41 essential medicines availed.	% of HC IVs with functional Ultra-Sound machines	0	0	100	100	100	100
Comprehensive Electronic Medical Record, EHR and PHR for both the public and private sector, and Community Based Information Systems (CHMIS) established	% of health facilities with 95% availability of 41 basket of EMHS						
Two Health Center IIs upgraded to level III in the 2 Divisions	Number of HC IIIs constructed and equipped		0	1	1	0	0
Ober HC III upgraded to level IV	Number of HC IVs constructed and equipped		0	1	0	0	0
Service delivery monitored	% Quarterly supervision visits undertaken	80	100	100	100	100	100
NICUs established in all hospitals	% of hospitals with functional NICUS	0	0	100	100	100	100
Adolescent Health Policy developed and disseminated	% of young people in school accessing age appropriate information		75	85	90	95	98
	% of young people outside school accessing RH services		50	53	55	58	60
Increased access to safe water, sanitation & hygiene	% of people (1 km rural & 200 metres urban) of an improved water source.						
Increased access to FP services and age appropriate information							
Capacity built for intersectoral health promotion and prevention for LGs and community level							



structures (Parish, LC, Sub County Chiefs, VHT, and Health Assistants, extension workers) and schools								
Hunger and malnutrition reduced	Stunting among children under 5 (%)	29	27	24	21	19	17	
	% population obese	24	24	23	22	22	21	
Injuries due to domestic violence, accidents and injuries reduced	Annual number of deaths and injuries due to road traffic accidents per 100,000 population							
	Annual number of injuries due to domestic violence							
Work place inspections conducted	Number of workplaces inspected							
	Number of workplaces registered							
Procure one Double Cabin pick up vehicle for HSS								
Procure 8 Motor Cycles for HSS and Health Promotion Services								
Construction of a City Mortuary								
Procure 8 Lap Top Computers								
Procure one Heavy duty Printer/Photocopier/Scanner								
Procure 2 Desk Top Computers								
Burial of unclaimed bodies								
Renovate and expand Ayago HC and Adyel HC								

	Office vehicles and Motor Cycles repaired							
	Minor office and facility structure and furniture repairs							
	Empty, repair and fix office and facility toilet and water systems							
	Purchase furniture for health Office and Health facilities							
	Construction of a giant Incinerator for Medical Waste							
	COVID-19 Interventions							
	ECD centers registered programmes	% of ECD centres registered	<b>20</b>	<b>25</b>	<b>35</b>	<b>50</b>	<b>65</b>	<b>85</b>
		Proportion of children 0-8 years accessing ECD services (Nutrition, PHC, Sanitation, Child protection, Family strengthening and support), %	<b>50</b>	<b>65</b>	<b>70</b>	<b>73</b>	<b>76</b>	<b>78</b>
	Capacity building done in schools and the community	Conduct capacity building forums for multisectoral approach	<b>00</b>	<b>8</b>	<b>10</b>	<b>14</b>	<b>16</b>	<b>20</b>
	ECD caregiver trainees on state sponsorship in public PTCs	No. of ECD caregiver trainees on state sponsorship in public PTCs	<b>0</b>	<b>20</b>	<b>40</b>	<b>60</b>	<b>80</b>	<b>120</b>
		Proportion of Public PTCs training ECD caregivers, %	<b>10</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>40</b>	<b>40</b>
		Percentage of Pre-school teachers and caregivers who are qualified	<b>30</b>	<b>45</b>	<b>55</b>	<b>60</b>	<b>65</b>	<b>70</b>

All the ECDs, Primary and Secondary schools inspected and inspection report produced	Percentage of ECD centers inspected at least once a term.	30	46	54	57	61	65
	Proportion of ECD centers implementing standardized learning framework, %.	30	45	46	50	55	65
Midday meals and Nutritious meals provided at schools	% of schools providing fortified foods to children	05	10	15	20	25	30
Basic Requirements and Minimum standards met by schools and training institutions	50% of Pre-primary schools meeting the BRMS by 2025	12	22	30	35	40	50
	70% of Primary schools meeting the BRMS by 2025	01	2	4	6	8	10
	60% of Secondary schools meeting the BRMS by 2025	02	10	20	30	40	50
	65% of TVET institutions meeting the BRMS by 2025	01	44	48.4	52.6	58	65
Roll out Early Grade Reading (EGR) and Early Grade Mathss (EGM) in all primary schools to enhance proficiency in literacy and numeracy	50% of primary school teachers trained in EGRA and EGMA methodologies by 2025	02	4	6	8	10	12
	65% of primary schools implementing EGRA and EGMA methodologies by 2025	02	20	30	35	40	55
	% of schools with EGMA and EGR primers	00	20	30	30	40	55
Implement an integrated ICT enabled teaching	Connect 30% of primary and secondary schools to power supply by 2025	00	05	10	15	30	35
	30% of schools and HEIs using ICT	00	05	10	15	20	25

		enabled teaching and learning by 2025						
		55% of teachers/lecturers with ICT proficiency.	<b>00</b>	<b>25</b>	<b>30</b>	<b>40</b>	<b>50</b>	<b>55</b>
	Develop and implement a distance learning strategy							
	Upgrade the Education Management Information System to include functions for tracking enrolment, drop-out, retention, and uniquely identify learners, teachers, and institutions	Revamped and functional EMIS in place by 2025	<b>02</b>	<b>10</b>	<b>20</b>	<b>30</b>	<b>40</b>	<b>50</b>
	Implement a National Strategy against Child Marriage and Teenage Pregnancy	Reducated child marriage and teenage pregnancy prevalence rates to 14% by 2025	<b>00</b>	<b>20</b>	<b>18</b>	<b>16</b>	<b>14</b>	<b>12</b>
	Implement an incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire education system	Teacher incentive scheme operational	<b>00</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>	<b>12</b>
		No. of primary schools benefiting from professional support on-site('000s),	<b>00</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>14</b>	<b>16</b>
		No. of secondary schools benefiting from professional support on-site('000s)	<b>00</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
		CCT-to -School Ratio of 1:18 by 2025	<b>1:40</b>	<b>1:30</b>	<b>1:25</b>	<b>1:20</b>	<b>1:19</b>	<b>1:18</b>
		CPD Training held per term	<b>00</b>	<b>01</b>	<b>02</b>	<b>3</b>	<b>4</b>	<b>6</b>
		Proportion of schools with senior-teacher /peer mentors, %	<b>02</b>	<b>8</b>	<b>10</b>	<b>12</b>	<b>14</b>	<b>16</b>
		No. of functions previously played by LGs and central govt	<b>00</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>6</b>

		decentralized to schools (ie Tr recruitment and Mgt; Procurement of school materials & assets; and support supervision)						
		Enhance the daily outreach capitation grant to facilitate CPD for more teachers(capitation in UGX)	00	2	3	4	5	6
Introduce initiatives for retaining children in formal school for at least 11 years		64% of all schools with school feeding by 2025	10	20	24	26	28	30
		% increase in school fees/tuition charged restricted to atmost 10% in 5 years to 2025	00	05	10	15	20	25
		Parish-based school retention strategy in place	00	5	10	15	20	25
		50% of parishes reporting school-age going children in parishes who have been out of school at least for a term	00	5	10	15	20	25
		Existence of a programme providing information to parents and learners on returns to education	00	10	15	20	30	40
		200 All-Through-Schools established in subcounties without a secondary school by 2025	00	2	2	1	1	1
		Develop digital learning materials and operationalize Digital Repository	Established education resources repository	00	10	15	20	25

Provide early exposure of STEM/STEI to children (eg introduction of innovative science projects primary schools)	No. of schools undertaking innovative pupil-led science-based projects	00	2	4	6	8	10
Link primary and secondary schools to existing science-based innovation hubs	Programme to link primary and secondary schools to existing science-based innovation hubs	00	10	15	20	25	30
Establish early warning systems for disaster preparedness including risk reduction and management of national and global health risks in Schools	Early warning systems and centres for disaster preparedness established	00	4	6	8	10	12
Promote Sports, recreation, and physical education	Framework for institutionalizing talent identification and nurturing	00	4	6	8	10	12
	Establish regional sports academies	00	2	4	6	8	10
Protect existing facilities and construct appropriate and standardized recreation and sports infrastructure at national, regional, local government and schools in line with the country's niche' sports (ie football, netball, athletics, and boxing)	Sports and recreation infrastructure standards	00	1	2	1	1	1
	No. of standard sports stadia/grounds established at Lira City level	00	1	1	1	1	1
	Proportion of schools with standard sports grounds (Primary)	00	5	10	15	20	25
	Proportion of schools with standard sports grounds(Secondary).	00	2	4	6	7	8
Leverage public private partnerships for funding of sports and recreation programmes							

	Develop and implement professional sports club structures to promote formal sports participation	Professional sports club structures established	00	2	10	12	14	16	
<b>PRIVATE SECTOR</b>									
Strengthen private sector capacity to drive growth and create jobs	Government owned financial institutions capitalized	Feasibility study report on public financial institution including a capitalisation framework	0						
		Amount of funds recapitalized per Government-owned banks per year (UGX Billion)	0						
		Total assets available for lending in government-owned banks	0						
		Average lead time for loan processing at MSCL	0						
		Number of stress testing exercises undertaken	0						
		Number of on-site and off-site supervisions	0						
	A short term development credit window for MSMEs set up		Number of MSME beneficiaries under the INVITE project	0	1000	3000	5000	7000	10000
			Number of MSMES accessing EMYOOGA fund	0	1000	3000	5000	7000	10000
			Proportion of MSMES accessing credit from government owned commercial banks	0	1000	3000	5000	7000	10000
			Security Interest in Movable Property Registry System fully	No. of MSMES sensitized and trained on usage of Security	0	1000	3000	5000	7000

functional and accepted by the industry	Interest in Movable Property Registry System (SIMPRS)						
	No. of women and youths sensitized and trained on usage of Security Interest in Movable Property Registry System (SIMPRS)	0	700	2000	4000	6000	9000
	Number of security interests registered at the movable property registry	0	700	2000	4000	6000	9000
	Number of companies that successfully go through business rescue (avoid liquidation)	0	100	200	300	400	500
	% of EOI requests completed within the Stipulated International standards	0					
	Number of security interests registered with the movable property registry that are tax compliant	0					
	Credit guarantee scheme in place	Number of MSME credit lines/ loans guaranteed	0	100	200	300	400
Increased availability of borrower information	No. of new measures put in place to increase availability of borrower information	0	10	20	30	40	50
Reduced turn around time of commercial civil cases in court	No. of years it takes to dispose a commercial civil case	0					
Asset Reconstruction Company (ARC)	Operational ARC	0					



	established and operational							
	Insurance products range adopted	Proportion of MSMEs Credit rated	0					
	Increased understanding of MSMEs Credit rating	Proportion of MSMEs Credit rated	0					
	UDB capitalized and strengthened	Amount of funds injected into UDB (UGX billion)	0					
		A revised framework for capitalization of UDB	0					
	Development Finance Institutions Policy in place	A comprehensive assessment of Government-owned financial institutions and a developed DFI policy	0					
	Savings mobilization strategy in place	Savings mobilization strategy	0					
	Insurance coverage Expanded	Number of insurance service providers supervised	0					
		Number of insurance innovations tested in a regulatory sandbox	0					
	Increased coverage and growth of the Retirement Benefits Sector	Sector Operating Ratio (Cost to Asset ratio)	0					
		Annual Retirement Benefits Sector Asset Growth Rate	0					
		Coverage (% of labour force enrolled)	0					
	Retirement benefits sector coverage and scope increased	Overall Scheme Risk Rating in the Retirement Benefits Sector	0					

A conducive environment for capital markets is in place	Number of CIS Accounts opened to invest in government securities through mobile phones	0					
	Number of CIS accounts	0					
	Measures implemented to encourage public interest companies to list	0	10	20	30	40	50
	Number of companies supported by a functional Deal Flow Facility	0	10	20	30	40	50
Increased participation in the financial markets	Number of CIS Accounts opened to invest in government securities through mobile phones	0					
	Number of initiatives undertaken to increase market participation	0	10	20	30	40	50
Legal and regulatory framework for Private Equity and Venture Capital strengthened	Number of domestically registered Private Equity and Venture Capital Funds	0	10	20	30	40	50
	Number of new investors resulting from the establishment of the special purpose vehicles	0	100	200	300	400	500
	Uganda Rising – Promoting Start-up innovation	0					
Increased local firms' Access to Venture and Private equity and support grants	Top 100 SMEs for support to access PE	0					
	Uganda Rising – Promoting Start-up innovation	0					

		Percentage of Diaspora remittances channeled into investment	0					
	Resources mobilised from the Global Environment Facility to support private sector	Number of measures undertaken to build private sector capacity access green financing and green growth response	0	10	20	30	40	50
	Measures undertaken to build private sector capacity access green financing and green growth response	Number of measures undertaken to build private sector capacity access green financing and green growth response	0	10	20	30	40	50
		Number of warehouses licensed under the UWRSA	0	200	300	400	500	600
		Number of warehouse receipts generated at warehouses	0	200	300	400	500	600
		Number of green growth investments supported across the 4 Priority Programme Areas-Tourism, Agro- industrialization, Sustainable Energy Development, Infrastructure and Transport	0	200	300	400	500	600
		Proportion of Customs Warehouse connected to the online sys	0					
		Number of warehouse receipts generated via EFRIS	0					
	Warehouse receipt system strengthened	No. of pre filled returns entered against the population on the tax register	0					

		Improved tax refund, IND 2. Modern audit skills and tools established. 3. improved tax refund management	0					
		Proportion of private firm transacting using ICT	0	10	20	40	70	100
		Number of feasibility studies for bankable projects to support investment decisions conducted	0	10	20	30	40	50
		No. of business clusters developed NDP III growth triangle/corridors along the value chain	0					
	Private firm transacting using ICT increased	Proportion of private firms transacting using EFRIS and Digital Tax Stamps (DTS)	0					
	Regional network of OSCs for business processes and licensing implemented	Number & functionality of OSCs	0					
	Industrial Parks and Free trade zones connected to electricity	No. of Industrial Parks and free Trade zones connected	0	1	1			
	Reduced power losses in the electricity network	Percentage of the energy losses in the electricity network	0					
	National conformity assessment system supported	Number of measures to support the national conformity assessment system implemented	0					
		Conformity rate to National Standards	0	50	60	70	80	100
	Institutional and policy frameworks for	Harmonized policy frameworks on	0	1	1	1	1	1

	investment and trade harmonized	Investment and trade in place						
		No. of nontariff barriers to trade and investment eliminated	0	1	1	1	1	1
		No. of seizures and destruction of substandard good (Metric tonnes)	0	1	1	1	1	1
		Institutional and policy frameworks for investment and trade harmonized	0	1	1	1	1	1
		No. of mutual recognition arrangements ( MRAs) concluded) on Conformity Assessment processes and Procedures harmonized at Regional Level to facilitate trade	0	1	1	1	1	1
	Legal and regulatory frameworks reviewed to remove restrictions and provide incentives for formalization	No. of Legal and regulatory frameworks amended to remove restrictions	0	1	1	1	1	1
		No. of incentives for formalization in place	0	1	1	1	1	1
		No. of Commercial laws reformed and updated to promote competitiveness and regional integration	0	1	1	1	1	1
		National Policy on business formalization formulated and implemented	0	1	1	1	1	1

Faster settlement of awards resulting from tax appeals won by the private sector	Percentage of private sector complaints resolved	0	10	30	50	70	100
Outstanding court awards, mandamus orders and compensation arrears settled	Percentage of private sector complaints resolved	0	10	30	50	70	100
	% of outstanding court awards, mandamus orders and compensation arrears settled	0	10	30	50	70	100
Faster settlement of awards resulting from tax appeals won by the private sector	Percentage of private sector complaints resolved	0	10	30	50	70	100
Domestic arrears eliminated	Percentage of private sector complaints resolved	0	10	30	50	70	100
Adequate framework for a MSME database in place	Establishment of adequate framework for a MSME AND MEDIUM SCALE ENTERPRISES database	0					
	MSME scale enterprises database in place	0	1	1	1	1	1
	Number of fully serviced industrial parks	0	2	2	2	2	2
	No on local private investors operating in industrial parks	0	1000	2000	3000	4000	5000
	MSME database in place	0	1	1	1	1	1
	MoU between MDAs and URA signed	0	1	1	1	1	1
	Incentives and regulatory frameworks to attract the private sector to finance green	Percentage of green finance in private sector development	0	40	50	70	80

	growth and promote LED in place							
	Increased fully serviced industrial parks	MSM scale enterprises database in place	0	1	1	1	1	1
		Number of fully serviced industrial parks	0	2	2	2	2	2
		No. of local private investors operating in industrial parks	0	1000	2000	3000	4000	5000
		Number of new industrial parks/economic zones developed	0	2	2	2	2	2
	Export processing zones established	No of gazetted Free Zones.	0	2	2	2	2	2
		No of public Free Zones with fully built industrial infrastructure and utilities	0	2	2	2	2	2
		Entebbe Free Zone fully built with industrial infrastructure	0					
	Clients' Business continuity and sustainability Strengthened	No. Companies that successfully go thru business rescue (Avoid liquidation)	0	100	200	300	400	500
		Number of Regional Business Development Service Centres established	0	1				
		Number of clients served by the Regional Business Development Service Centres	0	5000	10000	15000	20000	25000
		SME specific Business Development Service Framework	0					

		Number of SMEs facilitated in BDS	0	100	200	300	400	500
		Number of operational Regional Business Development Service Centres	0	1				
		Number of Youth served through the Interactive SME Web-based System	0	4000	8000	30000	50000	100000
		Number of Regional Business Development Service Centres established						
		Industry associations, chambers of commerce and trade unions strengthened	0	50	200	300	400	500
		Proportion of members of trade unions in the tax register	0	5000	10000	15000	20000	25000
	Industry associations and clusters (chambers of commerce and trade unions) strengthened	Number of tax education programs implemented	0	1	1	1	1	1
	Business Development Services framework established							
	Industry associations and clusters (chambers of commerce and trade unions) strengthened							
		No. of additional regional firms that are accredited to AEOs	0	50	200	300	400	500
	Measures undertaken to create national, regional and global business links created for registered local enterprises	No. of additional local firms that are accredited to AEOs						
		New AEO Benefits developed and implemented end to	0					



		end of the value chain						
		No. of specific Compliance improvement plans implemented across different value chains of economic operators	0					
		No. of investors targeted in the Priority Programme Areas using the FDI intelligence tools	0	50	200	300	400	500
		No of Free Zones accessing regional and international markets	0	2				
	Measures undertaken to increase the automation of business processes	No. of measures undertaken to increase the automation of business processes	0	5	10	15	20	25
		Number of new e-services launched on the online e-Biz portal	0	1				
		strengthen the electronic single window	0					
		Number of key businesses processed and re-engineered thru the OSC	0	5	10	15	20	25
		Number of hands-on trainings in business automation held	0	5	10	15	20	25
		Business Process maturity level	0	10	20	30	40	80
		Number of Free Zones licensed of the UESW Free Zones module	0	2				

	Established a unique identifier for all businesses across agencies	A unique identifier for all businesses across agencies established	0	1	1	1	1	1
	National E-Commerce platform for Ugandan products and services established	Level of integration of URA systems with the national E Commerce platform	0					
		Number of Youth and Women mobilized for entrepreneurship, business familiarization and compliance to regulations	0	4000	8000	30000	50000	100000
	Formation of producer cooperatives and pooling of resources for credit facilitated	Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed	0	50	80	100	150	200
	Support measures undertaken to foster organic bottom up formation of cooperatives	No. of new producer cooperatives formed	0	50	200	300	400	500
	Strengthened Corporate Rescue Framework in Uganda	Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed						
	Research and innovation strengthened for MSMEs	No. of Research projects undertaken to support private sector development	0	2	2	2	2	2
	Product and market information systems developed	No. of functional information systems in place by type	0	3	3	3	3	3

	System of incubation centres strengthened to support growth of SMEs in strategic areas	No. of Incubation Centres	0	1	1	1		
	One stop centres for business registration and licensing established	Number of additional business services accessed at the One Stop Centres (OSC) per year	30	40	50	70	90	120
		Number of one stop centres by region	0	1	1	1		
<b>INTERGRATED TRANSPORT</b>								
3. Consolidate and increase stock and quality of Productive Infrastructure	Construction of Bus terminal	Number of bus terminals rehabilitated	0	1	1	1	1	1
	Construction or rehabilitation of airports	Number of airports/aerodromes constructed/rehabilitated	0		1			
	Upgrading strategic roads from gravel to bituminous surface	Number of Km of strategic roads upgraded	0	12	12	12	12	12
	Procurement and delivery of road equipment/ units	No of road equipment units added	0	1	1			
	Periodic maintenance of DUCAR Network	Km of DUCAR Network maintained Periodically	0	20	20	20	20	20
	Routine manual maintenance of DUCAR Network	Km of DUCAR Network maintained Routine Manual	0	384	384	384	384	384
	Improvement of road junctions	Number of road junctions improved	0	1	1	1	1	1
	Routine mechanized maintenance of DUCAR Network	Km of DUCAR Network maintained Routine Mechanized	0	40	40	40	40	40
	Repair of road construction Equipment /unit	No of road construction Equipment Repaired/unit	0	1	1	1	1	1

	Construction of DUCAR roads using low cost seals	Number of km constructed using low cost seals on DUCAR	0	2	2	2	2	2
	Involvement of local contractors on construction works	Value of construction works carried out by local contractors	0	10	10	10	10	10
	Classification of local contractors	Number of local contractors classified	0	20	20	20	20	20
	Application of local raw material in infrastructure construction	Value of local raw material used in infrastructure construction	0	0	0	0	0	0
	Training of youth trained in road construction equipment operations	No. of youth trained in road construction equipment operations	0	10	10	10	10	10
	construction equipment operations	Number of driving permits issued	0	500	500	500	500	500
<b>DEVELOPMENT PLAN IMPLEMENTATION PROGRAMME</b>								
Improved compliance with accountability rules and regulations	Capacity built to conduct high quality and impact - driven performance Audits	Number of audits undertaken using big data analytics	0	4	4	4	4	4
		Number of staff trained in big data analysis	0	2	5	5	5	5
		Number of Internal Audit staff trained in big data analysis	0	2	5	5	5	5
		Functional National Public Risk Management system	0	1	1	1	1	1
		Percentage of MDAs where the National Public Risk Management system has been rolled out to.	0	20	40	60	80	100
		No of risk registers developed	0	1	1	1	1	1
	Inspection reports on Green growth.	% of planned training activities undertaken	0	20	20	20	20	20

		Percentage increase in Audits undertaken (Standard)	0	0	0	0	0	0
	LG Public Risk Management system developed in line with international best practices	Proportion of MDA/LG internal audit staff trained to conduct high quality impact driven performance audits	0	0	0	0	0	0
	Internal Audit Service delivery standards to increase efficiency and effectiveness defined	Internal Audit Service Delivery Standards in Place.	0	4	4	4	4	4
	Internal Audit strategy developed and implemented	Approved Internal Audit strategy	0	1	1	1	1	1
	Audit committee manuals developed and updated.	Updated Audit committee manuals in place	0	0	0	0	0	0
	A Green Growth Expenditure review report	A Green growth Expenditure review report in Place.	0	1	1	1	1	1
		Proportion of prior year external audit recommendations implemented, %	0	60	62	64	66	70
		Percentage of internal audit recommendations implemented	0	60	60	60	60	60
	NDPIII results and reporting framework for LGs.	External auditor ratings (unqualified)	<b>0</b>	<b>60</b>	<b>65</b>	<b>70</b>	<b>75</b>	<b>80</b>
	Monitoring Report on LG implementation of NDPIII prepared.	Quarterly and monthly NDP implementation reports	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
		No. of inspection reports on green growth expenditure and Accountability	0	1	1	1	1	1
		Functional Integrated NDP M&E system	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

	Policy and programme evaluations conducted	Policy and programme evaluations conducted	0	1	1	1	1	1
		Proportion of programme outcome indicator targets achieved	0	40	70	80	90	100
	Operational Integrated NDP M&E system	Oversight M&E Framework in place.	0	1	1	1	1	1
	Strategy for NDP III implementation coordination developed.	NDPIII communication strategy in Place	0	1	1	1	1	1
<b>Strengthen budgeting and resource mobilization</b>	An off-budget tracking mechanism among the MDALGs.	Integrated government tax system in place by 2021/2022	3	3	3	3	3	3
	Automated Procurement Systems (e-GP) rolled out to all MDAs and LGs	No of tax payer engagements undertaken	4	4	4	4	4	4
	Capacity built among the Councilors and Staff on PFM reforms	Tax Payer education strategy	1	1	1	1	1	1
	Capacity built in Government agencies to negotiate better terms of borrowing and PPPs	Functional Data Analysis function/unit within Planning department	1	1	1	1	1	1
	Compliance check list on all PFMA (2015) provisions.	Risk management strategy disseminated	1	1	1	1	1	1
	Electronic tax systems at National and LG levels. i.e. E-invoicing and Digital stamps	Assessment report on cost benefit analysis on possibility of outsourcing some compliance	1	1	1	1	1	1
	GoU Public Financial Management (PFM) Systems integrated into one PFM system	Timely assessment report on efficacy and integration of IT systems	1	1	1	1	1	1
	Governance Framework on tax expenditure is	No of integrity promotional campaigns conducted	1	1	1	1	1	1

established and disseminated								
Government borrowing aligned to NDP priorities	Charter for Fiscal Responsibility in place	1	1	1	1	1	1	1
Integrated government tax system implemented	Guidelines for the issuance of Certificates of Financial Implications	1	1	1	1	1	1	1
Integrated identification system developed	Cash management policy in place	1	1	1	1	1	1	1
MDAs, LGs Complied with all PFMA (2015) provisions.	% growth in Tax revenue	10	20	30	40	50	50	
PFMA, PPDA and LGA regulations harmonized	Local tax Revenues collected.	5.4	7	10	15	20	50	
Resource mobilization and Budget execution legal framework developed and amended and implemented	LG revenues as a Percentage of their Budgets.	50	50	40	30	20	10	
Sanctions for accumulation of domestic arrears in place	% of LGs with e-tax system (Interface with e-logrev)	0	50	70	90	95	100	
Tax Payer engagements undertaken	A functional & integrated e-tax system at the National and LG level	3	3	3	3	3	3	
Tax Registration expansion programme fast tracked	Proportion of assessments are automated (human interface)	0	70	80	90	100	100	
Asset management policy developed and implemented	Governance Framework on tax expenditure in Place.	1	1	1	1	1	1	
Capacity for all PFM cadres built to ensure compliance	Capacity Building programme for Tax policy implemented	1	1	1	1	1	1	

GoU Public Financial Management (PFM) Systems integrated	Functional revenue monitoring unit	1	1	1	1	1	1
Procurement PPDA laws, policies and regulations reviewed and disseminated	Reviewed Tax policy and legislative framework	1	1	1	1	1	1
IFMS (Ver. 12.2.9) rolled out to all MALGs	Policy on centralized collection of NTR	1	1	1	1	1	1
Increased procurement of sustainable goods, services and works	Proportion of Government Agencies trained to negotiate better terms of borrowing and PPPs.	0	50	60	70	80	100
Tax compliance improved through increased efficiency in revenue administration	Proportion of the Government borrowing aligned to the priorities in the NDP	0	50	60	70	80	100
Monitoring and evaluation framework for Debt management strengthened	Annual cash flow plan in place	1	1	1	1	1	1
capacity building programme for sustainable debt management developed	Number of trainings for Councilors and Staff conducted	100	100	100	100	100	100
Revenue monitoring unit strengthened	An updated debt management system in place	1	1	1	1	1	1
Capacity building program for Public Procurement	Proportion of verified domestic arrears to budget	20	40	60	80	90	100
Financing Strategy for new financing options for priority projects developed	Asset management policy in Place.	1	1	1	1	1	1
A policy framework for listing of public and private entities.	Proportion of the Asset management Policy implemented.	20	40	60	80	90	100
Sustainable procurement practices integrated in the	% increase in grants to LGs.	20	40	60	80	90	100



	government procurement system							
	Aligned budgets to the NDP priorities	Level of Compliance of the LG plans and Budgets to NDPIII programmes	20	40	60	80	90	100
Assessment of the Compliance of the MDA & LG Plans and Budgets to NDPIII programmes.	Reviewed Assessment framework for the Certificate of Compliance to NDP III programmes in Place.		1	1	1	1	1	1
	Level of budget transparency index		50	70	90	95	100	100
	Share of PIAP projects in the NDP 111		50	70	90	95	100	100
	Proportion (%) of Council programme Committees trained in alignment of Plans, Budgets to NDP III priorities		50	70	90	95	100	100
	No of reviews undertaken to assess the functionality of PWGs and related capacity		4	4	4	4	4	4
	Medium Term Budget Framework report produced	Medium Term Budget Framework report in place	3	3	3	3	3	3
Regular assessment of risks to the economy to enhance budget credibility conducted	Number of risk assessments to enhance budget credibility conducted	2	2	2	2	2	2	
Aligned budgets to Gender and Equity	Level of alignment of budget to Gender and Equity		50	70	80	90	95	100
	Share of public government procurement expenditure Transacted through EGP.		50	70	80	90	95	100

	Automated Procurement Systems (e-GP) rolled out to all MDAs and LGs	Proportion of MDAs linked to the Automated Procurement Systems (e-GP)	50	70	80	90	95	100
	Capacity built among the Councilors and Staff on PFM reforms	No. of Staff assigned to support Council programme committees along the PFM reforms.	5	8	10	14	14	14
		Proportion of Staff and Councilors trained on the PFM reforms.	50	70	80	90	95	100
		Accounting and Financial reports generated through IFMS	1	1	1	1	1	1
	Capacity built among the Councilors and Staff on PFM reforms	No of new sites rolled out on IFMS	2	2	2	2	2	2
		No of PFM Systems integrated for ease of information sharing	4	4	4	4	4	4
		Proportion of MALGs rolled onto IFMS	2	2	2	2	2	2
	An off-budget tracking mechanism among the MDALGs.	A functional off-budget tracking mechanism	1	1	1	1	1	1
	Capacity built in Government agencies to negotiate better terms of borrowing and PPPs	Capacity building programme for public procurement	1	1	1	1	1	1
	Compliance check list on all PFMA (2015) provisions.	Proportion of Sustainable procurement practices integrated in the government procurement system	1	1	1	1	1	1
<b>Strengthen the capacity of the statistical system to</b>	Aligned MDA, LGs, LLGs plans and Budgets to NDPIII programmes	Proportion of MDAs with aligned plans to the NDPIII Programmes	0	20	20	50	70	200

generate data for national development		Proportion of LGs with aligned Plans to NDPIII Programmes	20	20	20	20	20	20
		Proportion of MDAs with aligned budgets to NDPIII Programmes	49	49	49	49	49	49
Capacity building done in development planning, particularly for MDAs and local governments.		Proportion of LGs capacity built in development planning.	5	25	45	50	50	50
		Proportion of MDAs capacity built in development planning.	1	1	1	1	1	1
		Number of users of spatial data	3	3	3	3	3	3
		No of staff recruited and trained	10	10	10	10	10	10
		Types of NSDI machinery procured						
		Reviewed Development Planning guidelines with integrated Migration, Refugee and other Cross cutting issues in programmes, MDA, LG Plans for NDP IV in Place.						
Capacity building Strategy for PIM		Capacity Building for PIM Developed	10	10	10	10	10	10
		Curriculum for PIM developed						
		No. of trainings conducted	4	4	4	4	4	4
City Development Plan IV		Approved NDP IV in place	3	3	3	3	3	3
		Proportion of Plans aligned to Global agenda	0	80	90	95	100	100

Capacity built to undertake Economic Monitoring and surveillance	Number of Economists trained in economic surveillance	15	15	15	15	15	15
Spatial data platform developed and operationalized	Proportion of parishes with Functional Service delivery structures	0	80	90	95	100	100
Reviewed Development Planning guidelines with integrated Migration, Refugee and other Cross cutting issues in programmes implemented, MDA, LG Plans for NDP IV.	National Human Resource Plan Developed and disseminated	3	3	3	3	3	3
Economists trained on economic policy analysis	Proportion of MDAs trained in contract management of large and complex projects	0	80	90	95	100	100
Alligned plans to the global agenda i.e. SDGs, Agenda 2063, APRM, EAC	PIMs Policy developed by 2021 and disseminated	3	3	3	3	3	3
Functional Service delivery structure at parish level implemented	An Upgraded and functional IBP in Place.	20	20	20	20	20	20
City Human Resource Plan Implemented	Percentage of MDAs, LGs with Inter ministerial technical committees	0	80	90	95	100	100
Capacity built in contract Management of large and complex projects	Number of pre-feasibility and feasibility studies in priority NDP III projects/areas supported	20	20	20	20	20	20
Capacity built in multi program planning and implementation of interventions along the value chain	Reviewed and updated Development Committee guidelines in place by 2021.	1	1	1	1	1	1

Increased stock of bankable projects of LGs	Number of bankable projects	10	10	10	10	10	10
Functional Monitoring system in place at all MDAs	PIM Management Information System developed and functional	1	1	1	1	1	1
Upgraded and functional IBP to allow performance reporting for both MDAs and LGs.	Revised Public Private Partnership (PPP) Act disseminated	3	3	3	3	3	3
PIMs Policy developed and implemented	No of programmes with Specific project preparation and appraisal manuals/guidelines	20	20	20	20	20	20
Programme Specific project preparation and appraisal manuals/guidelines disseminated and implemented	Project preparation fund in place by 2022	3	3	3	3	3	3
A functional Project preparation fund for both public and private sector projects.	Proportion of the long-term censuses and survey plan implemented as scheduled.	0	80	90	95	100	100
NSS Integrated Long-term censuses and surveys Plan	Proportion of MDAs and LGs implementing the PNSD with functional statistics units.	0	80	90	95	100	100
Functional statistical units in MDAs and LGs.	Number of experts trained in compilation and use of non traditional data.	15	15	15	15	15	15
New data sources integrated in the production of Official Statistics.	Amended UBOS Act in place.	3	3	3	3	3	3
Updated National Standard Indicator (NSI) framework	Proportion of National, regional and international development frameworks	10	50	70	90	100	100

		indicators integrated in the NSI.						
	Statistical Rules, regulations and instruments Standardized and operationalized.	Updated national standard indicator (NSI) framework in place and online.	3	3	3	3	3	3
	Updated NSS Metadata Handbook and Compendium of Statistical Concepts and Definition disseminated	Proportion of MDAs and HLGs trained in the use of statistical standards	10	70	80	90	100	100
	Updated statistical standards profile.	Proportion of NSI with up-to-date metadata	10	70	80	90	100	100
	CSOs, Private sector organizations trained in production and use of statistics	Proportion of NSI compiled using international standards.	10	70	80	90	100	100
	Statistical Methodological research reports	Number of CSOs and Private Sector organizations trained in production of and use of statistics.	10	70	80	90	100	100
	New global trends in statistics integrated in the Statistics academic curriculum.	Number of new statistical indicators compiled	10	70	80	90	100	100
	Functional Community information system at parish level.	Proportion of statistical reports with cross-cutting issues. (e.g. migration, gender, refugees and others) integrated.	10	70	80	90	100	100
	Effective and efficient birth and death registration services at City level.	Proportion of parishes with functional Community information system	10	70	80	90	100	100
	Statistics on cross cutting issues compiled and disseminated.	Proportion of Cities with effective and efficient birth and	10	70	80	90	100	100

		death registration services						
	Government Finance Statistics produced to guide Policy analysis	Government Finance Statistics produced and used to guide Policy analysis	3	3	3	3	3	3
	Administrative data Collected among the MDAs and LGs with a focus on cross cutting issues.	National Development Planning Research Agenda in place and operational.	3	3	3	3	3	3
	National Development Planning Research Agenda implemented	Proportion of the research agenda implemented.	10	70	80	90	100	100
	Integrated and functional system for tracking implementation of Audit recommendations developed and rolled out.	Evidence based research using modeling techniques implemented.	10	70	80	90	100	100
	Increased Performance / Value for Money Audits, Specialized Audits and Forensics investigations undertaken.	Proportion of audit and investigation recommendations tracked.	10	70	80	90	100	100
	Updated terms of reference for oversight committees	Number of Performance / Value for Money Audits, Specialized Audits and Forensics investigations undertaken.	10	70	80	90	100	100
	Big data analysis techniques incorporated in Audit and Investigations promoted	Proportion of Forensic/Special audit investigations undertaken	10	70	80	90	100	100
	Capacity for use of big data analysis techniques in Financial Analysis and management to aid decision and policy formulation built.	Proportion of oversight committees with updated TORs.	10	70	80	90	100	100

	Big data analysis techniques in Audit and Investigations promoted	Number of audits undertaken using big data analytics	2	3	4	5	6	7
	Relevant laws and regulations amended to strengthen institutional evaluation, policy evaluation, plan/program and project evaluation	Number of staff trained in big data analysis	2	3	4	5	6	7
	Research and Evaluation Capacity built	Number of Internal Audit staff trained in big data analysis	2	3	4	5	6	7
	Evaluation Capacity built in MDAs and LGs.	Updated laws and regulations amended to strengthen institutional evaluation, policy evaluation, plan/program and project evaluation	1	1	1	1	1	1
	Research and Evaluation Capacity built.	Number of staff trained in Research and Evaluation	15	15	15	15	15	15
	The Public Sector Research and Innovations function which is aligned with the NDP III developed and implemented	Proportion of staff trained in Evaluation Capacity built in MDAs and LGs.	10	70	80	90	100	100
	A Centre for Public Service Policy Research and Innovations for enhanced performance developed and implemented	Proportion of MDAs capacity built in Research and Evaluation	10	70	80	90	100	100
		A revised Public Sector Research Agenda in place	yes	Yes	yes	yes	yes	yes
	Evidence based research output on financing of local governments	No of Policy briefs on LG financing	2	2	2	2	2	2
	Research and Evaluation Capacity in taxation built.	Number of research papers on key emerging issues in taxation	2	2	2	2	2	2



	Process Evaluations on key interventions conducted in the 18 programs.	Number of Process Evaluations on key interventions conducted in the 18 programs	5	5	5	5	5	5
	High level strategic policy impact evaluations i.e. NDP evaluations, Decentralization Policy, YLP etc.	Number of High-level strategic policy impact evaluations conducted.	2	2	2	2	2	2
<b>COMMUNITY MOBILISATION AND MINDSET CHANGE</b>								
Enhance effective mobilization of citizens, families and communities for development	CME Strategy reviewed and operationalised	A reviewed CME strategy & coordination mechanism in place	0	1	1	1	1	1
		No. of CME joint monitoring reports produced & Reviewed	4	4	4	4	4	4
	CME multi-sectoral taskforce constituted and operationalized	No. of Citys plans operationalized	0	4	4	4	4	4
	Community Mobilisation and campaign programmes undertaken	Number of public awareness campaigns	0	4	4	4	4	4
	Increased uptake of government programmes	No. of govt polices, strategies & guidelines popularised & disseminated	0	3	3	3	3	3
	Citizens feedback foras organsized (Community Barazas)	No. of citizens engagement platforms organised	4	4	4	4	4	4
	National Ethical Values integrated in the development and implementation of the National Civic Education Program	National Civic Education Program in place						
	Public awareness campaign on EOC mandate and promotion	Public awareness on EOC mandate and promotion of		10%	10%	10%	10%	10%

of inclusive development enhanced	inclusive development enhanced from 2 – 10%							
State and non-State actors mobilised for positive response towards the needs and interests of marginalised/vulnerable individuals and groups	Programmes of State and non-State actors more inclusive of the needs of disadvantaged groups and communities	20	40	60	80	90	100	
Media, communication and publicity support provided.	Number of media and communication campaigns conducted.	12	12	12	12	12	12	
TV & Radio programmes broadcasted	No. of programmes broadcast	12	12	12	12	12	12	
Comprehensive communication strategy on registration services developed and implemented	Comprehensive communication strategy on registration services in place	1	1	1	1	1	1	
Public legal sensitisations conducted	Number of Public legal sensitisation conducted	0	12	12	12	12	12	
IEC materials on the different laws produced and disseminated	Number of IEC materials	200	10,000	10,000	10,000	10,000	10,000	10,000
Vehicles for Public sensitisation and judicial education procured	Number of vehicles procured	0	3	3	3	3	3	
Judicial education programs conducted	Number of judicial education programs conducted	0	4	4	4	4	4	
Arts & crafts markets established countrywide	No. of arts and craft markets established	0	1	2	1	1	1	
	No. of art & craft digital platforms developed	0	1	1	1			
International networks for export for cultural goods & services established	No. of companies exporting cultural goods & services	2	5	10	15	20	25	

	Bussiness skilling/capacity building programs for cultural practioners implemented	No. of cultural practioners equiped with bussiness skills	0	100	200	3000	5000	10000
	Artist and community cultural training programmes developed	No. of Artist and community cultural training programmes developed	0	1				
		Number of training sessions conducted in a year	0	20	25	30	100	200
	creative and cultural industries studies conducted	number of creative and cultural industries conducted	0	4	4	4	4	4
	local film industry strengthened	Number of local films produced and distributed		3	3	3	3	3
	Local Artisits, Musicians, CMO's sensitized on IP Rights in the Culture and Creative industry	Number of engagements and interactions on IP conducted with the Collective Management Organizations & Musician Associations	0	10	10	10	10	10
	Ask Your Government platform strengthened for active engagement with the disapora community	Number of engagements and interactions with the diaspora community		10	10	10	10	10
	Village Savings and Loans Associations established	No. of Households benefiting from VSLA & investment clubs		5000	10000	15000	20000	25000
	Village Cluster HH Model Expanded	No. of refugees HHs mobilised & trained		100	200	300	400	500
	Jobs and Livelihood Refugee Integrated Plan implemented	Proportion of Households benefiting from one-time investments		5	15	25	30	50
Strengthen institutional capacity of central, local government	CDOs and Parish chiefs retooled	No. of Community Development Officers and Parish Chiefs retooled	<b>10</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>

and non-state actors for effective mobilization of communities	Regional Rural Training Centers renovated and equipped	No. of community development centers renovated and equipped at parish level	0	55	55	55	55	55
	Community Development Centres constructed	Number of Community Development Centres constructed	0	3	3	3	3	3
	The role of RDCs strengthened in the mobilization of communities to engage in National Development	No. of RDCs with the necessary equipment to operate	1	1	1	1	1	1
	City communication offices facilitated with communication tools	Number of City communication offices facilitated.	0	3	3	3	3	3
	Integrated Community Learning for Wealth Creation rolled out	Number of learners enrolled and supported under Integrated Community Learning for wealth creation in all DLGs	0	1000	2000	3000	4000	5000
	Public Libraries established and equipped	Number of public Libraries established and equipped	1	1	1			
	National Library of Uganda headquarters constructed and equipped	Modern State of the art National Library of Uganda in place						
	Legal and regulatory framework for library and information service reviewed	Reviewed Legal and regulatory framework for library and information service	1	1	1	1	1	1
	Functional Open Access Centers in Public libraries	No. of Open Access Centers in Public libraries	1	1	1	1	1	1
	City Art and Culture committees established	No of City Culture and Art Committees established	0	3				
Intellectual Property and Traditional	Revised Copy right law							

Knowledge Rights Laws reviewed	No. creators sensitized							
A Culture Statistic framework established	Culture Statistics Framework operational Centre in place							
One stop ART and Culture Centre established								
CDMIS established and operationalized	CDMIS in place & operational	0	3	3	3	3	3	3
Participation of Religious and Faith Organisations (RFOs) participation in Community and National Development coordinated	No. of Religious and Faith Organisations (RFOs) participating in Community and National Development	0	100	200	300	400	500	
A framework in place to partner with RFOs and other non-state actors to support development initiatives	A framework on partnership with Religious & Faith Institutions developed	0	1	1	1	1	1	1
RFO database for collaboration between government and RFOs developed	RFO database for collaboration between government and RFOs in place	0	1	1				
RFO database for collaboration between government and RFOs operationalized	Functional RFO database for collaboration between government and RFOs in place	0	1	1				
A National Arts Council established	Legal instruments establishing the National Arts Council in place							
National Arts regulations developed	Regulatory framework for Arts in Uganda in place							
National Art and regional cultural events organised and promoted	No. of national festivals, art fairs,							

		biennials, exhibitions, auctions, concerts						
	Uganda national cultural centre redeveloped	Modern Uganda national cultural Centre						
	modern regional cultural centres developed	No. of regional Cultural Centre developed	0	1				
	Active memorandum of understandings (MOUs)/ strategic Partnerships with cultural partners developed	MOUs with foreign cultural institutions, cultural tourism stakeholders, research and private cultural institutions	0	1				
	National cultural collection (visual, performing and literary) initiative conducted	No. of National Cultural Collection Initiative in place	0	1				
	A National Traditional healers regulatory framework developed	Traditional healers regulations in place						
	National Documented Heritage preserved	No. of Documented Heritage collected, preserved and availed to the public	1	10	15	20	25	30
<b>Promote and inculcate the National Vision and value system and Reduce negative cultural practices and attitudes.</b>	Kiswahili as an official language in Uganda promoted	Swahili Council in place	0	3	3	3	3	3
	Talent academy strengthened	Number of talent academies certified and supported	0	1	1	1	1	1
	National Service Program established	National Service Program in place		1	1	1	1	1
	National Service Action Plan developed	National Service Action Plan in place		1	1	1	1	1
	National Service Program (NSP) multi-sectoral taskforce constituted and operationalized	No. of NSP joint monitoring reports produced & reviewed		4	4	4	4	4

			100	200	300	400	500
Patriotism training in schools and training institutions conducted	No. of teachers and students trained in patriotism ideology						
National Service Program rolled out	No. of training institutions conducting training for the National Service Program		1	1	1	1	1
Coordination and Implementation Framework for the National Service operationalized	National Secretariat for Patriotism Club revised structure in place		1	1	1	1	1
National incentives framework established	National incentives framework in place		1	1	1	1	1
Mindset change programme established	Mindset change programme in place		1	1	1	1	1
Integration of values of culture in school curriculums and other education programmes up to the tertiary level conducted	Values of culture integrated in school curriculums and other education programmes up to the tertiary level		1	1	1	1	1
National MDD and Visual Arts Competitions established	Competition Awards, No. of Participants,		4	4	4	4	4
A Bill approved on the duties of the Citizenry and popularized	A Bill to give effect to National Objectives XXIX (29) of the Constitution on the duties of a citizen in place						
National Guidance policy fast tracked and approved	A national Guidance policy in place						
Medals conferred to outstanding performers by H.E the President	Number of investor ceremonies conducted						
A frame work for Identification and recognition of exemplary achievers established	Framework place in place						

Necessary Insignia, Medals and Certificates purchased	Number of medals purchased.							
Hall of fame established	Hall of fame in place							
Capacity of 34 staff built in management and administration of Honours	No. of staff trained in management and administration of Honours							
Annual Integrity Awards framework for exemplary service (for both public and private) established and implemented	Awards framework in place							
	No. of people receiving Awards							
National Ethical Values inculcated in community	No. of categories inculcating National Ethical Values in community							
Code of business ethics for business communities popularized	No. of business communities adhering to Code of business ethics		<b>5000</b>	<b>5000</b>	<b>5000</b>	<b>5000</b>	<b>5000</b>	<b>5000</b>
National Ethical Values integrated into the education institutions	Categories of education institutions integrating National Ethical Values							
National Arts and Culture awards initiated and organised	Nomination sheets, awards, jury sheets, award concept, invitations, reviews, participation call							
Development of ordinances and By-laws in Local governments to promote ethical conduct supported	No. of LGs supported to develop ordinances and By-laws to promote ethical conduct		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
50 LGs monitored and evaluated on the enforcement of ordinances and Bylaws that promote ethical conduct	No. of LGs monitored and evaluated on the enforcement of ordinances and Bylaws that promote ethical conduct		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Uganda national culture Policy implemented	No. of stakeholders engaged		<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>



	Capacity of state and non-state actors to enforce laws enacted against negative and/or harmful religious, traditional and cultural practices and beliefs	No. of state and non-state actors trained to enforce laws enacted & policies against negative and/or harmful religious, traditional and cultural practices and beliefs		200	200	200	200	200
	Cultural Institutions supported	Number of cultural institutions supported		1	1	1	1	1
	Media programmes on cultural heritage promotion established	No. of media programmes on Cultural heritage published/aired.		4	4	4	4	4
	Uganda represented at various regional and international cultural programmes (EAC, AU, UNESCO,	No. of regional and international cultural events/ meetings/ workshops/ conferences attended		4	4	4	4	4
	A Cultural Heritage Programme designed and implemented	Heritage studies curriculum in place, no. of institution teaching heritage studies.						
	National Standard for Gazetting Cultural Sites developed	National standard in place						
	Cultural Sites Gazetted	Number of Cultural Sites gazetted		12	12	12	12	12
	Gazetted Cultural Sites Developed and maintained	no. of cultural sites developed and maintained		12	12	12	12	12
	Research and documentation of the intangible cultural heritage undertaken	No of research projects supported among Cultural institutions		12	12	12	12	12
	Conduct public awareness about laws enacted against harmful traditional practices	Number of awareness campaigns conducted		4	4	4	4	
		No. of dialogues held		4	4	4	4	

Advocacy & Communication strategy disseminated & implemented	Number of advocacy campaigns conducted	4	4	4	4	
Population and Communication Strategy operationalized	Number of campaigns conducted	4	4	4	4	
TV & Radio programmes broadcasted on marriage registration (cultural, religious& civil) and licensing places of worship	No. of Radio & T.V. programmes broadcasted on marriage registration (cultural, religious& civil) and licensing places of worship	4	4	4	4	
Youths, Women, PWD's, Older persons sensitized on business formalization	No. of Youths, Women, PWD's, Older persons sensitized on business formalization	200	200	200	200	200
Blind, the deaf, elderly persons sensitized on business, chattels, civil, intellectual property, insolvency registration services	No. of tailored promotional materials designed for the targeted interest groups (blind, the deaf, elderly)	4	4	4	4	4
Guidelines popularised	Number of stakeholders reached	4	4	4	4	4
social impact assessments conducted and plans implemented	Number of social impact assessments and plans implemented	3	3	3	3	3
Capacity of Community Based structures built	No. of Community engagement dialogues for advocacy, social mobilisation and behavioural change communication	4	4	4	4	4
Relevant policies and Strategies on reducing negative cultural practices developed	Relevant policies and Strategies on reducing negative cultural practices developed.	1	1	1	1	1

	Affected Cultural Institutions mobilized and supported	No of Cultural Institutions supported		1	1	1	1	1
	Indigenous languages taught and promoted	No. of Institutions teaching indigenous languages						
<b>URBAN DEVELOPMENT AND HOUSING PIP</b>								
<b>Increase economic opportunities in cities and urban areas</b>	Jobs created	Number of labor-intensive jobs created	5000	10000	15000	20000	25000	
	Skilling and entrepreneurship development centers upgraded in urban areas	Number of Skilling and entrepreneurship development centers upgraded	0	1				
		Number of people skilled and certified in urban and housing related fields	0	30000	40000	50000	60000	
	Integrated revenue management & administration system deployed	City Division using the system	0	3	3	3	3	
	PPP implementation strategy	City Council with PPP action plans	0	3	3	3	3	
	Mass rapid transport system for 15 cities in place	City with mass rapid transport master plan		1	1	1	1	
		Functional Light Railway Transport		1	1	1	1	
		Functional Mass Bus Transport		1	1	1	1	
	Access to safe water	Percentage coverage of access to safe water	50	70	80	90	100	
	Access to solid waste management services	Percentage coverage of solid waste management	30	40	50	60	70	
	Physical Dev't plans for Lira City in place	Number of Urban Councils with PDPs	3	3	3	3	3	

		guiding social services provision							
<b>Promote urban housing market and provide decent housing for all</b>	Affordable & adequate housing investment plan developed	Number of affordable & adequate housing projects implemented							
	Affordable & adequate housing units in place	No. of new affordable & adequate housing units built ('000)							
		Unit cost of housing (Ugx million)							
	Building codes and standards in place	Percentage compliance to building code/standards							
	Real Estate Companies incentivize	Number of housing development sites serviced by government with tenet infrastructure							
		Number of affordable housing delivered by Real Estate developers							
	Improved infrastructure and housing in slums	Proportion of slums upgraded							
Condominium Law implemented	Proportion of upgraded slums complying to the Condominium Law								

	Housing for formally employed workers	Number of housing units developed for formally employed workers						
	Sustainable low-cost housing materials produced	Number of technologies for low cost housing materials developed						
		% reduction in the cost of housing per square metre, \$						
<b>Promote green and inclusive cities and urban areas</b>	Urban wetlands and forests restored and preserved	Proportion of wetlands restored	20	40	60	70	80	
		Proportion of urban forest restored	20	40	60	70	80	
		Amount of GHG emissions						
	Proportion of the waste turned into resources	Value added to waste						
	Adequate, affordable and appropriate buildings constructed	Nationwide House Energy Star Rating (NatHER)	20	40	60	70	80	
		Proportion of houses complying with green technology, %	20	40	60	70	80	
		Percentage of houses complying with codes	20	40	60	70	80	
	Non-Motorized transport plans for cities	Proportion of city with non-motorized plans	20	40	60	70	80	

	Protected and Secure urban areas	Safety levels of urban areas, 80 %	20	40	60	70	80	
	Effective early warning system structures set	3 Number of early warning systems set in Lira City	1	3	3	3	3	
	Timely responses to emergencies	1/2 Hour taken to respond to an emergency		12	3	2	1	
	Green belts developed and protected	1000 Area (Ha) of green belts developed and protected		1	5	20	50	
	Road islands greened and protected	266 Length (km) of road islands developed and protected		90	500	600	700	
	Open spaces developed and protected	Proportion of open spaces developed and protected		20	40	60	70	
<b>Enable balanced and productive national urban system</b>	Integrated physical and economic development plans for Lira city	Proportion of Lira City with integrated physical and economic development plans	33	66	100	100	100	
	Integrated physical and economic development plans for Lira City and Divisions	Proportion of Lira City and Divisions with Integrated physical and economic development plans	20	40	60	70	80	
	Integrated development Plan for Lira City	Proportion of development projects complying to Lira City arrangement	20	40	60	70	80	

	Nucleated settlement models prepared and implemented	Number of nucleated settlements planned and implemented	50	100	200	300	400	
<b>Strengthen urban policies, governance, planning and finance</b>	Urban development law, regulations and guidelines Enforced	Proportion of City complying to physical planning regulatory framework						
		Proportion of Division complying to physical planning regulatory framework						
	Compliance to land use frameworks and orderly development	Level of compliance to land use regulatory framework						
	Physical Planning & Urban management system scaled.	Number of City with PPUMIS installed						
		Number of staff in the City trained in GIS						
<b>SUSTAINABLE ENERGY DEVELOPMENT</b>								
Increase adoption and use of clean energy	Increased deployment of new renewable energy solutions	Number of solar water heaters, dryers, cookers and pumps installed	0	1000	1000	1000	1000	1000
	Technical capacity in renewable energy solutions built	No. of Solar powered motor cycles, bicycles and tricycles promoted	0	500	1000	1500	2000	2500

Increased uptake of improved cook stoves	No. of households using improved cook stoves	0	2000	2000	2000	2000	2000
Increased utilization of alternative and efficient cooking technologies	Proportion of population using alternative and efficient cooking technologies (electric cooking, domestic and institutional biogas and LPG)	0	20	40	60	80	100
Reduced energy losses in the transmission network	Energy losses	0	60	40	20	10	0
Increased energy saving	Performance Standards for critical electrical appliances in place	0	1	1	1	1	1
Energy Management Standards integrated	Performance Standards for critical electrical appliances in place						
Increased utilization of alternative and efficient cooking technologies	Proportion of population using alternative and efficient cooking technologies (electric cooking, domestic and institutional biogas and LPG)	0	20	40	60	80	100
Technical capacity in renewable energy solutions built	Proportion of persons people using renewable energy						



	Increased uptake of improved cook stoves	No. of households using improved cook stoves	0						
Increase access and utilization of electricity	Rehabilitated transmission network	266 Kmsq of Transmission line rehabilitated							
	Expanded transmission network	km of Transmission line added to the grid							
	Transmission lines to DRC Congo, Northern Tanzania and Southern Sudan	Km of transmission lines to DRC Congo, Northern Tanzania and Southern Sudan							
	Expanded distribution network	Km of Medium and low Voltage lines constructed							
	Off-grid and mini-grids constructed	50 Number of off-grid mini-grids constructed							
	Consumers connected to the grid	100,000 Number of consumers connected to the grid per consumer category (Large Industrial, Medium industrial, Commercial and domestic)							
		Population connected to national grid (40%)							
	ICT solution along the Nile developed	ICT solutions in place							
	Software systems (SCADA) developed	Software systems in place							
Increased compliance to energy standards	Level of compliance to energy standards								
Electricity Act, 1999 and Atomic Energy Act, 2008 reviewed	Number of existing policies and Acts reviewed								

	Geothermal legislation developed	Geothermal legislation in place							
Increase generation capacity of electricity	Muzizi HPP and biogas cogenerations plants constructed	Installed electricity generation capacity							
	Large generation plants initial activities finalized	Large generation plants designs finalized							
	EIA recommendations implemented	No. of EIA recommendations implemented							
<b>PUBLIC SECTOR TRANSFORMATION</b>									
<b>Strengthen accountability for results a cross government</b>		Number of MDAs supported to Develop and implement Client Charters	0	3	3	3	3	3	3
	Client charters developed and implemented	% of MDAs and LGs implementing client feedback mechanisms	0	3	3	3	3	3	3
		Client charters' coverage in MDAs and LGs	10	50	75	85	95	100	100
	Policy on development and implementation of compliance to client charters developed and disseminated	Policy on development and implementation of compliance to client charters in place	0	1	1	1	1	1	1
	Barraza program implementation scaled up	Proportion of Wards covered by the Barraza model	0	50	75	85	95	100	100
		Proportion of Barraza issues followed up	0	50	75	85	95	100	100
	Service Delivery Standards developed and enforced	No of MDAs and LGs supported to develop Service Delivery Standards	0	3	3	3	3	3	3

	% of MDAs and LGs with Service Delivery Standards	0	50	75	100	100	100
	No. of outreach programs undertaken to disseminate Service Delivery standards to Citizens	0	4	4	4	4	4
	% of education institutions implementing Service Delivery Standards	0	50	75	100	100	100
Development and enforcement of a compliance plan specific to education institutions	Electronic resource center for SDS in place and maintained	0	3	3	3	3	3
National Service Delivery Surveys undertaken	No. of LG Service Delivery Surveys undertaken	0	1	1	1	1	1
Stakeholder collaboration on SDS promotion established	Number of Stakeholder collaboration partnership on SDS established	0	4	4	4	4	4
Capacity of Government Institutions in undertaking compliance inspection strengthened	Number of LG Political leaders trained on Capacity of Government Institutions in undertaking compliance inspection	0	15	15	15	15	15
	Number of inspectors trained on Capacity of Government Institutions in undertaking compliance inspection	0	12	12	12	12	12
	Number of Technical staff trained	0	100	100	100	100	100
Inspection policy for the Public Service developed.	Inspection policy in place	0	1	1	1	1	1

	Compliance Inspection undertaken in MDAs and LGs	Number of MDAs and LGs inspected per Annum	0	3	3	3	3	3
	Implementation of inspection findings tracked	Half-year and Annual Reports on Status of Implementation of Inspection Recommendations in place	0	2	2	2	2	2
	Inspection Manuals reviewed to accommodate new Service Delivery Trends	Revised Manual in place	0	100	100	100	100	100
	Application of the Pearl of Africa Institutional Performance Scorecard (PAIPA) to measure instructional compliance levels scaled up	Number of MDAs and LGs where PAIPAS is administered	0	3	3	3	3	3
		Annual PAIPAS report produced and best performing institutions awarded	0	3	3	3	3	3
	e-inspection tools developed and operationalized	e-inspection tool in place and uploaded on the Ministry Website	0	3	3	3	3	3
	Performance standards and minimum conditions for DSCs reviewed	Revised performance standards and minimum conditions in place	0	3	3	3	3	3
		% of cases concluded within the set timelines	0	50	70	90	100	100
	Citizens' complaints concerning Maladministration in Public Offices handled	By 2024/25, 100 institution managers will be trained on support supervision, monitoring, accountability and use of ICT for effective and efficient supervision.	0	50	70	90	100	100
	Assets Declarations for all leaders received on time	Compliance rate of Leaders declarations	0	50	70	90	100	100
		Number of declarations verified	0	50	70	90	100	100

Compliance to the rules and regulations enforced	Number of policies, regulations and guidelines developed	0	1	1	1	1	1
	Number of policies, regulations and guidelines reviewed	0	1	1	1	1	1
Records and information management policy and regulatory framework reviewed and developed	Number of MDAs and LGs records management systems audited and streamlined	0	1	1	1	1	1
	Number of records and information management Centers of Excellence set up	0	1	1	1	1	1
Compliance to RIM standards in MDAs and LGs assessed and technical support provided to address the identified gaps	Number of staff trained in RIM	0	1	1	1	1	1
	Number of DSC audited	0	1	1	1	1	1
	Proportion of appeals of DSC decisions handled	0	50	70	90	100	100
Capacity of staff built in records and Information Management	Risk management policy and framework reviewed	0	1	1	1	1	1
Performance audits of DSC conducted	Number of DSC audited	0	1	1	1	1	1
Appeals of the DSC decisions handled	Proportion of appeals of DSC decisions handled	0	50	70	90	100	100
Guidance provided on recruitments and selection procedures	Number of entities guided	0	3	3	3	3	3
Disciplinary cases with complete submissions considered and concluded	% of disciplinary cases received and concluded within a financial year	0	50	70	90	100	100
Mechanism for enforcing Compliance to selection and recruitment guidelines	% of the required budget for the year approved for implementation of the Pay Policy	0	50	70	90	100	100

	by commissions strengthened							
	Performance contracts for political leadership administered and enforced	% of Public Officers receiving salary according to the approved pay plan	0	100	100	100	100	100
	Performance contracts administered and enforce from Commissioner- level upwards	Number of performance reports produced	0	3	3	3	3	3
	Pay reform The long term pay policy of the Public Service implemented to attract and retain competent, qualified and highly motivated workforce for the efficient and effective delivery of Public Service	Number of flagship projects fast tracked	0	3	3	3	3	3
	Performance of CSO and departments reviewed	Number of project monitoring reports produced	0	3	3	3	3	3
	LG performance assessment coordinated	Number of LG performance assessment coordinated	0	3	3	3	3	3
	Evaluation of Government programmes, projects and policies conducted	Number of evaluation conducted	0	3	3	3	3	3
		Public sector evaluation guidelines implemented	0	3	3	3	3	3
	Coordination platforms for implementation of	No. of coordination platforms functional	0	3	3	3	3	3

	Government programs constituted	By 2024/25, performance targets relating to teacher presence, time-on-task and teacher effectiveness and learners achievement developed.	0	3	3	3	3	3
	Programme Implementation progress reports produced	No. of followups on implementation of recommendation conducted	0	3	3	3	3	
		Revised Performance management tools in place	0	3	3	3	3	3
	Performance Budgeting integrated into the individual performance management framework	Number of MDAs and LGs implementing the Balanced scorecard Framework	0	3	3	3	3	3
	Programme plans aligned to budget priorities and National planning framework	Proportion of MDAs supported in the programme alignment	0	50	70	90	100	100
	Capacity of Public officers built in performance management	Number of Public Officers trained in performance management	0	12	100	100	100	100
	Attendance to duty monitored	Number of MDAs monitored	0	12	12	80	80	80
		Number of MDAs using biometric machines to monitor attendance	0	12	12	80	80	80
	Performance Improvement based approach to Capacity Building institutionalized	% of MDAs and LGs supported to prepare PIPs linked to Capacity Building	0	50	70	90	100	100

	Results Oriented Framework reviewed	Revised Results Oriented Framework in place	0	3	3	3	3	3
	A Framework for measuring productivity in the Public Service developed and operationalize	Framework in place	0	3	3	3	3	3
		Statistical Report on productivity in the public service produced	0	3	3	3	3	3
	Partnership with training institutions established in designing of training records and information management programmes	Number of institutions engaged to review RIM programmes	0	3	3	3	3	3
	A forum for employer and trainers established and operationalized to facilitate sharing of skills requirement and available training programs	Forum for training institutions operationalized	0	3	3	3	3	3
	Capacity of Human Resource Managers in the Public Service built in Strategic Human Resource Management	Number of HR Managers trained	0	5	5	5	5	5
		Revised Performance Assessment tool in place	0	3	3	3	3	3
<b>DIGITAL TRANSFORMATION</b>								
<b>Increase the national ICT infrastructure coverage</b>	Broadband connectivity extended to parish level	Percentage of Parishes with broadband connectivity						
	National Broadband infrastructure extended	Length of fibre optic network						
	Government service delivery units (schools, hospitals, post offices, tourism sites, police, LGs etc) connected to the NBI	Number of MDAs connected						
		Number of Citys Hq connected						
Number of Government units schools, hospitals,								



		post offices, tourism sites, police, LGs etc) connected to the NBI						
	Digital Terrestrial Transmission sites (DTT) connected to the NBI	No DTTs connected to the NBI						
	Wireless hotspots (MyUg) deployed at strategic locations	Number of wireless hotspots (MyUg)						
		Number of educational Institutions connected to High speed broadband						
	National Broadband infrastructure extended	Number of assessments/audits undertaken						
	Existing transmission sites upgraded to ensure redundancy and provision of local regional program stream insertions –	Number of DTT transmission sites						
		Number of Gap fillers with hybrid power back up system						
		Number of existing DTT transmission sites with redundancy						
		Number of sites with Local regional program stream insertion capability						
	Existing radio transmission sites upgraded to ensure redundancy and provision of local regional program stream insertions.	No. of new radio transmission sites						
		No. of radio transmission sites with redundancy						
	Alternative signal transmission	Over The Top and Internet Protocol Tv (platforms) for content implemented						

	A national DTT/DTH hybrid broadcast system designed and deployed	Number of FTA TV channels with a national or hybrid broadcast license						
	Television and radio studio facilities enhanced	Number of TV studio facilities established						
		Number of radio studio facilities upgraded						
	Third National Data Centre established	National Data Centre in place						
	Enhancement of usage of National Data Centre (NDC)	Number of applications and systems hosted centrally in the National Data Centre						
		Number of MDAs enrolled in National Data Centre						
<b>Enhance usage of ICT in national development and Service delivery</b>	Frameworks in place to guide interoperability of Government systems	A framework in place						
	A data sharing and integration platform developed to enhance the delivery of services in government and private sector and operationalised	An integration platform in place						
		Number of Government and private institutions utilizing the data sharing and integration platform						
	Government Public Key Infrastructure (PKI) services developed and enforced	Number of e-services enabled for digital signatures						
	e-Citizens Portal enhanced (e-Services added onto the Portal)	Number of public services offered online and accessed through the e-citizens portal						
	Public and Private institutions supported to review, re-engineer their processes,	Number of e-services developed/ rolled out						

	automate and deliver services online								
	ICT needs assessments in key sectors conducted	Number of sectors							
	Unified electronic mail and digital collaboration services rolled out	Number of government institutions enrolled							
	E-payment gateway in place	Number of services enabled through the gateway							
	SMS gateway in place	Sms gateway							
	National ICT statistics system	National ICT statistics system							
	Open data portal developed	Portal in place Datasets captured							
	National Information Security Framework reviewed and implemented across the country	Number of government MDAs implementing the National Information Security Framework							
National cyber security strategy developed		National Cyber Security strategy in place							
		Proportion of National Cyber Incident Response plan targets achieved							
		Number of empaneled cyber security companies							
		Number of entities utilizing the National Cyber threat intelligence platform							
		Number of services enrolled under the Responsible Disclosure Framework							
		Number of trained JLOS staff on the							

		cybercrime investigation and prosecution						
	Public Key Infrastructure developed and implemented	Number of services enabled for PKI						
	Develop data protection and Privacy regulations	Data protection and privacy regulation in place						
	Services (government & non-government) provided through the postal outlets	Number of government services accessed at postal outlets.						
		Number of non-government services accessed at postal outlets.						
		Number of postal outlets transformed to deliver e-services						
	Service Uganda centers established and equipped.	Number of Service centers and digital kiosks established						
		Number of citizens accessing services from the service Uganda centers						
	National infrastructure information sharing and coordination platform established	Platform in place						
	New postal services introduced	Number of new services introduced						
	Platforms for digitization and documentation of ongoing government programmes for MDAs & LGs provided	Digitised archives						
	Digital Repository Infrastructure and Facilities for MDAs & LGs provided	Local Content Digital Repository infrastructure						

	Local content commercially available	Number of web portals						
		Programming that contains Local content (%)						
	Programming that contains Local content	Operational sign language delivery platform in place						
		Number of different language delivery platforms						
		An operational PDWs digital educational content platform						
		No. of Institutions with Assistive Technologies						
		Number of PWDs digital programmes						
		Number of digital programmes targeting special interest groups						
	GIS addressing and postcode database developed	Geocoded national addressing and postcode system in place						
		Number of regions with digitized and physical addresses captured						
	National Postcode and Addressing system rolled out	No of Citys						
	<b>Promotes ICT research, innovation and Commercialisation of indigenous knowledge product</b>	An internship and placement framework developed	Framework in place					
		Joint research program between academia and Government						
ICT research agenda								

	National ICT park established	%age of National ICT Park infrastructure developed							
	ICT incubation Hubs established	Number of Regional Hubs established by GOU							
	Privately owned innovation hubs supported	No. of hubs supported							
	BPO /ITES centres supported	Number of centres supported							
	Entrepreneurship and Incubation programmes developed	No of Entrepreneurship and Incubation Programmes Developed and Implemented							
	Local ICT products developed	Number of Innovations supported by Government and commercialized							
		Intellectual property awareness							
		No. of innovators hosted in the GOU ICT innovation hubs							
		%age of ICT exports of total exports							
	Local digital media content products	Programming that contains Local content							
	Local assembly plants supported	No. of partnerships with manufacturing companies							
	Provide incentives for local manufacturing	No. of companies supported							
<b>Increase the ICT human resource capital</b>	Develop a National Digital Skills Framework	Digital skills framework developed							
	Digital Skills Curricula developed for the	Percentage of educational							

	various levels of learning (Tertiary, Secondary, Pre-Primary, Primary, Early Childhood) in line with the UNESCO ICT competency Framework	institutions that adopted blended learning/ODEL curricula in each level						
	ICT training for professionally certified courses and specialized short courses carried out at UICT	Number of participants trained						
	Government ICT officers trained	No. of Government officers trained in ICT Related short courses						
	Basic ICT competencies established in the public service	Number of cadres with an approved ICT requirements specification						
		Collaborative framework developed						
		Percentage of officers in Public Service with basic ICT competencies						
	Certification framework to regulate ICT professional standards developed	No. of ICT products and service providers certified						
	Communities & SMEs trained in digital literacy	No. of communities & SMEs trained						
		No. of participants						
		No. of courses developed						
		No PWD groups trained						
	e-training programmes developed	No. of programmes						
	Inclusive awareness campaigns on the ICTs and 4IR opportunities and risks	No of campaigns conducted						

	Specialized training programmes conducted at UICT	No of specialized programs conducted							
		No. of partnerships							
	Business Development Centre operationalised	No. of business consultancies conducted							
	4IR lab established	4IR lab							
	Enhance the capacity of the institute to support specialised ICT training	No. of labs upgraded and equipped							
		No. of lecture rooms equipped with smart technology							
		No. of virtual labs established							
ICT vocational training including 4IRs supported	No of Vocational training institutions supported								
<b>Strengthen the policy, legal and regulatory framework</b>	Policies, strategies, standards and regulations developed/reviewed	No of ICT sector laws and policies reviewed							
		%age of Stakeholder engagement plan and communication strategy implemented							
		Number of standards, regulations and guidelines developed							
	Framework for a coordinated rollout of ICT infrastructure and services established	National strategy for implementation of digital-services							
		ICT Infrastructure Master Plan							
		Framework for deployment of broadband as a public utility in place							
	National internet infrastructure coordinated	National Internet Exchange Point in place							
		CCTLD Government oversight framework							



		reviewed & implemented						
	Environment and human safety ensured	Number of e-waste management frameworks						
		E-waste Database in Place						
		Number of regional collections centres established						
<b>ENR IMPLEMENTATION PLAN</b>								
1. Assure availability of adequate and reliable quality fresh water resources for all uses	Catchment Management Plans prepared	Number of Catchment Management Plans developed and implemented	0	3	3	3	3	3
	Wetland management plans developed and implemented.	Number of wetland management plans	4	3	3	3	3	3
	A Urban green growth financing and investment plan developed	An Urban green growth financing and investment plan in place		1				
	Conserved and degraded wetlands demarcated and gazette.	Km of wetland boundaries demarcated	79	50	50	50	50	6
	Functional gender sensitive water zone management committees established	Number of Water Resources Management Zones with functional gender sensitive Management Committees	0	27	27	27	27	27
	Operational optimal SW & GW monitoring network.	Percentage of functional manual monitoring stations	0	20	60	70	80	100
	Functional modelling platform	of hydrological assessment reports produced	0	1	1	1	1	1
		Number of catchments with	0	1	1	1	1	1

		quantified water resources.						
	Operational status and outlook hydrological information system	Number of outlooks disseminated.	0	3	3	3	3	3
		Number stations with status reports.	0	2	2	2	2	2
	200KM of river/Streams banks surveyed and demarcated	Number of River/streams Banks surveyed and Demarcated	0	2	1	1	1	2
	Air Quality Monitoring Equipment procured and installed	Number of City Division with air quality monitoring equipment	0	3	3	3	3	3
	City Environment and Natural resource officers trained in enforcement of air quality standards.	Number of City trained in enforcement of air quality standards.	0	50	50	50	50	50
	Sensitization and awareness campaigns on permitted pollution thresholds and corresponding penalties for non-compliance undertaken.	Number of Urban City Authority/Parishes/wards sensitized.	0	59	59	59	59	59
	Air and Noise Pollution Regulations enforced.	Percentage compliance to air and noise pollution regulations. a	0	60	70	80	90	100
2. Increase forest, tree and wetland coverage and restore and protect hilly and mountainous areas and rangelands, greening and beautification	Forest Cover Increased	Percentage increase in Forest Coverage	0	45	60	80	90	100
		Number of plantation forests livelihood systems developed.	0	10	10	10	10	10
	A Local Forestry Management Monitoring System Developed.	A functional Local Forestry Management Monitoring System in place.	0	1	1	1	1	1

Dedicated Fuel wood plantations established	Community tree planting for woodlots supported.	0	10	10	10	10	10
Wetland Management Plans prepared	Number of wetland Management Plans developed and implemented	0	3	3	3	3	3
Degraded wetlands restored	Number of degraded wetlands restored	0	1	1	1	1	1
Ha of mountain ecosystems restored	No. of Ha of degraded mountainous areas restored.	0					
Ha of fragile ecosystems restored (mountain and rangelands)	No. of Ha of fragile ecosystems restored	0	10	10	10	10	
fragile ecosystems gazetted as Special Conservation Areas	Number of ecosystems gazetted as special conservation areas.	0	1	1	1	1	
Environmental Management integrated in Disaster and Refugee Response Intervention	Number of Tree Seedlings distributed and planted in the city ('000').	0	250	250	250	250	
A clear strategy on management of City and private forests developed.	Strategy on the Management of City and Private Forests in place.	0	1				
	Percentage of automation of standard agro-forestry practices monitoring system.	0	40	60	80	90	100
Improved compliance to standard agro-forestry practices.	Percentage increase in annual ENR and CC specific inflows from global funds (GCF, GEF, and Climate Funds etc.)	0	40	60	80	90	100
Financial Resources mobilized from global ENR and Climate Change Windows.	Annual percentage increase in capitalization of NEF	0	8	10	15	20	30

	Local/Urban Environment Fund (NEF) Capitalized Quality	Percentage increase in survival rate of planted tree seedlings.	0	70	80	90	100	100
	City Divisions equipped with air quality monitors.	Number of cities Divisions with air quality monitors	0	3	3	3	3	3
3 Maintain and/or restore a clean, healthy, and productive environment	All ENR Lead agencies/ City Division supported in developing and submitting their ENR management reports to NEMA	Percentage of Lead agencies submitting ENR management reports	0	90	90	90	100	100
	NEA, 2019 Attendant regulations developed	No of Bye laws and ordinances reviewed & passed	0	3	3	3	3	1
	Conditional grant for ENR management at City Local Government established	Percentage increase in conditional grant advanced.	0	10	15	20	20	20
	Vehicle Emission Standard formulated and implemented	Vehicle Emission standards in place	0	1	1	1	1	1
	Education for sustainable Development integrated in education circular	Environmental responsive curricular in place						
	Resear4ch and innovation conducted	Cumulative Number of studies conducted	0	1	2	3	4	5
	Promote inclusive climate resilient and low emissions development at all levels.		Climate change and disaster risk reduction integration guidelines in place.	0	1	1	1	1
		Number of Urban Authority sensitized.	0	3	3	3	3	3
		Number of industries/factories issued with carbon footprint certificates.	0	60	60	60	60	60

	Functional GHG inventory and its MRV system in place.	0	1	1	1	1	1
	Reviewed NDC in place and formally submitted to UNFCCC.	0	1	1	1	1	1
	Number of economic environmental valuation studies undertaken	0	3	3	3	3	3
	Number of natural capital and ecosystem services accounts developed.	0	3	3	3	3	3
	Number of Department trained in NCA.	0	9	9	9	9	9
	Number of local governments trained in NCA	0	3	3	3	3	3
	Number of Renewable Energy Sector NAMAs financed	0	3	3	3	3	3
	Number of sensitization campaigns undertaken	0	49	49	49	49	49
	Number of City supported in sustainable solid waste management 1000 Colored bins, 8 trucks, 12 Tricycles, 12 Cameras	0	1	1	1	1	1
	Green Building Codes in Place	0	1	1	1	1	1
	Number of climate change responsive innovations supported and disseminated.	0	1	1	1	1	1

		Percentage increase in the capitalization of a local climate change Bond	0	50	50	50	50	50
5 Reduce human and economic loss from natural hazards and disasters		DRR Regulations, bye laws and ordinances in Place	0	1	1	1	1	1
		City Disaster Risk Management Plan in place.	0	1	1	1	1	1
		Percentage of risk informed implementation plans	0	30	30	30	30	30
		Number of City Disaster Risk Atlas issued	0	3	3	3	3	3
		Percentage change in automation of Disaster Risk information system	0	3	3	3	3	3
		Number of new, reliable and functional relief food chain management system in place	0	0	0	0	0	0
		percentage of disaster victims accessing timely lifesaving food and non-food items	0	0	0	0	0	0
		percentage of land acquired compared to required amount	0	0	0	0	0	0
		Number of research studies undertaken.	0	2	2	2	2	2
		Number of automatic meteorological stations operational.	0	2	2	2	2	2
6 Increase incomes and employment through		Annual percentage increase in capitalization of NEF	0	2	2	2	2	2

sustainable use and value addition to water, forests and other natural resources	Percentage increase in Environmental fund capitalization.	0	5	5	5	5	5
	Percentage increase in financial resource inflow from external sources.	0	10	10	10	10	10
	Sustainable natural resource management communication strategy in place.	0	1	1	1	1	1
	Number of local governments and communities sensitized on sustainable natural resource management.	0	60	60	60	60	60
	Improved compliance to environment regulations and standards.	0					
	Programme Research Agenda in Place.	0	1	1	1	1	1
	Number of Applied Research Studies undertaken in line with the agenda	0	4	4	4	4	4
	Forest cluster industries in place	0					
	Number of tourists visiting the 4 ecotourism sites.	0	10	10	10	10	10
	Number of communities covered in tourism community benefit sharing scheme under UWA.	0	3	3	3	3	3
	Number of PES initiatives developed and implemented.	0	20	20	20	20	20

		Number of biodiversity offsets implemented	0	3	3	3	3	3
		Procured and installed garbage bins		1000	1000	1000	1000	1000
		Procured 8 Garbage rucks		2	2	2	2	
		Established nursery Bed		2	2	2	2	2
		Hectors Acquired land for a landfill	6	100				
		City Landscaped, greened and beautified	1	9				
		Installed CCTV Cameras	29	21	50	50	50	50
		Open space gazetted, titled and protected	3	3	3	3	3	4
		Km of Wetlands demarcated, mapped and protected	70	50	50	50	50	
<b>7 Strengthen land use and management</b>	Land information System automated and integrated with other systems	Number of systems integrated with the LIS	0	1	1	1	1	1
		Number of LCC staff capacities built	0	2	2	2	2	2
	Revised topographic maps, large scale maps LC atlas	Number of maps revised	3	1	1	1	1	1
	Data processing centres established	Percentage establishment of the data processing centre	2	1	1	1	1	1
	NLP and NLUP, disseminated and implemented	Number of dissemination meetings on NLP and NLUP conducted	10	10	10	10	10	10
	Land acquisition and resettlement Act and Land Acquisition and resettlement policy	Land Acquisition and Resettlement Act adopted	0	5	5	5	5	5



	adopted and implemented							
	Land Act and Land regulation disseminated	Land Act disseminated in LCC	2	1	1	1	1	1
	A comprehensive and up to date CITY land inventory undertaken	Proportion of City land captured in the inventory, %		50	60	70	80	100
	Physical planning committees and Area Land Committees trained in land management	No. of land management institutions trained in land management (PPCs)						
Titled land area	Percentage of land titled		0	20	50	70	90	100
	Number of land titles issued		0	20	20	20	20	20
	Hectares of government land secured for infrastructure corridors ('000s)		0	800hectares	7sqmiles	0	0	0
	Hectares of land for housing		0	100	200	300	400	1000
Women's access to land strengthened	Percentage of land titles issued and owned by women		0	15	15	15	15	15
Fit for purpose approach adopted and implemented in planning	Level of implementation of the fit for purpose approach in planning		20	30	40	60	70	90
Land disputes mechanism reviewed through Negotiation	Number of land disputes reviewed and disposed		25	30	30	30	30	30
LCSDGN rehabilitated and modernized	Number of LCGN Points rehabilitated and modernized		1	1				
Lira city Boundaries affirmed	Km of Lira City border reaffirmed		285	285				
Disseminate the National Valuation Standard and Guidelines	Functional Land Valuation Management		0	1	1	1	1	1

		Information System (LAVMIS)						
	Integrated physical and economic development	Proportion of LCC and integrated physical and economic development plans	10	50	60	70	80	100
	LCCs physical planning priorities profiled	Number of LCC Physical planning priorities profiled	3	9	9	9	9	9

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### 3.0 Adaptation of program objectives and outcomes/ Result Areas

The LGDP adapts/localizes the NDPIII Program objectives, outcomes/ results and focus.

However, a LG is free to conceive other intervention areas that suit its conditions as outlined in the situation analysis. This is presented in a table. The format is Table 3.

**Table 3: LGDP Program objectives, Results and Targets**

<b>Program 1:</b>	<b>Integrated Transport Infrastructure and Services</b>						
<b>Program objective(s):</b>	<b>Promote integrated land use and transport planning</b>						
<b>Key Results</b>	<b>Indicator</b>	<b>Baseline data possibly drawn from LG Situation Analysis<sup>4</sup></b>	<b>Plan Target (Year 5)</b>				
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Improved accessibility goods and services;	% increase in accessibility of Goods and services	30			62		90
Reduced cost of trans infrastructure;	Unit cost of Upgrading roads to paved standard (Mn/per Km)						
	Unit cost of Rehabilitation of paved roads (Mn/per Km)						
	Unit cost of Reconstruction of paved roads (Mn/per Km)						
	Average cost for construction of unpaved/ gravel road (in million)						

	Unit cost of Rehabilitation of meter gauge rail infrastructure (Bn/ Km)						
	Unit cost of Development of Aids to Navigation						
	Unit cost of Development of search and rescue facilities (USD) (take it to stock)						
Improved national transport planning;	% increase in national transport planning						
Longer service life of transport investment;	Average infrastructure life span						
Improved safety of transport services;	Total Fatalities on road transport						
	Serious Injuries on road transport						
	Total fatalities Water transport						
	Total Fatalities on Railway Transport						
Improved coordination implementation of transport infrastructure and services	% of LGs in compliance to road standards						
Increased access to regional and international markets	Ratio of Exports to GDP (%)						
	Value of exports to the region (Thousand USD)						

<b>Program 2: Natural Resources, Environment, Climate Change, Land and Water Management</b>							
<b>Program objective(s):</b>							
<ul style="list-style-type: none"> <li>• Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas rangelands;</li> <li>• Reduce human and economic loss from natural hazards and disasters.</li> <li>• Assure availability of adequate and reliable quality fresh water resources for all uses</li> </ul>							
<b>Key Results</b>	<b>Indicator</b>	<b>Baseline data possibly drawn from L G Situation Analysis</b>	<b>Plan Target (Year 5)</b>				
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Increased land area covered by forests from 9.1 percent to 15 percent.	% Increase in land area covered by forests	<b>9.1</b>			<b>12</b>		<b>15</b>
Increased land area covered by wetlands from 8.9 percent to 9.57 percent	%Increase in land area covered by wetlands	<b>8.9</b>			<b>9.24</b>		<b>9.57</b>
Increased permit holders complying with ESIA conditions at the time of spot check from 40 percent to 90 percent revenue from oil and gas by 2 percent;	% Increase in permit holders complying with ESIA conditions at the time of spot check	<b>40</b>			<b>65</b>		<b>90</b>
Increased the accuracy of meteorological information from 80 percent to 90 percent.	% Increase in the accuracy of meteorological information	<b>80</b>			<b>85</b>		<b>90</b>
Increased the percentage of automation of weather and climate network from 30 percent to 80 percent	%Increase in the automation of weather and climate network	<b>30</b>			<b>55</b>		<b>80</b>
Increase water permit holders complying with permit conditions at the time of spot check;	% Increase in water permit holders complying with permit conditions at the						

	time of spot check;						
Increase water samples complying with national standards	% Increase in water samples complying with national standards;						
Increased the percentage of titled land from 21 percent to 40 percent	% Increase of titled land	21			30		40
Reduced land related conflicts by 30 percent.	% Reduction in land related conflicts						
<b>Program 3</b>	<b>Private Sector Development</b>						
<b>Program objective(s):</b>	<ul style="list-style-type: none"> <li>• Sustainably lower the costs of doing business</li> <li>• Strengthen the enabling environment and enforcement of standards</li> <li>• Strengthen the organizational and institutional capacity of the private sector to drive growth</li> <li>• Promote local content in public programmes</li> </ul> <p>Strengthen the role of government in unlocking investment in strategic economic sectors</p>						
<b>Key Results</b>	<b>Indicator</b>	<b>Baseline data possibly drawn from L G Situation Analysis<sup>4</sup></b>	<b>Plan Target (Year 5)</b>				
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Increased lending to key growth sectors	Non-commercial lending to the private sector in key growth sectors as a % of GDP	30%			50%		70%
Increased long-term financing to the private sector by Government owned financial institutions	Share of domestic credit to key growth sectors in total private sector credit	25%			40%		60%

Increased financing through capital markets	% MSMEs with an outstanding credit at a formal financial service provider	20%			35%		50%
Increased value of formal financial sector savings for private sector investment	% of Increased value of formal financial sector savings for private sector investment	15%			25%		45%
Increased access and usage of non-financial resources (certification, ICT, warehouse information system, etc.)	% of Increased access and usage of non-financial resources (certification, ICT, warehouse information system, etc.)	25%			28%		30%
Improved business capacity and local entrepreneurship skills enhanced	% of Improved business capacity and local entrepreneurship skills enhanced	25%			30%		50%
Increased membership in chambers of commerce and trade unions	Global competitiveness index						
Strengthened linkages to regional and global markets	% of businesses having a business expansion plan in place	30%			35%		55%
Increased automation of	% of Increased	15%			20%		40%

business processes	automation of business processes						
Increased research and innovation within the private sector	% of MSMEs utilizing the services of Research and innovation facilities	10%			15%		35%
Increased access and use of market information system by the private sector	% of Increased access and use of market information system by the private sector	25%			40%		60%
Increased access and use of incubation centres by the private sector	% of Increased access and use of incubation centres by the private sector	5%			15%		30%
Simplified system for starting a business	Time required to start a business (calendar days)	30			15		10
Increased local firms' participation in public investment programmes across sectors	Number of local firms participating in public investment programmes across sectors						
Regionally balanced key strategic public investments planned and developed to support private investment in key growth areas	Proportion of Regionally balanced key strategic public investments planned and developed to support private investment in key growth areas						



Increased use of research and innovation instruments by the private sector	% of MSMEs utilizing the services of Research and innovation facilities	20%			35%		70%
Standards developed and/or enforced	Number of certified products accessing foreign markets						
Increased accessibility to serviced industrial parks	No of businesses using the industrial parks						
Increased accessibility to export processing zones	Number of firms accessing the export free zones						
Increased formalization of businesses	Number of firms that are registered members of chambers of commerce						
Adequate system for private sector complaints resolution in place	% of private sector complaints resolved	15%			35%		50%
Green finance in private sector investment increased	Percentage of green finance in private sector development	25%			40%		60%

**Programme 4: Public Sector Transformation**

<b>Program objective(s):</b>	<ul style="list-style-type: none"> <li>Strengthen accountability for results across government</li> <li>Strengthen human resource management function of Government for improved service delivery</li> </ul> <p>Deepen decentralization and citizen participation in local development</p>
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Key Results	• Indicator	Baseline data possibly drawn from L G Situation Analysis <sup>4</sup>	Plan Target (Year 5)				
			1	2	3	4	5
Improved responsiveness of public services to the needs of citizens	%Level of client satisfaction with the client feedback mechanism	30%			35%		60%
Improved Performance at individual level	% of individuals achieving their performance targets	35%			45%		65%
Harmonized pay structure in the public service	% of Public Officers receiving salary according to the approved pay plan Salary compression ratio of the public service	20%			30%		50%
Improved Performance at organizational level	% of Organizations achieving their performance targets	20%			36%		50%
Improved Quality of services delivered	Level of beneficiaries' satisfaction with services provided						
Improved compliance to rules, procedures and regulations	Level of compliance with SDS in MDAs and LGs						
Improved compliance to recruitment guidelines by service commissions	level of compliance to recruitment guidelines by service commissions						

Improved Quality of the Civil Service	% of Professional Public Servants (Final Outcome)	65%			70%		80%
Improved integrity and work ethics	% of Public Officers with the right skills, competencies and mind-set	75%			80%		95%
Improved effectiveness in management of rewards, sanctions and disputes in the Public Service	% of advertised positions filled with skilled & competent staff	80%			83%		90%
Improved efficiency, effectiveness and in Payroll management and in the Public Service	% of employees leaving the service on grounds other than due to retirement or dismissal	10%			6%		4%
Improved affordability and sustainability of the pension scheme	% reduction in accumulated pension and gratuity arrears	40%			20%		5%
	% of retirees accessing retirement benefits on the due date	25%			35%		60%
Improved talent and knowledge retention in the public service	% knowledge retention	35%			40%		55%
Improved Corporate Image and culture	percentage level of cultural infusion in the public service	10%			12%		15%
Improved staff competence level and skills	% of improved staff competence	50%			65%		75%

	and skills						
A comprehensive staff Training, Capacity development and knowledge management program developed and implemented	% of public officers who are affectively committed to jobs Institutional Performance Score	30%			55%		70%
Improved efficiency & effectiveness in the management of the Teachers in the Public Service	% of Teachers attending to duty	40%			60%		75%
	% of Schools with the recommended Staffing-Primary	15%			30%		55%
	% of Schools with the recommended Staffing-Secondary	20%			35%		60%
Increased adoption of electronic document management systems	% of Increased adoption of electronic document management systems	25%			35%		50%
Reduced cases of corruption in the Public Service	Number of corruption cases in public service						
Increased patriotism in the Public Service	% of Increased patriotism in the Public Service	55%			59%		65%
Sustained improvement in institutional performance	% of improved institutional performance	60%			66%		70%
improved efficiency and effectiveness of the decentralised recruitment function	% of advertised positions filled with skilled & competent staff	65%			71%		75%

Improved commitment of government in financing the delivery of decentralized services	% share of the National budget between Central and Local governments	25%			35%		65%
Improved fiscal sustainability of local governments	% increase in local revenue mobilization	30%			46%		60%
Improved communication and sharing of information on the parish model Improved sustainability of enterprises established under the parish	% of households in the pilot parishes with income generating enterprises	25%			35%		50%
Parish model operationalised	Number of parishes operationalising the parish model	2,507			5,015		7,522
<b>Program 5:</b>	<b>Human Capital Development</b>						
<b>Program objective(s):</b>							
<ul style="list-style-type: none"> <li>• Improve population health, safety and management</li> <li>• Produce appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology, TVET and Sports)</li> <li>• Streamline STEI/STEM in the education system</li> <li>• Produce appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology, TVET and Sports)</li> <li>• Improve the foundations for human capital development</li> <li>• Promote Sports, recreation and physical education</li> </ul>							
<b>Key Results</b>	<b>Indicator</b>	<b>Baseline data possibly drawn from L G Situation Analysis<sup>3</sup></b>	<b>Plan Target (Year 5)</b>				
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Reduced Maternal Mortality Rate from	Maternal Mortality ratio (per 100,000)	336/100,000			250/100,000		211/100,000
Reduced unmet need of family planning from 28 to 10 percent and increase	%Unmet need for Family Planning	28%			20%		10%

CPR from 35 to 50 percent;						
Reduced Mortality due to high risk Communicable Diseases (Malaria, TB & HIV/AIDS) (percent) from 60 percent in 2017 to 30 percent;	Number of new HIV infections per 1,000 susceptible population	60			50	30
	Tuberculosis incidence per 100,000 population	6000/100000			5500/100000	3500/100000
	Malaria incidence per 1,000 population	66/1000			54/1000	30/1000
	Hepatitis B incidence per 100,000 population	60/100000			540/100000	370/100000
Increased proportion of labour force transitioning into decent employment from 34.5 percent to 55 percent;	proportion of labour force transitioning into decent employment	34.5			70	90
Increased ratio of Science and Technology graduates to Arts graduates from 2:5 to 3:5;	Increased ratio of Science and Technology graduates to Arts graduates	2:5			2:9	3:5
Increased percentage of employers satisfied with the training provided by	65% of TVET institutions	40			55	65

the TVET institutions from 40 percent to 65 percent;	meeting the BRMS by 2025						
Increased average years of schooling from 6.1 to 11 years	Years of schooling	6.1			8.5		11
Increased learning adjusted years of schooling from 4.5 to 7 years	learning adjusted years of schooling	4.5			5.5		7
Increased learning adjusted years of schooling from 4.5 to 7 years	learning adjusted years of schooling	4.5			5.5		7
Improvement in the world sports ranking in niche sports: football (77th to 70th); netball (6th to 4th); athletics (9th to 4th)	No. of standard sports stadia/grounds established at Lira City level	77th			76th		70 <sup>th</sup>
<b>Program 6</b>	<b>Sustainable Urbanization and Housing</b>						
<b>Program objectives</b>							
Increase economic opportunities in cities and urban areas							
Promote green and inclusive cities and urban areas							
Enable balanced, efficient and productive national urban systems							
Strengthen urban policies, planning and finance							
<b>Key Results</b>	<b>Indicator</b>	<b>Baseline data possibly drawn from L G Situation Analysis<sup>4</sup></b>	<b>Plan Target (Year 5)</b>				
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Conducive investment climate for competitive enterprise development in Urban areas	Number of investments and jobs created	3000			4000		5000

Increased compliance to the Land Use Regulatory Framework  Integrated Regional, City, Urban and Local Physical Development Plans developed	Percentage level of compliance to the land use regulatory framework	10%			15%		25%
Integrated Regional, City, Urban and Local Physical Development Plans developed	Number of Integrated Regional, City, Urban and Local Physical Development Plans developed	1	1	1			
Favorable urban management laws, regulations, guidelines and governance frameworks developed	Number of urban laws, regulations, guidelines and governance frameworks developed	4			5		7
Improved capacity of urban stakeholders in physical planning & land use, solid waste management, slum redevelopment, climate change and development control	Number of stakeholder capacities built in core urban management practices	50			70		90
Timely payment of programme staff salaries, wages, pensions and gratuity	Months in which staff salaries, wages, pensions and gratuity are paid within the requisite timeframe						



Improved coordination of programme Plans, policies, laws and regulations with stakeholders	Number of programme Plans and policy documents produced	10			25		55
Efficient and effective programme service delivery	% of approved staff structure filled	10%			15%		30%
Researches and programme performance reviews undertaken for enhanced programme performance	Number of reforms undertaken arising from the programme researches and reviews conducted	10			25		40
Regular and improved monitoring, supervision and evaluation of programme activities	% compliance levels to implementation of plans and budgets	20%			30%		55%
Automated programme service delivery systems for improved planning, budgeting and financial management in all interventions	Number of programme interventions digitally implemented	45			60		85
<b>Program 7</b>	<b>Sustainable Energy Development</b>						
<b>Program objectives</b>	<b>Increase adoption and use of clean energy</b>						
	<b>Promote utilization of energy efficient practices and technologies</b>						
<b>Key Results</b>	<b>Indicator</b>	<b>Baseline data possibly drawn from L G Situation Analysis<sup>4</sup></b>	<b>Plan Target (Year 5)</b>				

			1	2	3	4	5
<b>Reduced share of biomass energy used for cooking from 88 percent in FY2018/19 to 50 percent</b>	% Reduction in the share of biomass energy used for cooking	88%			61%		50%
<b>Increased the share of clean energy used for cooking from 15 percent in FY2018/19 to 50 percent</b>	% Increase in the share of clean energy used for cooking	15%			35%		50%
<b>Program 8:</b>	<b>Agro industrialisation</b>						
<b>Sub program:</b>	<b>Agricultural Production and Productivity</b>						
<b>Sub Program objective(s):</b>	<ul style="list-style-type: none"> <li>i. Increase agricultural production and productivity</li> <li>ii. Improve agro-processing and value addition</li> <li>iii. Increase market access and competitiveness of agricultural products in domestic and international markets</li> <li>iv. Increased access and utilization of agricultural finance</li> <li>v. Strengthen the institutional capacity for agroindustrialization</li> </ul>						
<b>Key Results</b>	<ul style="list-style-type: none"> <li>• Indicator</li> </ul>	<b>Baseline data possibly drawn from L G Situation Analysis<sup>3</sup></b>	<b>Plan Target (Year 5)</b>				
	•		1	2	3	4	5
Increase the total export value of processed agricultural commodities; coffee, tea, fish, dairy, meat, and maize (and its products)	Export value of priority agricultural commodities (USD Billion)	USD 0.935 Billion			USD 1.35 Billion		USD 2.7 billion
	• % change in yield of priority commodities	3.0%			3.8%		4.6%
Increase Agricultural real GDP(%)	Agricultural real GDP growth rate (%)	40%			50%		60%
	% change in production	3.0%			3.8%		4.6%

	volumes in priority agricultural					
Reduce the total value of imported cereals and cereal preparations, vegetable fats and oils, and sugar preparations	the total value of imported cereals and cereal preparations, vegetable fats and oils, and sugar preparations	USD 931.1 million			USD 716.6 million	USD 500 million
Increase the agricultural sector growth rate	Proportion of agricultural area under production and sustainable agriculture	3.8%			4.9%	6.0%
Increase labour productivity in the agro-industrial value chain (value added, USD per worker)	Labour productivity in agriculture (USD)	USD 2,212			USD 2,663	USD 3,114
Increased water for production storage and utilization	Cumulative water for production storage capacity (mcm)	5.67 mcm			7.84 mcm	10.02 mcm
	Area under formal irrigation (Ha)	610 ha			805 ha	1000 ha
	% of water for production facilities that are functional	30%			52.5%	75%
Increase the number of jobs created in agro-industry along the value chain by 100,000	Number of jobs created in the agro-industrial value chain					
Reduction in the percentage of h/holds dependent on subsistence	Proportion of households dependent on subsistence	68.9%			75.85%	55%

agriculture as a main source of livelihood	agriculture as the main source of livelihood (%)					
Increase the proportion of households that are food secure from to	% of food secure households	60%			75%	90%
	Proportion of expenditure on food	57.2%			43.6%	30%
Improved post-harvest management	Post-harvest losses priority commodities (%)	17.6%			13.8%	10%
Increased storage capacity	Storage capacity (MT)	43%			54%	65%
Increased agricultural exports	Share of agricultural exports to total exports (%)	80%			85%	90%
Improved quality and standards of agricultural products	Value of agricultural imports (\$ billion)	USD 0.24 Billion			USD 0.255 Billion	USD 0.27 Billion
	Share of agricultural financing to total financing	3.2%			4.6%	6%
	Proportion of farmers that access agricultural finance	11.3%			20.65%	30%
	Level of satisfaction with	50%			70%	90%

	service delivery in agroindustry						
<b>Program 9:</b>	<b>Community Mobilization and Mindset Change</b>						
<b>Program objective(s):</b>	(i) Enhance effective mobilization of citizens, families and communities for development. (ii) Strengthen institutional capacity of central, local government and non-state actors for effective mobilization of communities (iii) Promote and inculcate the National Vision and value system Reduce negative cultural practices and attitudes						
<b>Key Results</b>	<b>Indicator</b>	<b>Baseline data possibly drawn from LG Situation Analysis<sup>4</sup></b>	<b>Plan Target (Year 5)</b>				
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Increase the proportion of families, citizens and communities informed about national and community programmes	Proportion of the population informed about national programmes	60%			75%		90%
Increase the participation of families, communities and citizens in development initiatives by 80 percent	Percentage of participation of families, communities and citizens in development initiatives	60%			75%		90%
Increased household savings and investments	Household's participation in a saving schemes (%)	10%			35%		60%
Increased adult literacy rate	Adult literacy rate (%)	72.2%			76.1%		80%

Enhanced media coverage of national programmes	media coverage of national programmes (%)	0.16%			3.08%		6%
Increased social cohesion and civic competence	social cohesion and civic competence						
Better uptake and/or utilisation of public services (education, health, child protection etc.) at the community and City level							
Empowered communities for participation	% of vulnerable and marginalized persons empowered	1.5%			5.75%		10%
Increased staffing levels	Staffing levels for national guidance and community mobilization functions at all levels						
Community Development Initiatives in place	Response rate to development initiatives (%)						
Improved morals, positive mindsets, attitudes and patriotism	Level of participation in electoral processes (voter turnout)	57%			68.5%		80%
	Proportion of population						

	engaged in nationalistic and patriotic initiatives						
	Proportion of the youth engaged in national service	33%			56.5%		80%
	Proportion of reduced cases of murder	0.45%			0.305%		0.16%
Reduction in corruption cases	Incidence of unethical behavior (corruption perception index, crime rate, theft, immorality)	9.8%			6.4%		3%
Reduction in negative cultural practices	Proportion of child sacrifices, child marriages, FGM						
<b>Program 10:</b>	<b>Development Plan Implementation Programme</b>						
<b>Program objective(s):</b>	<ul style="list-style-type: none"> <li>(i) Strengthen capacity for development planning</li> <li>(ii) Strengthen the capacity of the statistical system to generate data for national development</li> <li>(iii) Strengthen the research and evaluation function to better inform planning and plan implementation</li> <li>(iv) Strengthen budgeting and resource mobilization</li> <li>(v) Strengthen capacity for implementation to ensure a focus on results</li> </ul> <p>Strengthen coordination, monitoring and reporting frameworks and systems</p>						
Effective and efficient allocation and utilization of public resources	Percentage of budget released against originally approved budget.	100%			100%		100%
	Percentage of funds absorbed against funds released	100%			100%		100%
	Budget	70%			85%		100%

	alignment to NDP (%)					
Effective Public Investment Management	Gross capital formation (% of GDP)	26.44%			31.625%	36.81%
	Contribution of public investment to GDP					
Enhanced use of data for evidence-based policy and decision making	Proportion of NDPIII baseline indicators up-to-date & updated	40%			60%	80%
	Proportion of key indicators up-to-date with periodic data	60%			80%	100%
	Proportion of NDP results framework informed by Official Statistics	50%			75%	100%
Improved public policy debates and decision making	Proportion of government programmes evaluated					
	Share of PIP projects implemented on time (%)	70%			85%	100%
	Share of PIP projects implemented within the approved budget	65%			77.5%	90%
Fiscal credibility and Sustainability	Revenue to GDP ratio	13.08			14.54%	16.00
	Domestic revenue to GDP (%)	13.20			14.6%	16.00
	Present Value of Public debt stock /GDP					



	Nominal Debt to GDP ratio	41.56%			50.79%		60.02%
	Arrears as a percentage of total expenditure for FY N-1	0.8			0.3		0.2
	Green Economy (GE)Public expenditure Review (PER) rating						
Improved budget credibility	Supplementary as a percentage of the Initial budget	<3			<3		<3
	National Budget compliance to Gender and equity (%)	75%			86%		97%
	Compliance of the National Budget to NDP (%)	70%			85%		100%
	Budget transparency index	62%			68.5%		75%
	Proportion of direct budget transfers to local government	15.6%			22.8%		30%
	External resource envelope as a percentage of the City Budget	25			17.5		10
	Improved compliance with accountability rules and regulations	Proportion of prior year external audit recommendations implemented, %	37%			58.5%	
Percentage of internal audit		79%			84.5%		90%

	recommendations implemented						
	External auditor ratings (unqualified)	53%			71.5%		90%

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**ANNEX 2: Cost Implementation Matrix**  
**Table 10: Annualized Work Plan**

Devt Outputs	Adapted Intervention in Section 3.4	Timeframe with quantified outputs)					Responsible Parties	Planned Budget	
		Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5		Source of Fund	Amount in 000
<b>Programme Name: Integrated Transport Infrastructure And Services</b>									
<b>Sub Programme : Land Use &amp; Transport Demand</b>									
Construction of Bus terminal	Implement an integrated multi-modal transportation hub (air, rail, road, water)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	350,000
Construction or rehabilitation of airports	Implement an integrated multi-modal transportation hub (air, rail, road, water)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	375,000,000
Upgrading strategic roads from gravel to bituminous surface	Implement an integrated multi-modal transportation hub (air, rail, road, water)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	200,000,000
Procurement and delivery of road equipment/ units							City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000,000
Periodic maintenance of DUCAR Network	2.1 Rehabilitate and maintain transport infrastructure						City Clerk/Deputy Director	GoU/Donor/Local Revenues	1,250,000
Routine manual maintenance of DUCAR Network	2.1 Rehabilitate and maintain transport infrastructure						City Clerk/Deputy Director	GoU/Donor/Local Revenues	1,000,000
Improvement of road junctions	2.1 Rehabilitate and maintain transport infrastructure						City Clerk/Deputy Director	GoU/Donor/Local Revenues	7,500,000
Routine mechanized	2.1 Rehabilitate and maintain						City Clerk/Deputy Director	GoU/Donor/Local	1,250,000

maintenance of DUCAR Network	transport infrastructure							Revenue s	
Repair of road construction Equipment /unit	2.1 Rehabilitate and maintain transport infrastructure						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	14,000,000
Construction of DUCAR roads using low cost seals	2.1 Rehabilitate and maintain transport infrastructure						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	14,000,000
Acquiring 6 garbage trucks									3,000,000
Involvement of local contractors on construction works	4.2 Strengthen local construction capacity (industries, construction companies, access to finance, human resource etc.) a. Develop and implement a strategy for strengthening local construction capacity b. Establish a construction equipment hiring pool						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	1,000,000
Classification of local contractors	4.2 Strengthen local construction capacity (industries, construction companies, access to finance, human resource etc.) a. Develop and implement a						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	1,000,000

	strategy for strengthening local construction capacity b. Establish a construction equipment hiring pool								
Application of local raw material in infrastructure construction	4.2 Strengthen local construction capacity (industries, construction companies, access to finance, human resource etc.) a. Develop and implement a strategy for strengthening local construction capacity b. Establish a construction equipment hiring pool						City Clerk/Deputy Director	GoU/Donor/Local Revenues	2,500,000
Training of youth trained in road construction equipment operations	4.2 Strengthen local construction capacity (industries, construction companies, access to finance, human resource etc.) a. Develop and implement a strategy for strengthening local construction capacity b. Establish a construction equipment hiring pool						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250,000

Programme: Natural Resource, Environment, Climate Change, Land and Water Management										
Sub-Programme 1: Water Resource and Management										
Catchment Management Plans prepared	Develop and implement integrated catchment management plans for water resources catchment areas							City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
Wetland management plans developed and implemented.	a. Develop and implement wetland and forest management plans							City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
A Urban green growth financing and investment plan developed	b. Develop a Urban green growth financing and investment plan							City Clerk/Deputy Director	GoU/Donor/Local Revenues	250,000
Conserved and degraded wetlands demarcated and gazette.	c. Demarcate and gazette conserved and degraded wetlands							City Clerk/Deputy Director	GoU/Donor/Local Revenues	200,000
Functional gender sensitive water zone management committees established	Establish functional gender sensitive Environment and Natural Resources management committee for water and wetlands resources (Environment)							City Clerk/Deputy Director	GoU/Donor/Local Revenues	200,000
Operational optimal SW & GW monitoring network.	Ensure effective early warning and early action for sustainable efficient utilization of water resources							City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000

Functional modelling platform	Ensure effective early warning and early action for sustainable efficient utilization of water resources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Operational status and outlook hydrological information system	Ensure effective early warning and early action for sustainable efficient utilization of water resources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250,000
200KM of river/Streams banks surveyed and demarcated.	Maintain natural water bodies and reservoirs to enhance water storage capacity to meet water resource use requirements						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
<b>Sub-Programme 2: Natural Resources, Environment and Climate</b>									
Air Quality Monitoring Equipment procured and installed	a. Procure equipment for monitoring set standards on air, noise, water resources and soil pollution						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250,000
City Environment and Natural resource officers trained in enforcement of air quality standards.	b. Create a critical mass of human resource to undertake enforcement of set standards and regulations						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Sensitization and awareness campaigns on permitted pollution thresholds and	c. Undertake sensitization campaigns on the permitted levels of pollution and penalties for						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000

corresponding penalties for non-compliance undertaken.	exceeding thresholds thereof								
Air and Noise Pollution Regulations enforced	Build partnerships with stakeholders such as Private Sector, Uganda Police, Urban Authorities and non-state actors to enhance compliance						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Forest Cover Increased	Promote rural and urban plantation development and tree planting, greening and beautification including the local and indigenous species						City Clerk/Deputy Director	GoU/Donor/Local Revenues	1,000,000
Plantation forests livelihood systems developed.	b. Formulate economic and social incentives for plantation forests						City Clerk/Deputy Director	GoU/Donor/Local Revenues	125,000
A Local Forestry Management Monitoring System Developed.	a. Promote application of performance based sustainable forest management criteria for all forest sector development aspects and scale up agroforestry as a climate smart agriculture						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000



	practice								
Dedicated Fuel wood plantations established	b. Establish dedicated fuel wood plantations necessary to contribute to achieving or exceeding net biomass surplus levels						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
Wetland Management Plans prepared	c. Review and Develop wetland management plans to support gazetting and demarcation of existing wetlands						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
Degraded wetlands restored	d. Restore the natural integrity of degraded wetlands to their ecological functionality						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Ha of mountain ecosystems restored	e. Ensure the protection of rangelands and mountain ecosystems						City Clerk/Deputy Director	GoU/Donor/Local Revenues	2,500,000
Ha of fragile ecosystems restored (mountain and rangelands)	f. Implement national targets on threatened/endangered species, restoration of natural habitats, management of invasive alien species with support and participation of local communities and indigenous peoples						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000

4 fragile ecosystems gazetted as Special Conservation Areas	g. Identify and declare special conservation areas to raise the conservation status of areas outside protected areas that are important biodiversity areas						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Environmental Management integrated in Disaster and Refugee Response Intervention	a. Integrate environmental management in all disaster and refugee response interventions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	-
Improve the management of City and private forests	c. Leverage technology to strengthen enforcement capacity for improved compliance to standard agro-forestry practices.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Mobilize and significantly increase financial resources from all sources to conserve and sustainably use natural resources and mitigate disasters	Financial Resources mobilized from global ENR and Climate Change Windows.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Local/Urban Environment Fund (NEF) Capitalized	1.2 Increase funding for promoting non-consumptive uses of the natural resources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000

Quality Seedlings Developed and distributed, protected with baskets.	Assure a significant survival rate of planted tree seedlings						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
2 City Divisions equipped with air quality monitors.	4.1 Develop and implement a framework that reduces adverse per capita environmental impact of city Divisions (air quality and waste management practices)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
All ENR Lead agencies supported in developing and submitting their ENR management reports to NEMA	a. Improve coordination, regulation and monitoring of environment management at both central and local government levels						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
NEA, 2019 Attendant regulations developed.	Strengthen control and management of chemicals, pollution and environmental disasters						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

Conditional grant for management at LGs established	Increase ENR funding for decentralized environment management.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Vehicle Emission Standards formulated and implemented.	Formulate and implement vehicle emission standards and sustainable management of chemicals to curtail the high levels of air, land and water pollution particularly in urban areas						City Clerk/Deputy Director	GoU/Donor/Local Revenues	-
Education Sustainable Development integrated education curricular	Integrate education for sustainable development in national curricular at all levels for an environmentally literate citizenry						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Research and innovations conducted	Undertake applied research and innovation on sustainable consumption and production to ensure resource use efficiency to reduce domestic material consumption per capita						City Clerk/Deputy Director	GoU/Donor/Local Revenues	40,000
Climate change integration guidelines reviewed to integrate disaster risk reduction.	Promote continuous integration of climate change and disaster risk reduction in planning.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000

	budgeting and reporting								
Urban Authority sensitized on building climate and disaster risk responsive planning and budgeting systems.	Promote continuous integration of climate change and disaster risk reduction in planning, budgeting and reporting						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Industries issued with Carbon footprint certificate.	Undertake issuance of carbon footprint certificates to support the industrial sector move towards carbon neutrality						City Clerk/Deputy Director	GoU/Donor/Local Revenues	10,000
GHG inventory and its MRV system finalized.	Finalize the development of a national Green House Gas Inventory and its Monitoring, Reporting and Verification system. Review Uganda's 2015 Nationally Determined Contributions in light of local emerging issues and new global climate change action ambition						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000

<p>Uganda's reviewed and submitted UNFCCC.</p>	<p>NDC and to</p> <p>Finalize the development of a national Green House Gas Inventory and its Monitoring, Reporting and Verification system. Review Uganda's 2015 Nationally Determined Contributions in light of local emerging issues and new global climate change action ambition</p>						<p>City Clerk/Deputy Director</p>	<p>GoU/Donor/Local Revenues</p>	<p>50,000</p>
<p>Economic valuations of selected ecosystems undertaken</p>	<p>of valuation of selected ecosystems and their services</p>						<p>City Clerk/Deputy Director</p>	<p>GoU/Donor/Local Revenues</p>	<p>25,000</p>
<p>Natural capital and ecosystem services accounting integrated in the system of national accounts.</p>	<p>natural capital and ecosystem service accounting into the system of national accounts</p>						<p>City Clerk/Deputy Director</p>	<p>GoU/Donor/Local Revenues</p>	<p>25,000</p>
<p>National capacity built in Natural Capital Accounting (NCA)</p>	<p>Build sectoral, institutional and local government capacity in natural capital accounting</p>						<p>City Clerk/Deputy Director</p>	<p>GoU/Donor/Local Revenues</p>	

National Mitigation Action (NAMAs) plans for the Renewable Energy sector developed and financed.	Scale up use of renewable energy through off-grid electrification and Liquefied Petroleum Gas						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Capacity Building in climate risk screening of projects and programmes undertaken at MDA and LG levels.	Build gender response capacity in climate change monitoring and evaluation systems through integration in local government performance assessment and national monitoring frameworks						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Local capacity built in climate change response.	Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
City Divisions and supported Sustainable Solid Waste Management	Establish eco-friendly City waste collection and sorting facilities, and systems for						City Clerk/Deputy Director	GoU/Donor/Local Revenues	10,000,000

	recycling and reuse as a remedy for immense methane emissions from open landfills								
Green Building Codes developed for the Housing Sector	Formulate green and climate change resilient and mitigative building codes for the housing sub-sector						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Increased climate finance inflow from global sources.	1.1 Implement resolutions from negotiation of carbon projects and develop bankable projects						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
Climate change responsive innovations nurtured and financially supported	Develop local finance solutions tailored to micro, small and medium enterprises engaged in sustainable production and generation of climate change responsive technologies						City Clerk/Deputy Director	GoU/Donor/Local Revenues	10,000
Climate specific financial	Build partnerships with stakeholders						City Clerk/Deputy Director	GoU/Donor/Local Revenue	



instruments developed	to formulate instruments such as climate and green bonds							s		
DRR Regulations developed	Strengthen/ Disseminate the policy, legal and institutional framework for effective disaster risk governance, management and response							City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
A comprehensive Local/City disaster risk management plan	Develop Urban/City Disaster Risk Management Plan							City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
DRR related plans within NDPIII identified to inform implementation plans	Undertake a disaster risk screening of the NDPIII and generate information to inform implementation planning							City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
National/City Disaster Risk Atlas disseminated to aid risk informed planning and actions	a. Finalize and disseminate the National Risk Atlas							City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
Disaster Risk Information System automated	Strengthen the Disaster Risk Information Management Systems							City Clerk/Deputy Director	GoU/Donor/Local Revenues	20,000

Strong and well-connected national relief food stores with reliable and functional food chain management system to provide food for victims when disaster strikes	Strengthen the national store and relief food chain management system						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Disaster victims have access to timely relief food and non-food items	Ensure timely access of relief food and non-food commodities by disaster victims.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Enough, ready to be used, land for resettling of at-risk population is acquired	Enhance the capacity for resettlement of persons at risk of disasters.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Research on future climate trends and potential impacts undertaken.	Enhance access and uptake of meteorological information						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
							City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Functional automatic weather stations installed and maintained.	Install new and adequately equip and maintain existing automatic weather stations to ensure maximum functionality						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

National Environment Fund (NEF) Capitalized	National Environment Fund (NEF) Capitalized						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Increased financial resources inflows	Increased financial resources inflows						City Clerk/Deputy Director	GoU/Donor/Local Revenues	-
Sustainable natural resource management communication strategy developed.	Develop a clear communication strategy on sustainable natural resource management						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Communities sensitized on sustainable natural resource management.	Undertake targeted sensitization campaigns with information packaged in forms tailored to the information needs of recipients						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Strengthened coordination for sustainable natural resource management.	Build strategic partnerships with other players such as; private sector, cultural institutions, media and politicians						City Clerk/Deputy Director	GoU/Donor/Local Revenues	10,000
Draft Research Agenda finalized.	Develop a clear research agenda for this programme in partnership						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000

	with relevant stakeholders								
Applied Research undertaken and implemented	Undertake relevant applied research aligned to development needs and existing gaps						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Forest cluster-based wood processing industries established.	Promote forest cluster-based wood processing industries						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20,000
Eco-tourism hotspot vicinity communities empowered.	Support local community-based eco-tourism activities for areas that are rich in biodiversity or have attractive cultural heritage sites						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
PES mechanisms developed and implemented.	Promote payment for ecosystem services, biodiversity offsets and benefit sharing arising from use of biological resources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Biodiversity Offsets implemented.	Promote payment for ecosystem services, biodiversity offsets and						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000

	benefit sharing arising from use of biological resources								
<b>Sub-Programme 3: Land Management</b>									
LIS automated and integrated with other systems	Complete the automation and integration of the Land Management Information System with PPUMIS and other systems						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Revised topographic maps, large scale maps and LC atlas.	Complete the automation and integration of the Land Management Information System with PPUMIS and other systems						City Clerk/Deputy Director	GoU/Donor/Local Revenues	2,500,000
Data Processing Centre established	Complete the automation and integration of the Land Management Information System with PPUMIS and other systems						City Clerk/Deputy Director	GoU/Donor/Local Revenues	500,000
NLP and NLUP disseminated and implemented	Sensitisation and implementation of land laws, policies regulations,						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000

	standards and guidelines								
Land Acquisition and Resettlement Act and Land Acquisition and Resettlement Policy adopted and implemented	Sensitisation and implementation of land laws, policies regulations, standards and guidelines						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Land Act and Land Regulations disseminated	Sensitisation and implementation of land laws, policies regulations, standards and guidelines						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
A Comprehensive and up to date CITY land inventory undertaken	Undertake a comprehensive inventory of Government land in LCC						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
PPCs and ALCs trained in land management	Strengthen the capacity of land management institutions in executing their mandate geared towards securing land rights						City Clerk/Deputy Director	GoU/Donor/Local Revenues	175,000
Titled land area	Promote land consolidation, titling and banking						City Clerk/Deputy Director	GoU/Donor/Local Revenues	200,000
Land bank facility established	Promote land consolidation, titling and banking						City Clerk/Deputy Director	GoU/Donor/Local Revenues	7500,000

Women's access to land strengthened	Promote land consolidation, titling and banking						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
Fit-for-purpose approach adopted and implemented in planning	Promote land consolidation, titling and banking						City Clerk/Deputy Director	GoU/Donor/Local Revenues	200,000
Land dispute mechanisms reviewed through Negotiations	Promote land consolidation, titling and banking						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
LCGN rehabilitated and modernized	Establish the LC Spatial Data Infrastructure (LCSDI) to enhance data integration for planning and development						City Clerk/Deputy Director	GoU/Donor/Local Revenues	500,000
Lira City boundaries affirmed	Establish the LC Spatial Data Infrastructure (LCSDI) to enhance data integration for planning and development						City Clerk/Deputy Director	GoU/Donor/Local Revenues	1,550,000
Disseminate the National Valuation Standards and Guidelines	Implement a Land Valuation Management Information System (LAVMIS)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
Integrated physical and economic development plans for LCC	Promote integrated land use planning						City Clerk/Deputy Director	GoU/Donor/Local Revenues	7,500,000
LCCs physical planning priorities profiled	Promote integrated						City Clerk/Deputy Director	GoU/Donor/Local Revenues	1,000,000

	land use planning								
<b>Programme: public sector transformation</b>									
<b>Sub-Programme 1: Strengthening Accountability</b>									
Client charters developed and implemented	Review and strengthen the client chatter feedback mechanism to enhance the public demand for accountability						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250,000
Policy on development and implementation of compliance to client charters developed and disseminated	Review and strengthen the client chatter feedback mechanism to enhance the public demand for accountability						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Barraza program implementation scaled up	Review and strengthen the client chatter feedback mechanism to enhance the public demand for accountability						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Service Delivery Standards developed and enforced	Develop and enforce service and Service Delivery Standards						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
National Service Delivery Survey 2023 undertaken and report produced and disseminated	Develop and enforce service and Service Delivery Standards						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000



National Service Delivery Survey 2023 undertaken and report produced and disseminated	Develop and enforce service and Service Delivery Standards						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Performance contracts for political leadership administered and enforced	a. Administer and enforce performance contracts for political leadership						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Performance agreements rolled Out across public service	. Administer and enforce performance contracts across public service from Commissioner - level upwards						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Application of the Pearl of Africa Institutional Performance Score Card to measure performance at institutional level scaled up	. Administer and enforce performance contracts across public service from Commissioner - level upwards						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Application of the Pearl of Africa Institutional Performance Score Card to measure performance at institutional level scaled up	Administer and enforce performance contracts across public service from Commissioner - level upwards						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Pay reform The long term pay policy of the Public	. Administer a pay reform and welfare system (e.g. housing)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000

Service implemented to attract and retain competent, qualified and highly motivated workforce for the efficient and effective delivery of Public Service	commensurate with performance contracts								
Guidelines on professionalization of HR cadres in the public service developed and implemented	d. Institute the practice of strategic human resource management in all LGs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Compliance to the rules and regulations enforced	Enforce compliance to the rules and regulations						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Comprehensive Restructuring of LGs undertaken and Report produced	Undertake functional analysis and reforms of government institutions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Government Rationalization Report implemented	Review and implement the recommendations on harmonization and restructuring of institutions report (2018)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Job description and	Review and develop management						City Clerk/Deputy Director	GoU/Donor/Local	

person specifications developed	and operational structures, systems and standards							Revenue s	
Existing human resource management policy framework evaluated and reviewed to address the identified gaps.	Rationalize and harmonize policies to support public service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
<b>Sub Programme : Human resource management</b>									
National Service Scheme developed and Implemented	3.1 Undertake nurturing of civil servants through patriotic and long-term national service training						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Mind Set Change Program developed integrated in all training programs	3.1 Undertake nurturing of civil servants through patriotic and long-term national service training						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50,000
Exit policy for non-performers developed	a. Introduce exit policy for non-performers at all levels						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50,000

Public servants Attracted, retained and motivated	Empower MDAs to customize talent management (Attract, retain and motivate public servants)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100,000
The long term pay policy of the Public Service implemented to attract and retain competent, qualified and highly motivated workforce for the efficient and effective delivery of Public Service	Empower MDAs to customize talent management (Attract, retain and motivate public servants)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Human Resource Management System Rolled out	3.4 Roll out the Human Resource Management System (Payroll management, productivity management, work leave, e-inspection)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
e-document management system Developed and operationalized	3.5 Develop and operationalize an e-document management system						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
	3.6 Review the existing						City Clerk/Deputy Director	GoU/Donor/Local	50,000

Existing legal, policy, regulatory and institutional frameworks reviewed	legal, policy, regulatory and institutional frameworks to standardize regulation and benefits in the public service							Revenue s	
Training partnerships with tertiary institutions Strengthened	a. Strengthen training partnerships with tertiary institutions						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50,000
E-learning programmes at the civil service college implemented	b. Implement E-learning programmes at the civil service college						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50,000
<b>Sub Programme : Decentralization and Local Economic Development</b>									
Local Economic Development Strategy developed	Provide a conducive environment to facilitate Private Sector participation in investment in the local economy						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	75,000
CSO Development Planning and Budgeting Issues Papers	Increase participation of Non-State Actors in Planning and Budgeting						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50,000
Output 1 Parish Model Organization Structure developed and operationalized	Operationalize the parish model						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50,000

Enhanced Local Revenue	Build LG fiscal decentralization and self-reliance capacity						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Evaluated fiscal decentralization policy	Evaluate the fiscal decentralization policy						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
<b>Sub Programme : Business Process Reengineering and Information Management</b>									
Service delivery process reforms implemented	Implement service delivery process reforms						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Institutional management functions automated	Automate institutional management functions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250,000
E-governance implemented (across public sector)	Implement e-governance across public sector						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
e-Citizens Portal enhanced (e-Services added onto the Portal)  A developed mechanism that links vital personal data systems	Develop a mechanism that links vital personal data systems						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50,000
Information sharing platform developed	Develop a common public data/information sharing platform						City Clerk/Deputy Director	GoU/Donor/Local Revenues	9,000,000
Information and communication	Review the information						City Clerk/Deputy	GoU/Donor/Local	50,000

institutional framework reviewed	and communication institutional framework						Director	al Revenue s	
Standards of communicators and information disseminators on government business reviewed and enforced	Review and enforce standards of communicators and information disseminators on government business						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50,000
<b>PROGRAMME :DIGITAL TRANSFORMATION</b>									
<b>SUB PROGRAMME:ICT Infrastructure</b>									
Broadband connectivity extended to parish level	Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity in public service delivery areas leveraging existing infrastructure by government and private sector players						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
National Broadband	Extend broadband ICT infrastructure coverage						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	

infrastructure extended	countrywide in partnership with the private sector and implement last mile connectivity in public service delivery areas leveraging existing infrastructure by government and private sector players								
Government service delivery units (schools, hospitals, post offices, tourism sites, police, LGs etc) connected to the NBI	Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity in public service delivery areas leveraging existing infrastructure by government and private sector players						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Digital Terrestrial Transmission sites (DTT) connected to the NBI	Extend broadband ICT infrastructure coverage countrywide in partnership with the						City Clerk/Deputy Director	GoU/Donor/Local Revenues	



	private sector and implement last mile connectivity in public service delivery areas leveraging existing infrastructure by government and private sector players								
Wireless hotspots (MyUg) deployed at strategic locations	Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector and implement last mile connectivity in public service delivery areas leveraging existing infrastructure by government and private sector players						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
National Broadband infrastructure extended	Expand the Digital Terrestrial Television and Radio Broadcasting network						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Existing transmission sites	Expand the Digital						City Clerk/Deputy Director	GoU/Donor/Local	

upgraded to ensure redundancy and provision of local regional program stream insertions –	Terrestrial Television and Radio Broadcasting network							Revenue s	
Existing radio transmission sites upgraded to ensure redundancy and provision of local regional program stream insertions.	Expand the Digital Terrestrial Television and Radio Broadcasting network						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Alternative signal transmission	Expand the Digital Terrestrial Television and Radio Broadcasting network						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
A national DTT/DTH hybrid broadcast system designed and deployed	Expand the Digital Terrestrial Television and Radio Broadcasting network						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Television and radio studio facilities enhanced	Expand the Digital Terrestrial Television and Radio Broadcasting network						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Third National Data Centre established	Establish and enhance national common core infrastructure (data centres, high power computing centers,						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	

	specialized labs)								
Enhancement of usage of National Data Centre (NDC)	Establish and enhance national common core infrastructure (data centres, high power computing centers, specialized labs)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
<b>SUBPROGRAMME: E-services</b>									
Frameworks in place to guide interoperability of Government systems	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
A data sharing and integration platform developed to enhance the delivery of services in government and private sector and operationalised	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Government Public Key Infrastructure (PKI) services developed and enforced	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
e-Citizens Portal enhanced (e-Services added onto the Portal)	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Public and Private institutions supported to review, re-engineer their processes, automate and	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

deliver services online									
ICT needs assessments in key sectors conducted	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
Unified electronic mail and digital collaboration services rolled out	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
E-payment gateway in place	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
SMS gateway in place	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
National ICT statistics system	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
Open data portal developed	Mainstream ICT in all sectors of the economy and digitize service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
National Information Security Framework reviewed and implemented across the country	Strengthen Cyber Security in the country						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
National cyber security strategy developed	Strengthen Cyber Security in the country						City Clerk/Deputy Director	GoU/Donor/Local Revenue	

								s	
Computer Emergency Response Teams (CERTs) strengthened	Strengthen Cyber Security in the country						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Public Key Infrastructure developed and implemented	Strengthen Cyber Security in the country						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Develop data protection and Privacy regulations	Develop and implement the Data Protection and Privacy Program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Services (government & non-government) provided through the postal outlets	Leverage the existing Government infrastructure to deliver public and private services						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Service Uganda centers established and equipped.	Leverage the existing Government infrastructure to deliver public and private services						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
National infrastructure information sharing and coordination platform established	Leverage the existing Government infrastructure to deliver public and private services						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
New postal services introduced	Leverage the existing Government infrastructure to deliver public and private services						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

Platforms for digitization and documentation of ongoing government programmes for MDAs & LGs provided	Digitize, archive and commercialize Local Content and data						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Digital Repository Infrastructure and Facilities for MDAs & LGs provided	Digitize, archive and commercialize Local Content and data						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Local content commercially available	Digitize, archive and commercialize Local Content and data						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Digitization of delivery platforms for special interest groups developed	Digitize, archive and commercialize Local Content and data						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
GIS addressing and postcode database developed	Implement the national addressing system						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
National Postcode and Addressing system rolled out	Implement the national addressing system						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
An internship and placement framework developed	Develop and support the ICT Research and Innovation ecosystem						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Joint research program between academia and Government	Develop and support the ICT Research and Innovation ecosystem						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
ICT research agenda	Develop and support the ICT Research and Innovation ecosystem						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

SUBPROGRAMME : Research, innovation and ICT skills development									
National ICT park established	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
ICT incubation Hubs established	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Privately owned innovation hubs supported	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
BPO /ITES centres supported	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Entrepreneurship and Incubation programmes developed	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Privately owned innovation hubs supported	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
BPO /ITES centres supported	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Entrepreneurship and Incubation programmes developed	Develop innovation and incubation Centers						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Local ICT products developed	Support local innovation and promote export of knowledge products						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Local digital media content products	Support local innovation and promote export of						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

	knowledge products							s	
Local assembly plants supported	Promote local manufacturing and assembly of ICT products						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Provide incentives for local manufacturing	Promote local manufacturing and assembly of ICT products						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Develop a National Digital Skills Framework	Develop a professional ICT workforce						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Digital Skills Curricula developed for the various levels of learning (Tertiary, Secondary, Pre-Primary, Primary, Early Childhood) in line with the UNESCO ICT competency Framework	Develop a professional ICT workforce						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
ICT training for professionally certified courses and specialized short courses carried out at UICT	Develop a professional ICT workforce						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Government ICT officers trained	Develop a professional ICT workforce						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Basic ICT competencies established in the public service	Develop a professional ICT workforce						City Clerk/Deputy Director	GoU/Donor/Local Revenues	



Certification framework to regulate ICT professional standards developed	Develop an ICT professional's quality assurance framework						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Communities & SMEs trained in digital literacy	Provide digital literacy training						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
e-training programmes developed	Provide digital literacy training						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Inclusive awareness campaigns on the ICTs and 4IR opportunities and risks	Provide digital literacy training						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Specialized training programmes conducted at UICT	Position UICT as the specialized institution for ICT training						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Business Development Centre operationalised	Position UICT as the specialized institution for ICT training						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
4IR lab established	Position UICT as the specialized institution for ICT training						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Enhance the capacity of the institute to support specialised ICT training	Position UICT as the specialized institution for ICT training						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
ICT vocational training including 4IRs supported	ICT practical training enhanced						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

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Policies, strategies, standards and regulations developed/reviewed	Review and develop appropriate policies, strategies, standards and regulations that respond to industry needs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Framework for a coordinated rollout of ICT infrastructure and services established	Coordinate and harmonize the implementation of ICT infrastructure and services						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
National internet infrastructure coordinated	Coordinate and harmonize the implementation of ICT infrastructure and services						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Environment and human safety ensured	Coordinate and harmonize the implementation of ICT infrastructure and services						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
<b>PROGRAMME: PRIVATE SECTOR DEVELOPMENT</b>									
<b>Sub Programme: Enabling Environment for Private Sector Development</b>									
Government owned financial institutions capitalize	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
A short-term development credit window for MSMEs set up	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Security Interest in Movable Property Registry System fully functional and	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

accepted by the industry									
Credit guarantee scheme in place	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000
Increased availability of borrower information	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000
Reduced turnaround time of commercial civil cases in court	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
Asset Reconstruction Company (ARC) established and operational	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
Insurance products range adopted	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000
Increased understanding of MSMEs Credit rating	Increase access to affordable credit largely targeting MSMEs						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000
UDB capitalized and strengthened	Increase access to long-term finance						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
Development Finance Institutions Policy in place	Increase access to long-term finance						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000

Savings mobilization strategy in place	Increase access to long-term finance						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Insurance coverage Expanded	Increase access to long-term finance						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Increased coverage and growth of the Retirement Benefits Sector	Increase access to long-term finance						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Retirement benefits sector coverage and scope increased	Increase access to long-term finance						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
A conducive environment for capital markets is in place	Mobilize alternative financing sources to finance private investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Increased participation in the financial markets	Mobilize alternative financing sources to finance private investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Legal and regulatory framework for Private Equity and Venture Capital strengthened	Mobilize alternative financing sources to finance private investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Increased local firms' Access to Venture and Private equity and support grants	Mobilize alternative financing sources to finance private investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Resources mobilised from the Global Environment	Mobilize alternative financing sources to finance private investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

Facility to support private sector	investment								
Measures undertaken to build private sector capacity access green	Mobilize alternative financing sources to finance private investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
financing and green growth response	Mobilize alternative financing sources to finance private investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Warehouse receipt system strengthened	: Address non-financial factors (power, transport, business processes etc.) leading to high costs of doing business						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Private firm transacting using ICT increased	Address non-financial factors (power, transport, business processes etc.) leading to high costs of doing business						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Regional network of OSCs for business processes and licensing implemented	Address non-financial factors (power, transport, business processes etc.) leading to high costs of doing business						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Industrial Parks and Free trade zones connected to electricity	Address non-financial factors (power, transport, business processes etc.) leading to high costs of doing business						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000,000

Reduced power losses in the electricity network	Address non-financial factors (power, transport, business processes etc.) leading to high costs of doing business						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
National conformity assessment system supported	1 Support the national conformity assessment system to attain international recognition through Accreditation						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Institutional and policy frameworks for investment and trade harmonized	Rationalize and harmonize standards institutions, and policies at local and regional level						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Legal and regulatory frameworks reviewed to remove restrictions and provide incentives for formalization	3 Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Faster settlement of awards resulting from tax appeals won by the private sector	Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

Outstanding court awards, mandamus orders and compensation arrears settled	Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Faster settlement of awards resulting from tax appeals won by the private sector	Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Domestic arrears eliminated	Review the legal and regulatory frameworks to remove restrictive legislation and fast track pending bills and incentivize the formalization of businesses						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Adequate framework for a MSME database in place	Improve data availability on the private sector; and Improve Dialogue between the private sector and Government						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Incentives and regulatory frameworks to	Create appropriate incentives and regulatory						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000

attract the private sector to finance green growth and promote LED in place	frameworks to attract the private sector to finance green growth and promote LED							s	
Increased fully serviced industrial parks	Increase accessibility to serviced industrial parks						City Clerk/Deputy Director	GoU/Donor/Local Revenues	500,000,000
Export processing zones established	Increase accessibility to export processing zones						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
<b>SUB PROGRAMME: Strengthening Private Sector Institutional and Organizational Capacity</b>									
Clients' Business continuity and sustainability Strengthened	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Business Development Services framework established	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Industry associations and clusters (chambers of commerce and	improve management capacities of local enterprises						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000



trade unions) strengthened	through massive provision of business development services geared towards improving firm capabilities								
Measures undertaken to create national, regional and global business links created for registered local enterprises	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Measures undertaken to increase the automation of business processes	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Established a unique identifier for all businesses across agencies	improve management capacities of local enterprises through massive provision of business development services geared towards improving						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

	firm capabilities								
National E-Commerce platform for Ugandan products and services established	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Establish a unique Identifier for all businesses across agencies	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Formation of producer cooperatives and pooling of resources for credit facilitated	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Support measures undertaken to foster organic bottom up	improve management capacities of local enterprises through						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000

formation of cooperatives	massive provision of business development services geared towards improving firm capabilities								
Strengthened Corporate Rescue Framework in Uganda	improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Research and innovation strengthened for MSMEs	Strengthen system capacities to enable and harness benefits of coordinated private sector activities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Product and market information systems developed	Strengthen system capacities to enable and harness benefits of coordinated private sector activities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
System of incubation centres strengthened to support growth of SMEs in strategic areas	Strengthen system capacities to enable and harness benefits of coordinated private sector activities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000

One stop centres for business registration and licensing established	Strengthen system capacities to enable and harness benefits of coordinated private sector activities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	10000
<b>Sub Programme : Unlocking Investment and Private Sector Potential</b>									
An overarching local content policy framework developed	Develop and implement a holistic local content policy, legal and institutional framework						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Measures undertaken to increase the capacity of the local construction industry to participate in public investment programmes across sectors	Build the capacity of local firms to benefit from public investments						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25,000
Transparent incentive framework developed	Develop and publicize a transparent incentive framework that supports local investors						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Pipeline of bankable priority NDP3 projects developed for private investment	Undertake strategic and sustainable government investment and promote private sector partnerships in key growth areas						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Private sector funding through UDC increased	Undertake strategic and sustainable government investment and promote						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

	private sector partnerships in key growth areas								
Capacity for research and development strengthened to support private and public investment	Strengthen research and innovation capacity in support of private and public investment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
<b>PROGRAMME: SUSTAINABLE ENERGY DEVELOPMENT PROGRAM IMPLEMENTATION PLAN</b>									
<b>SUB-PROGRAMME1 : PROMOTE UTILIZATION OF ENERGY EFFICIENT PRACTICES AND TECHNOLOGIES</b>									
Rehabilitated transmission network	Rehabilitate the existing transmission network						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Expanded transmission network	Expand the transmission network to key growth economic zones (industrial and science parks, mining areas and free zones, etc.)						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Transmission lines to DRC Congo, Northern Tanzania and Southern Sudan	Construct transmission lines to the DRC Congo, Northern Tanzania and Southern Sudan						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Expanded distribution network	Expand and rehabilitate the distribution network (grid expansion and densification, last mile connections, evacuation of small generation plants, quality						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	of supply projects)								
Off-grid and mini-grids constructed	Develop renewable off-grid energy solutions (Construct 700 km of medium voltage networks and 15,000 km of low voltage network)						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Consumers connected to the grid	Establish mechanisms to reduce the end-user tariffs						City Clerk/Deputy Director	GoU/Donor/Local revenue	
ICT solution along the Nile developed	Develop ICT solution to enable efficient and effective cascade Management of the dams along the Nile						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Software systems (SCADA) developed	Develop ICT solution to enable efficient and effective cascade Management of the dams along the Nile						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Increased compliance to energy standards	Develop and enforce standards on quality of service in the energy industry						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000
Electricity Act, 1999 and Atomic Energy Act, 2008 reviewed	Review the existing Acts (Electricity Act, 1999 and Atomic Energy Act, 2008) and develop legislation for geothermal to						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	promote exploration, development and utilization of Uganda's geothermal resources for social and economic transformation and energy efficiency								
Geothermal legislation developed	Review the existing Acts (Electricity Act, 1999 and Atomic Energy Act, 2008) and develop legislation for geothermal to promote exploration, development and utilization of Uganda's geothermal resources for social and economic transformation and energy efficiency						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Muzizi HPP and biogas cogenerations plants constructed	Develop medium and small power plants (Muzizi HPP, Nyagak, biogas cogeneration)						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Large generation plants initial activities finalized	Undertake preliminary development of large generation plants (construction for Ayago 840 MW, feasibility for Kiba 330 MW and Oriang						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	392 MW)								
EIA recommendations implemented	Undertake preliminary development of large generation plants (construction for Ayago 840 MW, feasibility for Kiba 330 MW and Oriang 392 MW)						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Off-grid min-grids based on renewable energies constructed	Construct 200 off-grid min-grids based on renewable energies						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Increased deployment of new renewable energy solutions	Promote use of new renewable energy solutions (solar water heating, solar drying, solar cookers, wind water pumping solutions, solar water pumping solutions)						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000
Electric transport solutions promoted	Adopt the use of electric transport solutions e.g. solar powered motor cycles, bicycles and tricycles						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Net metering framework developed	Develop a framework for net metering						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB-PROGRAM: INCREASE ADOPTION AND USE OF CLEAN ENERGY</b>									
Technical capacity in renewable energy solutions built	Build local technical capacity in renewable energy solutions						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000



Increased uptake of improved cook stoves	Promote uptake of alternative and efficient cooking technologies (electric cooking, domestic and institutional biogas and LPG)						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000
Increased utilization of alternative and efficient cooking technologies	Promote uptake of alternative and efficient cooking technologies (electric cooking, domestic and institutional biogas and LPG)						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000
Reduced energy losses in the transmission network	Promote the use of energy efficient equipment for both industrial and residential consumers						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000
Increased energy saving	Promote the use of energy efficient equipment for both industrial and residential consumers						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000
<b>PROGRAMME: SUSTAINABLE URBANIZATION AND HOUSING PROGRAMME</b>									
<b>SUB-PROGRAMME 1: INCREASE ECONOMIC OPPORTUNITIES IN CITIES AND URBAN AREAS</b>									
Jobs created	1.1 Support establishment of labor-intensive manufacturing, services, and projects for employment creation including						City Clerk/Deputy Director	GoU/Donor/Local revenue	250,000,000

	development of bankable business plans								
Skilling and entrepreneurship development centers upgraded in urban areas	1.2 Upgrade accredited institutions to offer certified skilling, entrepreneurship and incubation development in sustainable urbanization and housing related fields						City Clerk/Deputy Director	GoU/Donor/Local revenue	50,000,000
Integrated revenue management & administration system deployed	1.3 Reform and improve business processes in cities and urban areas to facilitate private sector development						City Clerk/Deputy Director	GoU/Donor/Local revenue	2,500,000
PPP implementation strategy	1.3 Reform and improve business processes in cities and urban areas to facilitate private sector development						City Clerk/Deputy Director	GoU/Donor/Local revenue	25,000
Mass rapid transport system for 15 cities in place	1.4 Develop and implement an integrated rapid mass transport system (Light Railway Transport and Mass Bus Transport) to reduce traffic congestion and improve connectivity in urban areas						City Clerk/Deputy Director	GoU/Donor/Local revenue	350,000,000
Access to safe water	1.5 Improve urban safe water and waste						City Clerk/Deputy Director	GoU/Donor/Local revenue	15,000,000

	management services and associated infrastructure for value addition and revenue generation								
Access to solid waste management services	1.5 Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation						City Clerk/Deputy Director	GoU/Donor/Local revenue	15,000,000
Physical Dev't plans for Lira City in place	1.6 Improve the provision of quality social services to address the peculiar issues of urban settlements						City Clerk/Deputy Director	GoU/Donor/Local revenue	2,500,000
<b>SUB-PROGRAMME 2. PROMOTE URBAN HOUSING MARKET AND PROVIDE DECENT HOUSING FOR ALL</b>									
Affordable & adequate housing investment plan developed	2.1 Develop and implement an investment plan for adequate and affordable housing						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Affordable & adequate housing units in place	2.1 Develop and implement an investment plan for adequate and affordable housing						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Building codes and standards in place	2.2 Develop, promote and enforce building codes/standards						City Clerk/Deputy Director	GoU/Donor/Local revenue	

Real Estate Companies incentivize	2.4 Incentivize real estate companies to undertake affordable housing projects to address the housing deficit						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Improved infrastructure and housing in slums	2.5 Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities.						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Condominium Law implemented	2.5 Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities.						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Housing for formally employed workers	2.6 Design and build inclusive housing units for government workers						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Sustainable low-cost housing materials produced	2.7 Promote the production and use of sustainable housing materials and technologies						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB-PROGRAMME 3. PROMOTE GREEN AND INCLUSIVE CITIES AND URBAN AREAS</b>									
Urban wetlands and forests restored	3.1 Conserve and restore urban natural resource assets and increase urban carbon						City Clerk/Deputy Director	GoU/Donor/Local revenue	500,000

and preserved	sinks								
Proportion of the waste turned into resources	3.2 Undertake waste to wealth initiatives which promote a circular economy						City Clerk/Deputy Director	GoU/Donor/Local revenue	10,000,000
Adequate, affordable and appropriate buildings constructed	3.3 Develop green buildings, risk sensitive building codes and systems to promote energy efficiency						City Clerk/Deputy Director	GoU/Donor/Local revenues	100,000
Non-Motorized transport plans for cities	3.4 Promote non-motorized transit in city						City Clerk/Deputy Director	GoU/Donor/Local revenues	2,500,000
Protected and Secure urban areas	3.5 Increase urban resilience by mitigating against risks of accidents, fires and flood flooding						City Clerk/Deputy Director	GoU/Donor/Local revenue	2,500,000
Effective early warning system structures set	a. Strengthen effective early warning systems						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Timely responses to emergencies	b. Improve emergency responses						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Green belts developed and protected	3.6 Develop and protect green belts						City Clerk/Deputy Director	GoU/Donor/Local revenue	

Road islands greened and protected	3.6 Develop and protect green belts						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB-PROGRAMME 4. ENABLE BALANCED AND PRODUCTIVE NATIONAL URBAN SYSTEM</b>									
Integrated physical and economic development plans for Lira city	4.1 Develop and implement integrated physical and economic development plans in the Lira City.						City Clerk/Deputy Director	GoU/Donor/Local revenue	20,000,000
Integrated physical and economic development plans for Lira City and Divisions	4.1 Develop and implement integrated physical and economic development plans in the Lira City.						City Clerk/Deputy Director	GoU/Donor/Local revenue	20,000,000
Integrated development Plan for Lira City	4.2 Implement the Lira City Metropolitan Area Economic Development Strategy						City Clerk/Deputy Director	GoU/Donor/Local revenue	2,500,000
Nucleated settlement models prepared and implemented	4.2 Implement the Lira City Metropolitan Area Economic Development Strategy						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB-PROGRAMME 5: STRENGTHEN URBAN POLICIES, GOVERNANCE, PLANNING AND FINANCE</b>									
Urban development law, regulations and guidelines Enforced	5.1 Review, develop and enforce urban development policies, laws, regulations, standards and guidelines						City Clerk/Deputy Director	GoU/Donor/Local revenue	

Compliance to land use frameworks and orderly development	5.2 Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance frameworks						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Physical Planning & Urban management system scaled.	5.3 Scale up the physical planning and urban management information system						City Clerk/Deputy Director	GoU/Donor/Local revenue	

**PROGRAMME: HUMAN CAPITAL DEVELOPMENT  
SUB PROGRAMME EDUCATION AND SKILLS DEVELOPMENT**

ECD caregiver trainees on state sponsorship in public PTCs	Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory and quality assurance system of ECD standards						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>1200,000</b>
ECD centres registered	Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory and quality assurance system of ECD standards						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>75,000</b>
ECD Inspection reports	Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>500,000</b>

	and quality assurance system of ECD standards								
<b>SUB PROGRAMME : POPULATION HEALTH, SAFETY AND MANAGEMENT</b>									
Child and maternal nutrition enhanced	Strengthen the enabling environment for scaling up nutrition at all levels						City Clerk/Deputy Director	GoU/Donor/Local revenue	109100
Nutritious meals provided at schools	b. Promote consumption of fortified foods especially in schools with focus on beans, rice, sweat potatoes, cooking oil, maize.						City Clerk/Deputy Director	GoU/Donor/Local revenue	250,000
Balanced diet consumed in households	c. Promote dietary diversification						City Clerk/Deputy Director	GoU/Donor/Local revenue	
National food fortification policy and law developed	d. Develop the national food fortification policy and law						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Target population fully immunized	1.3 Increase access to immunization against childhood diseases						City Clerk/Deputy Director	GoU/Donor/Local revenue	148500
<b>SUB PROGRAMME 1.4 IMPROVE ADOLESCENT AND YOUTH HEALTH</b>									
Health facilities providing youth friendly services	a. Provide youth friendly health services						City Clerk/Deputy Director	GoU/Donor/Local revenue	54700
Community adolescent and youth friendly spaces at sub county level	b. Establish community adolescent and youth friendly spaces at sub county level						City Clerk/Deputy Director	GoU/Donor/Local revenue	
VHT membership revised to include the youth	c. Include youth among the Village						City Clerk/Deputy Director	GoU/Donor/Local	99250



	Health Teams							revenue	
Parenting initiatives implemented	1.5 Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Paternal responsibility enhanced [1]	1.5 Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Reduced Child violence and child labor	1.5 Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Family support institutions strengthened	1.5 Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour						City Clerk/Deputy Director	GoU/Donor/Local revenues	
LC Village Registers established	1.5 Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Basic Requirements and Minimum standards met by schools and training institutions	1.6. Equip and support all lagging primary, secondary schools and higher education institutions to meet the basic requirements and minimum						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	standards								
Trained teachers in EGRA and EGMA methodologies	1.7 Roll out Early Grade Reading (EGR) and Early Grade Maths (EGM) in all primary schools to enhance proficiency in literacy and numeracy						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>400,000</b>
Primary schools implementing EGRA and EGMA methodologies	1.7 Roll out Early Grade Reading (EGR) and Early Grade Maths (EGM) in all primary schools to enhance proficiency in literacy and numeracy						City Clerk/Deputy Director	GoU/Donor/Local revenue	
EGRA primers	1.7 Roll out Early Grade Reading (EGR) and Early Grade Maths (EGM) in all primary schools to enhance proficiency in literacy and numeracy						City Clerk/Deputy Director	GoU/Donor/Local revenue	150,000
ICT enabled teaching undertaken	1.8. Implement an integrated ICT enabled teaching						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB PROGRAMME : DEVELOP AND IMPLEMENT A DISTANCE LEARNING STRATEGY</b>									
Distance learning strategy	a. Develop and implement a distance learning strategy						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>600,000</b>
Remote ICT-enabled learning infrastructure installed Locally designed	invest in basic remote ICT-enabled learning infrastructure						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>600,000</b>

remote learning platforms									
Locally designed remote learning platforms	c. Liaise with Higher Education Institutions, and Technology Companies and Entrepreneurs to design and roll-out remote learning platforms/software with greater penetration in marginalized communities						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Radio sets provided to households to support distance learning and community mobilisation	d. Procure and distribute solar powered radio sets for all households in the country to support distance learning and community mobilisation						City Clerk/Deputy Director	GoU/Donor/Local revenue	
TV sets provided to households to support distance learning and community mobilisation	e. Procure and distribute two solar powered TV sets to each village in the country to support distance learning and community mobilisation. This should be first piloted before full roll-out						City Clerk/Deputy Director	GoU/Donor/Local revenue	
National Radio and TV station for education	f. Establish a national Radio and TV station dedicated to education and distance learning						City Clerk/Deputy Director	GoU/Donor/Local revenue	

Approved Education for Sustainable Development policy in place.	1.11. Integrate Education for Sustainable Development (ESD) into the school curriculum						City Clerk/Deputy Director	GoU/Donor/Local revenue	
School curricular aligned to ESD policy	1.11. Integrate Education for Sustainable Development (ESD) into the school curriculum						City Clerk/Deputy Director	GoU/Donor/Local revenue	
National Strategy on girl child education implemented	1.12. Implement a National Strategy against Child Marriage and Teenage Pregnancy						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Labour market information system established	2.1.a. Establish a functional labour market information system						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Apprenticeship, Internship, and job placement policy	b. Develop and implement an apprenticeship and job placement policy and programme (work-based learning)						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Apprenticeship, Internship, and job placement policy (also known as work-based learning policy) implemented	b. Develop and implement an apprenticeship and job placement policy and programme						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	(work-based learning)								
Out-of-school youths benefiting from apprenticeship, internship, and job placement programme.	c. Extend internship programme to out-of-school youths						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Tracer study reports	d. Conduct regular tracer studies						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Modularized TVET programmes	2.2. Roll out the modularised TVET curricula for all formal TVET programmes as to attain a flexible demand driven TVET system in Uganda						City Clerk/Deputy Director	GoU/Donor/Local revenue	
TVET trainees meeting employer demands	2.2. Roll out the modularised TVET curricula for all formal TVET programmes as to attain a flexible demand driven TVET system in Uganda						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Internationally accredited TVET training providers	2.3 Support the TVET institutions that have the minimum requisite						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	standards to acquire International accreditation Status								
Internationally accredited programmes	2.3 Support the TVET institutions that have the minimum requisite standards to acquire International accreditation Status						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Students with international certification	2.3 Support the TVET institutions that have the minimum requisite standards to acquire International accreditation Status						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Restructured TVET and University training programmes in light of dual system	2.4 Refocus and support Vocational Training Institutions (schools, institutes and colleges) to deliver a dual training system for TVET (i.e. 80 percent training in industry and 20 percent learning in the						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	institution) and Universities (ie 40 percent training in industry and 60 percent training in institution).								
Incentives for employers to provide work-based training	2.4 Refocus and support Vocational Training Institutions (schools, institutes and colleges) to deliver a dual training system for TVET (i.e. 80 percent training in industry and 20 percent learning in the institution) and Universities (ie 40 percent training in industry and 60 percent training in institution).						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Signed MoUs between Employer-Training institution	2.4 Refocus and support Vocational Training Institutions (schools, institutes and colleges) to deliver a dual training						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	system for TVET (i.e. 80 percent training in industry and 20 percent learning in the institution) and Universities (ie 40 percent training in industry and 60 percent training in institution).								
Increased TVET enrolment ('000s)	2.5 Provide incentives to increase enrolment in skills-scarce TVET programmes to reverse the currently inverted skills triangle						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Scarce-skills TVET scholarships.	2.5 Provide incentives to increase enrolment in skills-scarce TVET programmes to reverse the currently inverted skills triangle						City Clerk/Deputy Director	GoU/Donor/Local revenue	
TVET students admitted in accordance with the NHRDP	2.5 Provide incentives to increase enrolment in skills-scarce TVET						City Clerk/Deputy Director	GoU/Donor/Local revenue	



	programmes to reverse the currently inverted skills triangle								
Strengthened Competence-Based Training for Agriculture	2.5 Provide incentives to increase enrolment in skills-scarce TVET programmes to reverse the currently inverted skills triangle						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Affirmative action for increased enrolment of girls and PWDs in BTJET in place.	2.6. Implement the National Strategy for Girls Education, by among others strengthening affirmative action for enrolment of girls and PWDs in BTJET						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB PROGRAMME: ACCELERATE THE ACQUISITION OF URGENTLY NEEDED SKILLS IN KEY GROWTH AREAS</b>									
National and sectoral Human Resource Development Plans developed	a. Develop comprehensive national and sectoral Human Resource Development Plans (HRDP)						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Consolidate and centralize capacity building initiatives in the public service in line with the HRDP	b. Consolidate and centralize capacity building initiatives in						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	the public service in line with the HRDP								
Skills development fund operationalized.	c. Operationalise the Skills Development Fund as provided for by the TVET Policy and incentivise the private sector to offer training of their employees in the scarce skills areas						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Guidelines on issuance of work permits in line with HRDP in place.	d. Align the issuance of work permits in line with the HRDP						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Reconstituted Joint Admissions Board	e. Establish and implement a National Central Admission System for higher education and link higher education admissions and financing to the critical skill needs identified in the plan						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Catalogue of skill-scarce HE academic programs	e. Establish and implement a						City Clerk/Deputy Director	GoU/Donor/Local	

in place	National Central Admission System for higher education and link higher education admissions and financing to the critical skill needs identified in the plan							revenue	
Guidelines for compulsory TVET training immediately after A-level in place	f. Introduce a minimum of one year of compulsory TVET training immediately after A 'level before enrolling for further education						City Clerk/Deputy Director	GoU/Donor/Local revenue	
2000 A-Level students undergoing compulsory TVET training by 2025	f. Introduce a minimum of one year of compulsory TVET training immediately after A 'level before enrolling for further education						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Criterion for financing critical skills established.	Link allocation of scholarships and loan financing to critical skill needs identified in the plan						City Clerk/Deputy Director	GoU/Donor/Local revenue	

State funded Students in critical skills training	Link allocation of scholarships and loan financing to critical skill needs identified in the plan						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Nationally assessed and certified beneficiaries of work-based training	h. Assess and certify the competencies acquired by trainee beneficiaries during apprenticeship, traineeship, indenture training, and further training and upgrading in order to foster promote the relevancy of skills training and lifelong learning						City Clerk/Deputy Director	GoU/Donor/Local revenue	
NCHE's Basic Requirements and Minimum Standards in HEIs enforced	2.8. Provide the required physical infrastructure, instruction materials and human resources for Higher Education Institutions including Special Needs Education						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Teacher incentive scheme implemented	2.9. Implement an						City Clerk/Deputy Director	GoU/Donor/Local	<b>400,000</b>

	incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire education system							revenue	
Targeted continuous professional development programme in place	2.9. Implement an incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire education system						City Clerk/Deputy Director	GoU/Donor/Local revenue	
CCTs Recruited	2.9. Implement an incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	education system								
Zonal CPD's held	2.9. Implement an incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire education system						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Senior-Teacher mentors in school	2.9. Implement an incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire education system						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>400,000</b>
Guidelines to increase school autonomy in place and enforced.	2.9. Implement an incentive structure for the recruitment, training, and retention of the best brains into the						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	teaching profession across the entire education system								
National Institute of Teacher Education and Professional Development established	2.9. Implement an incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire education system						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Enhanced daily outreach capitation grant	2.9. Implement an incentive structure for the recruitment, training, and retention of the best brains into the teaching profession across the entire education system						City Clerk/Deputy Director	GoU/Donor/Local revenue	
School feeding enforced	2.10 Introduce initiatives for retaining children in formal school						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	for at least 11 years								
School fees/tuition regulation enforced	2.10 Introduce initiatives for retaining children in formal school for at least 11 years						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Parish-based school retention strategy in place	2.10 Introduce initiatives for retaining children in formal school for at least 11 years						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Parents & learners provided with information on the returns to education	2.10 Introduce initiatives for retaining children in formal school for at least 11 years						City Clerk/Deputy Director	GoU/Donor/Local revenue	
New All-Through-Schools with primary and secondary sections established in one place	2.10 Introduce initiatives for retaining children in formal school for at least 11 years						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Digital repository developed for all education resource materials	2.11. Develop digital learning materials and operationalize Digital Repository						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>400,000</b>
Innovative pupil-led science projects in primary schools	3.1 Provide early exposure of STEM/STEI to children (eg introduction of innovative						City Clerk/Deputy Director	GoU/Donor/Local revenue	



	science projects primary schools)								
Science laboratories constructed	3.2 Provide the critical physical and virtual science infrastructure in all secondary schools and training institutions						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Virtual Laboratories in place	3.2 Provide the critical physical and virtual science infrastructure in all secondary schools and training institutions						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Science-based equipment and instruction materials in place	3.2 Provide the critical physical and virtual science infrastructure in all secondary schools and training institutions						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Science teachers Recruited	3.2 Provide the critical physical and virtual science infrastructure in all secondary schools and						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	training institutions								
Guidelines for project-based assessment in place	3.3 Adopt science project-based assessment in the education curricular						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB PROGRAMME: PROMOTE STEM/STEI FOCUSED STRATEGIC ALLIANCES BETWEEN SCHOOLS, TRAINING INSTITUTIONS, HIGH CALIBRE SCIENTISTS AND INDUSTRY</b>									
Reviewed institutional and programmes accreditation criterion	a. Prioritize STEI/STEM for programme and institutional accreditation						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Increased number of STEM/STEI programmes accredited	a. Prioritize STEI/STEM for programme and institutional accreditation						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Increased number of STEI/STEM institutions accredited	a. Prioritize STEI/STEM for programme and institutional accreditation						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Students admitted in STEM/STEI in HEI	b. Prioritize STEI/STEM admissions and financing at Higher Education Institutions						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Catalogue of priority STEM/STEI programmes	b. Prioritize STEI/STEM admissions and financing at Higher Education Institutions						City Clerk/Deputy Director	GoU/Donor/Local revenue	

Budget for STEI/STEM programmes	b. Prioritize STEI/STEM admissions and financing at Higher Education Institutions						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Research and Innovation fund established in public universities	c. Prioritize investment in STEI/STEM Research and incubation to transform it into goods and services for national growth and societal wellbeing						City Clerk/Deputy Director	GoU/Donor/Local revenue	
STEM/STEI PhD staff trained/recruited	c. Prioritize investment in STEI/STEM Research and incubation to transform it into goods and services for national growth and societal wellbeing						City Clerk/Deputy Director	GoU/Donor/Local revenue	
STEM/STEI staff financed to undertake PhDs	c. Prioritize investment in STEI/STEM Research and incubation to transform it into goods and services for national growth and societal wellbeing						City Clerk/Deputy Director	GoU/Donor/Local revenue	

STEM/STEI Incubation Centres established in universities	c. Prioritize investment in STEI/STEM Research and incubation to transform it into goods and services for national growth and societal wellbeing						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Programme to link primary and secondary schools to existing science-based innovation hubs in place	3.5 Link primary and secondary schools to existing science-based innovation hubs						City Clerk/Deputy Director	GoU/Donor/Local revenue	300,000
Linked schools (primary and secondary) to existing science-based innovation hubs	3.5 Link primary and secondary schools to existing science-based innovation hubs						City Clerk/Deputy Director	GoU/Donor/Local revenue	300,000
Reduced morbidity and mortality due to HIV/AIDS, TB and malaria	4.1. Focus on high burden diseases (Malaria, HIV/AIDS, TB, Neglected Tropical Diseases, Hepatitis), epidemic prone diseases and malnutrition across all age groups emphasizing						City Clerk/Deputy Director	GoU/Donor/Local revenue	153800

	Primary Health Care Approach								
Epidemic diseases timely detected and controlled	4.1. Focus on high burden diseases (Malaria, HIV/AIDS, TB, Neglected Tropical Diseases, Hepatitis), epidemic prone diseases and malnutrition across all age groups emphasizing Primary Health Care Approach						City Clerk/Deputy Director	GoU/Donor/Local revenue	109250
<b>SUB PROGRAMME: PREVENT AND CONTROL NON-COMMUNICABLE DISEASES WITH SPECIFIC FOCUS ON CANCER, CARDIOVASCULAR DISEASES AND TRAUMA</b>									
Centres of excellence (Heart, Cancer) established	a. Establish centres of excellence in provision of oncology, cardiovascular and trauma services at both national and regional levels and foster regional integration						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Super-specialised human resources trained and recruited s implemented	a. Establish centres of excellence in provision of oncology, cardiovascular and trauma services at both national						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	and regional levels and foster regional integration								
Preventive programs for NCD	a. Establish centres of excellence in provision of oncology, cardiovascular and trauma services at both national and regional levels and foster regional integration						City Clerk/Deputy Director	GoU/Donor/Local revenue	103800
Establishment of specialized and super specialized hospitals	b. Position Uganda as a medical tourism destination in the region						City Clerk/Deputy Director	GoU/Donor/Local revenue	
<b>SUB PROGRAMME: IMPROVE THE FUNCTIONALITY OF THE HEALTH SYSTEM TO DELIVER QUALITY AND AFFORDABLE PREVENTIVE, PROMOTIVE, CURATIVE AND PALLIATIVE HEALTH CARE SERVICES FOCUSING ON</b>									
Integrated Authority to improve quality assurance and regulatory control systems and accreditation across public and private providers established.	a. Ensure adequate human resources for health at all levels, with special focus on specialized and super specialized human resources						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Human resources recruited to fill vacant posts	a. Ensure adequate human resources for health at all levels, with						City Clerk/Deputy Director	GoU/Donor/Local revenue	69250

	special focus on specialized and super specialized human resources								
Health workforce restructured.	a. Ensure adequate human resources for health at all levels, with special focus on specialized and super specialized human resources						City Clerk/Deputy Director	GoU/Donor/Local revenue	
E-personnel performance management, monitoring and reporting system developed	a. Ensure adequate human resources for health at all levels, with special focus on specialized and super specialized human resources						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Multi-sectoral plan for training of health workforce in appropriate skills and numbers	a. Ensure adequate human resources for health at all levels, with special focus on specialized and super specialized human resources						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Health facilities at all levels equipped	a. Ensure adequate						City Clerk/Deputy	GoU/Donor/Local	2500,000

with appropriate and modern medical equipment.	human resources for health at all levels, with special focus on specialized and super specialized human resources						Director	al revenue	
Basket of 41 essential medicines availed.	a. Ensure adequate human resources for health at all levels, with special focus on specialized and super specialized human resources						City Clerk/Deputy Director	GoU/Donor/Local revenue	7500,000
Comprehensive Electronic Medical Record, EHR and PHR for both the public and private sector, and Community Based Information Systems (CHMIS) established	a. Ensure adequate human resources for health at all levels, with special focus on specialized and super specialized human resources						City Clerk/Deputy Director	GoU/Donor/Local revenue	300,000
Nationally coordinated ambulance services in place	b. Strengthen an emergency medical service and referral system						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Emergency Medical Services critical cadre trained and	b. Strengthen an emergency medical service and						City Clerk/Deputy Director	GoU/Donor/Local revenue	



recruited	referral system								
Functional Intensive Care Units (ICUs) at all Regional Referral Hospitals (RRHs)	b. Strengthen an emergency medical service and referral system						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Health Center IIIs constructed in the 132 sub counties without any health facility	c. Expand geographical access						City Clerk/Deputy Director	GoU/Donor/Local revenue	5,000,000
HC IVs constructed in 66 Constituencies without HC IVs	c. Expand geographical access						City Clerk/Deputy Director	GoU/Donor/Local revenue	5,000,000
Basket of 41 essential medicines availed.	d. Avail affordable medicine and health supplies including promoting local production of medicines (including complementary medicine)						City Clerk/Deputy Director	GoU/Donor/Local revenue	7500,000
Health workers trained	e. Undertake continuous training and capacity building for in-service health workers						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Service Delivery Standards disseminated and implemented.	f. Develop and implement service and service delivery standards targeting lower middle-						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	income standards								
Service delivery monitored	f. Develop and implement service and service delivery standards targeting lower middle-income standards						City Clerk/Deputy Director	GoU/Donor/Local revenue	223500
NICUs established in all hospitals	a. Invest in appropriate guidelines, health care package, infrastructure, technologies and human resource capacity for neonatal services at all levels of health care						City Clerk/Deputy Director	GoU/Donor/Local revenue	219700
Adolescent Health Policy developed and disseminated	b. Develop and implement a comprehensive set of interventions to reduce teenage pregnancies, with a special focus on hot spot districts						City Clerk/Deputy Director	GoU/Donor/Local revenue	49700
Increased access to safe water, sanitation & hygiene	4.5. Increase access to inclusive safe water, sanitation and hygiene						City Clerk/Deputy Director	GoU/Donor/Local revenue	253200

	(WASH) with emphasis on increasing coverage of improved toilet facilities and handwashing practices								
Increased access to FP services and age appropriate information	4.6. Increase access to Sexual Reproductive Health (SRH) and Rights with special focus to family planning services and harmonized information						City Clerk/Deputy Director	GoU/Donor/Local revenue	128500
Prepayment mechanisms for health insurance promoted	4.7. Increase financial risk protection for health with emphasis on implementing the national health insurance scheme						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Health research & innovation promoted	4.8. Promote health research, innovation and technology uptake						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Medical technology uptake	4.8. Promote health research, innovation and						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	technology uptake								
Functional multi-sectoral framework, compact and accountability framework for joint planning, coordination, common deliverables and performance indicators for UHC.	4.9. Establish and operationalize mechanisms for effective collaboration and partnership for health at all levels						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Capacity built for intersectoral health promotion and prevention for LGs and community level structures (Parish, LC, Sub County Chiefs, VHT, and Health Assistants, extension workers) and schools	4.9. Establish and operationalize mechanisms for effective collaboration and partnership for health at all levels						City Clerk/Deputy Director	GoU/Donor/Local revenue	74250
Hunger and malnutrition reduced	4.10. Improve nutrition and food safety with emphasis on children aged under 5, school children, adolescents, pregnant and lactating women and vulnerable groups						City Clerk/Deputy Director	GoU/Donor/Local revenue	49700
Food safety improved	4.10. Improve nutrition and food safety with emphasis on children aged under 5, school						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	children, adolescents, pregnant and lactating women and vulnerable groups								
Injuries due to domestic violence, accidents and injuries reduced	4.11. Improve Occupational Safety and Health (OSH) management						City Clerk/Deputy Director	GoU/Donor/Local revenue	79250
Work place inspections conducted	4.11. Improve Occupational Safety and Health (OSH) management						City Clerk/Deputy Director	GoU/Donor/Local revenue	79250
Senior citizens grant expanded to all aged above 65years	5.1 Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Child disability benefits provided	5.1 Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Adult disability benefits provided	5.1 Expand scope and						City Clerk/Deputy	GoU/Donor/Loc	

	coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities						Director	al revenue	
Child benefits provided	5.1 Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Chronic Poverty reduced	5.1 Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities						City Clerk/Deputy Director	GoU/Donor/Local revenues	
Social care programs implemented	5.1 Expand scope and coverage of care, support and social protection services of the most vulnerable groups and						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	disaster-prone communities								
A functional social care and support MIS developed	5.1 Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Early warning systems for disaster preparedness	5.2 Establish early warning systems for disaster preparedness including risk reduction and management of national and global health risks						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Vulnerabilities reduced	5.3 Expand livelihood support, public works, and labour market programs to promote green and resilient growth						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Youth livelihood Programme strengthened	5.3 Expand livelihood support, public works, and labour market programs to promote						City Clerk/Deputy Director	GoU/Donor/Local revenue	

	green and resilient growth								
Youth Venture Capital Fund strengthened	5.3 Expand livelihood support, public works, and labour market programs to promote green and resilient growth						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Women entrepreneurship Programme strengthened	5.3 Expand livelihood support, public works, and labour market programs to promote green and resilient growth						City Clerk/Deputy Director	GoU/Donor/Local revenue	
National Youth Service Scheme developed	5.3 Expand livelihood support, public works, and labour market programs to promote green and resilient growth						City Clerk/Deputy Director	GoU/Donor/Local Revenue	
Increased resilience of workforce	5.4 Expand and reform contributory social security schemes to the informal sector to cover more risks and						City Clerk/Deputy Director	GoU/Donor/Local Revenue	



	provide wider range of benefits								
Social Security reforms carried out	5.4 Expand and reform contributory social security schemes to the informal sector to cover more risks and provide wider range of benefits						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Women participation in development processes increased	5.5 Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programs,						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Prevalence of GBV cases among men, women and children reduced	5.6 Scale up Gender Based Violence (GBV) interventions at all levels						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Sector Gender compacts developed	5.7 Support Gender equality and Equity Responsive						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Gender and equity compliance assessments conducted	Budgeting in all sectors and LGs						City Clerk/Deputy Director	GoU/Donor/Local revenue	
National Male Involvement Strategies in	5.8 Implement a National						City Clerk/Deputy Director	GoU/Donor/Local	

promotion of gender equality implemented	Male Involvement Strategies in promotion of gender equality							revenue	
Uganda Gender Policy reviewed	5.9 Implement the Uganda Gender Policy Action Plan						City Clerk/Deputy Director	GoU/Donor/Local revenue	
National Action Plan on Youth Employment developed	5.10 Reform and strengthen youth employment policies and programmes towards a demand driven approach						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Sports and physical education added on examinable subjects	6.2 Introduce accredited sports and physical education as stand-alone curricular subject(s) in schools and for sports coaches, administrators, and technical officials						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>400,000</b>
Qualified sports coaches	6.2 Introduce accredited sports and physical education as stand-alone curricular subject(s) in schools and						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>40,000</b>

	for sports coaches, administrators, and technical officials								
Qualified sports administrators and technical officials	6.2 Introduce accredited sports and physical education as stand-alone curricular subject(s) in schools and for sports coaches, administrators, and technical officials						City Clerk/Deputy Director	GoU/Donor/Local revenue	<b>400,000</b>
Regional Sports focused schools established	6.3 Establish regional sports-focused schools/sports academies to support early talent identification and development, and the training of requisite human resources for the sports sub-sector						City Clerk/Deputy Director	GoU/Donor/Local Revenue	<b>400,000</b>
Regional Sports academies established	6.3 Establish regional sports-focused schools/sports academies to support early talent identification						City Clerk/Deputy Director	GoU/Donor/Local Revenue	<b>400,000</b>

	and development, and the training of requisite human resources for the sports sub-sector								
Sports and recreation infrastructure standards in place	6.4 Protect existing facilities and construct appropriate and standardized recreation and sports infrastructure at national, regional, local government and schools in line with the country's niche' sports (i.e. football, netball, athletics, and						City Clerk/Deputy Director	GoU/Donor/Local eRevenues	<b>380,000</b>
Sports and recreation infrastructure established at national, regional, local and school	6.4 Protect existing facilities and construct appropriate and standardized recreation and sports infrastructure at national, regional, local government and schools in line with the country's						City Clerk/Deputy Director	GoU/Donor/Local eRevenues	<b>380,000</b>

	niche' sports (i.e. football, netball, athletics, and								
PPP MoU's signed	6.5 Leverage public private partnerships for funding of sports and recreation programmes						City Clerk/Deputy Director	GoU/Donor/Local revenue	
Sports Sponsorships signed	6.5 Leverage public private partnerships for funding of sports and recreation programmes						City Clerk/Deputy Director	GoU/Donor/Local revenue	200,000
Professional sports club structures established	6.6 Develop and implement professional sports club structures to promote formal sports participation						City Clerk/Deputy Director	GoU/Donor/Local revenue	300,000
<b>Programme: Agro industrialisation</b>									
<b>Sub-Programme 1: Agricultural Production and Productivity</b>									
Research Laboratories constructed and rehabilitated	1.1.1 Invest in new and rehabilitate old infrastructure for agriculture research including laboratories, offices, technology demonstration						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000

	and training centres, etc.								
Increased human resource capacity for Agricultural extension and research	1.1.2 Undertake strategic recruitment and training of agricultural extension staff						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Climate smart technology demonstration and multiplication centres established	1.1.5 Establish climate smart technology demonstration and multiplication centres at all the Divisions.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
Extension workers recruited, profiled, accredited and facilitated up to parish level	1.2.1 Operationalize agricultural extension system.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
	1.2.2 Strengthen coordination of the national agriculture extension systems						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
Innovative extension models developed	1.2.4 Scale-up innovative extension models such as nucleus farmers in all agro-ecological zones						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Internship opportunities provided from BTVET institutes to all districts	1.2.5. Incorporate BTVET institutions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

country wide under agriculture extension.	into the agricultural extension system to ensure that what is taught in these institutions is adopted and utilised by farmers. BTVET institutions with large acreages of land to be used as demonstration centres.								
Youths supported in 40 selected groups	1.2.7. Develop and equip youth with knowledge, skills and facilities for access and utilisation of modern extension services.						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000
E-verification of agricultural inputs fully rolled up in all districts	1.3.2 Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000

Capacity both local government and national level staff enhanced	1.3.2 Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Quarantine stations and holding grounds established	1.3.2 Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
6 Isolation units for infected material, products, animals, plants, fish) developed	1.3.2 Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Capacity of staff both at local and central Government enhanced in inspection and	1.3.2 Strengthen licensing procedures, inspection,						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000



certification.	certification, import processing and regulation for improved inputs and new seed varieties								
Input dealers, processors, manufacturers, importers and exporters of inputs and agricultural products registered and licensed	1.3.2 Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Agro chemicals registered	1.3.2 Strengthen licensing procedures, inspection, certification, import processing and regulation for improved inputs and new seed varieties						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
Water harvesting technologies for agricultural production developed	1.4.3 Develop infrastructure and services for bulk water storage and transfer including water abstraction systems,						City Clerk/Deputy Director	GoU/Donor/Local Revenues	10000000

	transmission mains, water pumping systems, storage tanks, water distribution networks.								
Community based management system for water for agriculture production developed	1.4.4 Promote water use efficiency in agricultural production.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
Regional agricultural mechanisation and service centers expanded and equipped.	1.5.1 Expand and equip regional agricultural mechanisation and service centres in the 9 agroecological zones.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000000
Mobile applications to aid in disease reporting, access to information, inputs, markets and finance developed	1.6.2 Develop ICT modules that can improve extension services and delivery of government input support.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Functional laboratory for management and analysis of data established	1.6.2 Develop ICT modules that can improve extension services and delivery of government input support.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Staff trained in data analysis including	1.6.2 Develop ICT modules						City Clerk/Deputy	GoU/Donor/Local	25000

satellite data.	that can improve extension services and delivery of government input support.						Director	al Revenue s	
Farmers with land ownership rights increased	1.7.1 Increase the number of farmers with titled land to ensure land tenure security with special attention to the youth, women, PWDS and other vulnerable groups;						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
Enhanced capacity for 3000 farmer groups	1.8.1 Sensitize farmers on the benefits of cooperating;						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
30 Farmer groups supported with inputs and machinery	1.8.2 Support up-coming farmer groups and cooperatives to effectively manage themselves;						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
Youth cooperatives formed	1.8.4 Empower youth to form cooperatives.						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
Disease diagnosis and control facilities developed and equipped (for livestock, crop and fisheries)	1.9.1 Develop and equip infrastructure and facilities for disease						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000

	diagnosis and control;								
Livestock identification and traceability system established	1.9.1 Develop and equip infrastructure and facilities for disease diagnosis and control;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Competent staff recruited and trained at Central and Local Government level	1.9.2 Develop human capacity for management of pests, vectors and diseases;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Agricultural drugs manufacturing and distribution facilities setup	1.9.3 Invest in agricultural drugs manufacture and distribution						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Procured doses of vaccines distributed for state-controlled diseases.	1.9.3 Invest in agricultural drugs manufacture and distribution						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Land, water and soil conservation practices strengthened	1.10.1 Strengthen land, water and soil conservation practices;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
8 million seedlings purchased and distributed	1.10.2 Introduce and upscale agro-forestry for mitigation and climate resilience;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

	1.11.6 Enable access to technical and vocational training to improve skills in the agro-industry, particularly for women, persons with disabilities and the youth.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Capacity to collect, report, disseminate and use weather or accurate meteorological information strengthened	1.11.7 Strengthen the capacity to collect, report, disseminate and use weather or accurate meteorological information.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Mechanisms to prevent incidences of child labour within the sector and exploitation of the agricultural labour force strengthened	1.11.8 Strengthen and develop mechanisms to prevent incidences of child labour within the sector and exploitation of the agricultural labour force						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
<b>Sub Programme: 2. Storage, Agro-Processing and Value addition</b>									
Regional post-harvest handling, storage and value addition facilities	2.1 Establish regional post-harvest handling, storage and value addition facilities in key						City Clerk/Deputy Director	GoU/Donor/Local Revenues	10000000

	strategic locations: grain in Jinja, Cassava in Gulu; Dairy in Mbarara; Meat in Nakasongola; fresh fruits in Soroti; Vegetable oil in Kalangala; beverages in Fort portal; Fish in Mukono and Rice in Butaleja								
Regional post-harvest handling, storage and value addition facilities established	2.1 Establish regional post-harvest handling, storage and value addition facilities in key strategic locations: grain in Jinja, Cassava in Gulu; Dairy in Mbarara; Meat in Nakasongola; fresh fruits in Soroti; Vegetable oil in Kalangala; beverages in Fortportal; Fish in Mukono and Rice in Butaleja						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	10000000
<b>Sub Programme 3 : Agricultural Market Access and Competitiveness</b>									

Dairy farmers cooperative union formed	3.5. Encourage dairy farming and establish a dairy farmers cooperative union.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
A starch and an ethanol processing factory from cassava established in Lira	3.5.3 Establish a Starch and an ethanol processing factory from cassava in Lira						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Establishment of 5 new and expansion of the existing 2 spinning and textile mills, and 10 garmenting factories	3.5.6 Establish five new, expand the existing 2 spinning and textile mills; 10 new garment making factories						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
2 new vegetable oil mills in Lira	3.5.7 Establish 2 new vegetable oil mills in Lira						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Meat processing facilities established in City East Division	3.10 Establish meat processing facilities (modern abattoir) in City East Division						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
	3.15 Establish youth-led agro processing facilities focusing on incubation and demonstration centres						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

	Improve skills and competencies of agricultural labor force at technical and managerial levels in post-harvest handling, storage and value addition						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Stakeholder sensitization conducted	4.1 Enforce product certification						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Farmers and manufacturers trainings on sanitary and phytosanitary standards conducted	4.2 Train farmers and manufacturers on sanitary and phytosanitary standards						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Develop a Management Information System linking other market-supporting institutions and/or other risk management tools	4.5 Digitalize acquisition and distribution of agricultural market information						City Clerk/Deputy Director	GoU/Donor/Local Revenues	2500000
	4.6 Develop and implement an integrated agriculture market information system						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Infrastructure and facilities for rural and urban	4.8 Develop infrastructure						City Clerk/Deputy Director	GoU/Donor/Local	



agricultural markets at district and community built	and facilities for rural and urban agricultural markets at district and community levels to meet quality standards. Develop urban agricultural markets in all districts							al Revenue s	
<b>Sub program 4: Agricultural Financing</b>									
Increased efficiency and effectiveness of the public sector's response to the financing issues and needs of the agricultural sector	1.To improve timeliness, regularity, relevance and coordination of policy response to the financing issues and needs of the agricultural industry						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
Increased knowledge about the laws governing Agricultural Finance	1.To improve timeliness, regularity, relevance and coordination of policy response to the financing issues and needs of the agricultural industry						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Increased mobilization and provision of agricultural finance	2. To improve the scale, speed, cost as well as the						City Clerk/Deputy Director	GoU/Donor/Local	

and insurance products	effectiveness and appropriateness of agricultural finance products and services.							Revenue s	
Capacity of extension officers developed in agriculture insurance	2. To improve the scale, speed, cost as well as the effectiveness and appropriateness of agricultural finance products and services.						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Increased number of farmer groups participating in lending to women and youths	2. To improve the scale, speed, cost as well as the effectiveness and appropriateness of agricultural finance products and services.						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	250000
<b>Subprogram 5: Agro-Industrialisation programme coordination and management</b>									
Strengthened PPP in Agro industrialisation	1. Strengthen linkages between public and private sector in agro-industry						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Coordinated public institutions due to implementation of appropriate policies	Strengthen coordination of public institutions in						City Clerk/Deputy Director	GoU/Donor/Local	

	design and implementation of policies including access to quality food and food security							Revenue s	
Joint Planning and implementation of projects promoted (PPP)	Strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Technical and steering committee for agro-industrialisation programme established	Strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
<p><b>Program name: Community mobilization and mindset change</b>  <b>Sub-programme 1: Community sensitization and Empowerment</b></p>									
CME Strategy reviewed and operationalised	1.1 Review and implement a Comprehensive Community						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000

	Mobilization Strategy								
CME multi-sectoral taskforce constituted and operationalised	1.1 Review and implement a Comprehensive Community Mobilization Strategy						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Community Mobilisation and campaign programmes undertaken	1.1 Review and implement a Comprehensive Community Mobilization Strategy						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Increased uptake of government programmes	1.1 Review and implement a Comprehensive Community Mobilization Strategy						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Citizens feedback foras organized (Community Barazas)	1.1 Review and implement a Comprehensive Community Mobilization Strategy						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
National Ethical Values integrated in the development and implementation of the National Civic Education Program	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families,						City Clerk/Deputy Director		25000

	communities and individual citizens								
Public awareness campaign on EOC mandate and promotion of inclusive development enhanced	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
State and non-State actors mobilised for positive response towards the needs and interests of marginalised/vulnerable individuals and groups	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Media, communication and publicity support provided.	1.2 Develop and implement a national civic education programme						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

	aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens								
TV & Radio programmes broadcasted	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
Comprehensive communication strategy on registration services developed and implemented	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Public legal sensitisations conducted	1.2 Develop and						City Clerk/Deputy Director	GoU/Donor/Local	25000

	implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens							al Revenue s	
IEC materials on the different laws produced and disseminated	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
Vehicles for Public sensitisation and judicial education procured	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000

	and individual citizens								
Judicial education programs conducted	1.2 Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Arts & crafts markets established countrywide	1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
International networks for export for cultural goods & services established	1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Business skilling/capacity	1.3 Design and implement a						City Clerk/Deputy	GoU/Do	25000



building programs for cultural practitioners implemented	programme aimed at promoting household engagement in culture and creative industries for income generation						Director	nor/Local Revenues	
Artist and community cultural training programmes developed	1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
creative and cultural industries studies conducted	1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
local film industry strengthened	1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

	income generation								
Local Artists, Musicians, CMO's sensitized on IP Rights in the Culture and Creative industry	1.3 Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Ask Your Government platform strengthened for active engagement with the diaspora community	1.4 Develop a policy on Diaspora engagement						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Village Savings and Loans Associations established	1.5. Implement the 15 Household model for social economic empowerment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Village Cluster HH Model Expanded	1.5. Implement the 15 Household model for social economic empowerment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Jobs and Livelihood Refugee Integrated Plan implemented	1.5. Implement the 15 Household model for social economic empowerment						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
<b>Sub-programme 2: Strengthening institutional support</b>									

CDOs and Parish chiefs retooled	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Regional Rural Training Centresrenovated and equipped	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Community Development Centres constructed	2.1 Equip and operationalize Community						City Clerk/Deputy Director	GoU/Donor/Local	15000000

	Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery							Revenue s	
The role of RDCs strengthened in the mobilization of communities to engage in National Development	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
District communication offices facilitated with communication tools	2.1 Equip and operationalize Community Mobilization and Empowerment						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000

	(CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery								
Intergrated Community Learning for Wealth Creation rolledout	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Do nor/Loc al Revenue s	25000
Public Libraries established and equipped	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of						City Clerk/Deputy Director	GoU/Do nor/Loc al Revenue s	25000

	central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery								
National Library of Uganda headquarters constructed and equipped	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Legal and regulatory framework for library and information service reviewed	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

	actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery								
Functional Open Access Centers in Public libraries	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
District Art and Culture committees established	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

	mobilization as a hub/ one stop center for integrated service delivery								
Intellectual Property and Traditional Knowledge Rights Laws reviewed	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
A Culture Statistic framework established	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000



	integrated service delivery								
One stop ART and Culture Centre established	2.1 Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
CDMIS established and operationalized	2.2 Establish and operationalize Community Development Management Information System (CDMIS) at Parish and Sub-county level						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
Participation of Religious and Faith Organisations (RFOs) participation in Community and National Development coordinated	2.3 Institutionalize cultural, religious and other non-state actors in community						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000

	development initiatives								
A framework in place to partner with RFOs and other non-state actors to support development initiatives	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
RFO database for collaboration between government and RFOs developed	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
RFO database for collaboration between government and RFOs operationalised	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
A National Arts Council established	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
National Arts regulations developed	2.3 Institutionalize cultural,						City Clerk/Deputy Director	GoU/Donor/Local Revenue	25000

	religious and other non-state actors in community development initiatives							s	
National Art and regional cultural events organised and promoted	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
Uganda national cultural centre redeveloped	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
modern regional cultural centres developed	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000
Active memorandum of understandings (MOUs)/ strategic Partnerships with cultural partners developed	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	25000

National cultural collection (visual, performing and literary) initiative conducted	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
A National Traditional healers regulatory framework developed	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
National Documented Heritage preserved	2.3 Institutionalize cultural, religious and other non-state actors in community development initiatives						City Clerk/Deputy Director	GoU/Donor/Local Revenues	25000
<b>Sub-programme 3: Civic Education &amp; Mind set Change</b>									
Kiswahili as an official language in Uganda promoted	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Talent academy strengthened	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
National Service Program established	3.1 Develop and implement a						City Clerk/Deputy Director	GoU/Donor/Local Revenue	5000

	national service program							s	
National Service Action Plan developed	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
National Service Program (NSP) multi-sectoral taskforce constituted and operationalised	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Patriotism training in schools and training institutions conducted	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
National Service Program rolled out	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Coordination and Implementation Framework for the National Service operationalised	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
National incentives framework established	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Mindset change programme established	3.1 Develop and implement a						City Clerk/Deputy Director	GoU/Donor/Local	5000

	national service program							Revenue s	
Integration of values of culture in school curriculums and other education programmes up to the tertiary level conducted	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
National MDD and Visual Arts Competitions established	3.1 Develop and implement a national service program						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
A Bill approved on the duties of the Citizenry and popularised	3.2. Popularize the national vision, interest and common good for the citizenry						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
National Guidance policy fast tracked and approved	3.2. Popularize the national vision, interest and common good for the citizenry						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Medals conferred to outstanding performers by H.E the President	3.3 Establish National incentives framework including rewards and sanctions for best performing workers, leaders and communities						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
A frame work for Identification and recognition of exemplary	3.3 Establish National incentives						City Clerk/Deputy Director	GoU/Donor/Local Revenue	5000

achievers established	framework including rewards and sanctions for best performing workers, leaders and communities							s	
Necessary Insignia, Medals and Certificates purchased	3.3 Establish National incentives framework including rewards and sanctions for best performing workers, leaders and communities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Hall of fame established	3.3 Establish National incentives framework including rewards and sanctions for best performing workers, leaders and communities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Capacity of 34 staff built in management and administration of Honours	3.3 Establish National incentives framework including rewards and sanctions for best performing workers,						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000

	leaders and communities								
Annual Integrity Awards framework for exemplary service (for both public and private) established and implemented	3.3 Establish National incentives framework including rewards and sanctions for best performing workers, leaders and communities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
National Ethical Values inculcated in community	3.4 Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Code of business ethics for business communities popularised	3.4 Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
National Ethical Values integrated into the education institutions	3.4 Develop and/or operationalize a system for inculcating ethical standards in the formal,						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000



	informal and all communities								
National Arts and Culture awards initiated and organised	3.4 Develop and/or operationalize a system for inculcating ethical standards in the formal, informal and all communities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Development of ordinances and By-laws in Local governments to promote ethical conduct supported	3.5 Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
50 LGs monitored and evaluated on the enforcement of ordinances and Bylaws that promote ethical conduct	3.5 Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Uganda national culture Policy implemented	3.5 Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Capacity of state and non-state	4.1 Conduct awareness						City Clerk/Deputy	GoU/Donor/Loc	5000

actors to enforce laws enacted against negative and/or harmful religious, traditional and cultural practices and beliefs	campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						Director	al Revenue s	
Cultural Institutions supported	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Media programmes on cultural heritage promotion established	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Uganda represented at various regional and international cultural programmes (EAC, AU, UNESCO,	4.1 Conduct awareness campaigns and enforce laws enacted against negative						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000

	and/or harmful religious, traditional/cultural practices and beliefs								
A Cultural Heritage Programme designed and implemented	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
National Standard for Gazetting Cultural Sites developed	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Cultural Sites Gazetted	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cul						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000

	tural practices and beliefs								
Gazetted Cultural Sites Developed and maintained	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Research and documentation of the intangible cultural heritage undertaken	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Conduct public awareness about laws enacted against harmful traditional practices	4.1 Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	5000
Advocacy & Communication strategy	4.2. Promote advocacy, social						City Clerk/Deputy Director	GoU/Donor/Local	5000

disseminated & implemented	mobilisation and behavioural change communication for community development							Revenue s	
Population and Communication Strategy operationalized	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
TV & Radio programmes broadcasted on marriage registration (cultural, religious& civil) and licensing places of worship	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Youths, Women, PWD's, Older persons sensitized on business formalization	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Blind, the deaf, elderly persons sensitized on	4.2. Promote advocacy, social						City Clerk/Deputy Director	GoU/Donor/Local	5000

business, chattels, civil, intellectual property, insolvency registration services	mobilisation and behavioural change communication for community development							Revenue s	
Guidelines popularised	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
social impact assessments conducted and plans implemented	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Capacity of Community Based structures built	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Relevant policies and Strategies on reducing negative	4.2. Promote advocacy, social						City Clerk/Deputy Director	GoU/Donor/Local	5000

cultural practices developed	mobilisation and behavioural change communication for community development							Revenue s	
Affected Cultural Institutions mobilized and supported	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
Indigenous languages taught and promoted	4.2. Promote advocacy, social mobilisation and behavioural change communication for community development						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	5000
<b>Sub program total</b>									
<b>Program name: Development plan implementation</b>									
<b>Sub-programme 1: Development Planning, Research, Statistics and M&amp;E</b>									
Aligned MDA, LGs plans and Budgets to NDPIII programmes	1.1. Strengthen capacity for development planning, particularly at						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	100000

	the Departments, CSOs, and City Divisions								
Capacity building done in development planning, particularly for Departments, CSOs, and City Divisions	1.1. Strengthen capacity for development planning, particularly at the Departments, CSOs, and City Divisions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
National Development Plan IV	1.1. Strengthen capacity for development planning, particularly at the Departments, CSOs, and City Divisions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	400000
Capacity built to undertake Economic Monitoring and surveillance	1.1. Strengthen capacity for development planning, particularly at the Departments, CSOs, and City Divisions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
Spatial data platform developed and operationalized	1.1. Strengthen capacity for development planning, particularly at the Departments, CSOs, and City Divisions						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
Reviewed Development Planning guidelines with integrated	1.1. Strengthen capacity for development						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000



Migration, Refugee and other Cross cutting issues in programmes, MDA, LG Plans for NDP IV.	planning, particularly at the Departments, CSOs, and City Divisions							s	
Functional Service delivery structure at parish level	1.2. Strengthen the planning and development function at the Parish level to bring delivery of services closer to the people						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	300000
City Human Resource Plan	1.3. Strengthen human resource planning to inform skills projections and delivery of national human resource capacity to support expansion of the economy;						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50000
Capacity built in contract Management of large and complex projects	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	100000

	projects on time								
Development Committee Guidelines Reviewed and updated to Include Gender Equity, Green growth Principles and other emerging issues.	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Increased stock of bankable projects of the city	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenues	2000000
Functional Monitoring system in place at all MDAs	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
Upgraded and functional IBP to allow performance	1.4. Strengthen Public						City Clerk/Deputy Director	GoU/Donor/Local	250000

reporting for both MDAs and LGs.	Investment Management across the entire government to be able to develop bankable projects on time							Revenue s	
PIMs Policy developed and implemented	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50000
Programme Specific project preparation and appraisal manuals/guidelines	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	100000
A functional Project preparation fund for both public and private sector projects.	1.4. Strengthen Public Investment Management across the entire government to						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	100000

	be able to develop bankable projects on time								
Policy on licensing and permit planning, implementation of infrastructure corridors and better manage compensation for large infrastructure	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Automated Business Processes	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Reviewed Public Private Partnership (PPP) Act	1.4. Strengthen Public Investment Management across the entire government to be able to develop bankable projects on time						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

5.1.1 NSS Integrated Long-term censuses and surveys Plan	5.1 Align and synchronize national survey and census programmes to NDP III, Africa Agenda 2063, SDGs and other development framework data requirements						City Clerk/Deputy Director	GoU/Donor/Local Revenues	150000
5.2.1 Functional statistical units in MDAs and LGs.	5.2 Acquire and/or develop necessary statistical infrastructure in the NSS including physical, Information and Communication Technology and Human Resources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
5.3.1 New data sources integrated in the production of Official Statistics.	5.3 Harness new data sources including big data, data science, blockchain technologies and geospatial technologies in statistical production						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
5.4.1 Updated UBOS Act	5.4 Amend the UBOS Act, 1998 to be						City Clerk/Deputy Director	GoU/Donor/Local Revenue	100000

	inclusive of the NSS to better coordinate the NSS and define the roles of other players within the NSS Framework							s	
5.5.1 Updated National Standard Indicator (NSI) framework	5.5 Review and update the National Standard Indicator Framework in line with the NDP III, Agenda 2063 and SDGs						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	100000
Statistical Rules, regulations and instruments Standardized and operationalized.	5.6 Standardize and operationalize use of standard statistical infrastructure including the rules, regulations and instruments for conducting Censuses and Surveys among data producers						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50000
5.7.1 Updated NSS Metadata Handbook and Compendium of Statistical Concepts and Definition	5.7 Mainstream documentation of methodologies (Metadata) for NSS indicators						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	50000

Updated statistical standards profile.	5.7 Mainstream documentation of methodologies (Metadata) for NSS indicators						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
5.8.1 CSOs, Private sector organizations trained in production and use of statistics	5.8 Build the capacity the civil society and Private Sector organizations in the production and use of statistics						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
5.9.1 Statistical Methodological research reports	5.9 Undertake research to improve methodologies for key statistics and indicators						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
5.10.1 New global trends in statistics integrated in the Statistics academic curriculum.	5.10 Support Statistical professional development and application through collaboration with the academia and relevant international organizations						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
5.11.2 Functional Community information system at parish level.	5.11 Enhance the compilation, management and use of Administrative data among						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000

	the MDAs and LGs;								
5.11.3 Effective and efficient birth and death registration services at district level.	5.11 Enhance the compilation, management and use of Administrative data among the MDAs and LGs;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	150000
5.11.1 Statistics on cross cutting issues compiled and disseminated.	5.11 Enhance the compilation, management and use of Administrative data among the MDAs and LGs;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Government Finance Statistics produced to guide Policy analysis	5.11 Enhance the compilation, management and use of Administrative data among the MDAs and LGs;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Administrative data Collected among the MDAs and LGs with a focus on cross cutting issues.	5.11 Enhance the compilation, management and use of Administrative data among the MDAs and LGs;						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
National Development Planning Research Agenda	6.1 Develop the National Development Planning						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000



	Research Agenda								
National Development Planning Research Agenda	6.1 Develop the National Development Planning Research Agenda						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Integrated and functional system for tracking implementation of Audit recommendations developed and rolled out.	6.2 Develop an integrated system for tracking implementation of internal and external audit recommendations						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Increased Performance / Value for Money Audits, Specialized Audits and Forensics investigations undertaken.	6.3 Expand the Performance/ Value for Money Audits, Specialized Audits and Forensic Investigations undertakings						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Updated terms of reference for oversight committees	6.4 Strengthen the follow up mechanism to streamline the roles of the relevant oversight committees to avoid duplication of roles						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Big data analysis techniques incorporated in Audit and Investigations	6.5 Promote the use of big data analysis techniques in						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000

promoted	Audit and Investigations								
Capacity for use of big data analysis techniques in Financial Analysis and management to aid decision and policy formulation built.	6.5 Promote the use of big data analysis techniques in Audit and Investigations						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
Big data analysis techniques in Audit and Investigations promoted	6.5 Promote the use of big data analysis techniques in Audit and Investigations						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
Relevant laws and regulations amended to strengthen institutional evaluation, policy evaluation, plan/program and project evaluation	6.6 Amend the relevant laws and regulations to strengthen institutional evaluation, policy evaluation, plan/program and project evaluation						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
Research and Evaluation Capacity built	6.6 Amend the relevant laws and regulations to strengthen institutional evaluation, policy evaluation, plan/program and project evaluation						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
Evaluation Capacity built in MDAs and LGs.	6.7 Build research and evaluation capacity to inform						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000

	planning, implementation as well as monitoring and evaluation;								
Research and Evaluation Capacity built.	6.7 Build research and evaluation capacity to inform planning, implementation as well as monitoring and evaluation;						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
The Public Sector Research and Innovations function which is aligned with the NDPIII developed and implemented	6.7 Build research and evaluation capacity to inform planning, implementation as well as monitoring and evaluation;						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
A Centre for Public Service Policy Research and Innovations for enhanced performance developed and implemented	6.7 Build research and evaluation capacity to inform planning, implementation as well as monitoring and evaluation;						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
Evidence based research output on financing of local governments	6.7 Build research and evaluation capacity to inform						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000

	planning, implementation as well as monitoring and evaluation;								
Research and Evaluation Capacity in taxation built.	6.7 Build research and evaluation capacity to inform planning, implementation as well as monitoring and evaluation;						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
Process Evaluations on key interventions conducted in the 18 programs.	6.7 Build research and evaluation capacity to inform planning, implementation as well as monitoring and evaluation;						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
High level strategic policy impact evaluations i.e. NDP evaluations, Decentralization Policy, YLP etc.	6.7 Build research and evaluation capacity to inform planning, implementation as well as monitoring and evaluation;						City Clerk/Deputy Director	GoU/Donor/Local Revenue	50000
<b>Sub-programme 2: Resource Mobilization and Budgeting</b>									
Integrated identification system developed	2.1. Fast track the implementation of the						City Clerk/Deputy Director	GoU/Donor/Local Revenue	20000

	integrated identification solution linking taxation and service delivery (e-citizen)							s	
Integrated government tax system	2.1. Fast track the implementation of the integrated identification solution linking taxation and service delivery (e-citizen)						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Tax Payer engagements undertaken	2.1. Fast track the implementation of the integrated identification solution linking taxation and service delivery (e-citizen)						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	500000
Tax compliance improved through increased efficiency in revenue administration	2.1. Fast track the implementation of the integrated identification solution linking taxation and service delivery (e-citizen)						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	100000

Resource mobilization and Budget execution legal framework developed and amended	2.2 Amend and develop relevant legal frameworks to facilitate resource mobilization and budget execution.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Strategy for investment of short-term cash surpluses prepared and implemented	2.3. Expand financing beyond the traditional sources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Financing Strategy for new financing options for priority projects developed	2.3. Expand financing beyond the traditional sources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Government borrowing aligned to NDP priorities	2.3. Expand financing beyond the traditional sources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Non-traditional financing sources developed to finance the budget (e.g. diaspora bonds, blended financing, infrastructure bonds, pension funds, a fund of funds, and sovereign wealth funds, among others)	2.3. Expand financing beyond the traditional sources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Monitoring and evaluation framework for Debt management strengthened	2.3. Expand financing beyond the traditional sources						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
capacity building programme for	2.3. Expand financing						City Clerk/Deputy	GoU/Donor/Local	50000

sustainable debt management developed	beyond the traditional sources						Director	al Revenue s	
Non-traditional financing sources developed to finance the budget (e.g. diaspora bonds, blended financing, , infrastructure bonds, pension funds, funds of funds, Sovereign wealth funds etc.	2.3. Expand financing beyond the traditional sources						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
A policy framework for listing of public and private entities.	2.3. Expand financing beyond the traditional sources						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Tax Registration expansion programme fast tracked	2.4 Deepening the reduction of informality and streamlining taxation at national and local government levels						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	250000
Electronic tax systems at National and LG levels. i.e. E-invoicing and Digital stamps	2.5. Implement electronic tax systems to improve compliance both at National and LG levels.						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	
Governance Framework on tax expenditure is established.	2.6. Establish an appropriate, evidence-based tax expenditure						City Clerk/Deputy Director	GoU/Donor/Local Revenue s	

	“governance framework” to limit leakages and improve transparency								
Capacity Building Program (CBP) for effective implementation of the DRMS	2.6. Establish an appropriate, evidence-based tax expenditure “governance framework” to limit leakages and improve transparency						City Clerk/Deputy Director	GoU/Donor/Local Revenues	1000000
Revenue monitoring unit under BMAU	2.6. Establish an appropriate, evidence-based tax expenditure “governance framework” to limit leakages and improve transparency						City Clerk/Deputy Director	GoU/Donor/Local Revenues	125000
Tax policy and legislative framework reviewed in line with priorities in DRM strategy	2.6. Establish an appropriate, evidence-based tax expenditure “governance framework” to limit leakages and improve transparency						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Policy on centralized collection of NTR	2.6. Establish an appropriate, evidence-based tax expenditure						City Clerk/Deputy Director	GoU/Donor/Local Revenues	



	“governance framework” to limit leakages and improve transparency								
Capacity built in Government agencies to negotiate better terms of borrowing and PPPs	2.7 Build capacity in government agencies to negotiate better terms of borrowing and PPPs						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Government borrowing aligned to NDP priorities	2.8 Align government borrowing with NDP priorities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Integrated debt management strengthened	2.8 Align government borrowing with NDP priorities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Sanctions for accumulation of domestic arrears in place	2.9 Impose sanctions for accumulation of domestic arrears						City Clerk/Deputy Director	GoU/Donor/Local Revenues	75000
PFMA, PPDA and LGA regulations harmonized	2.10 Harmonize the PFMA, PPDA, LGA, and regulations to improve the Public Financial Management systems (PFMs).						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Asset management policy developed and implemented	2.11. Develop a Comprehensive						City Clerk/Deputy Director	GoU/Donor/Local Revenue	100000

	e Asset Management Policy							s	
IPSAS Accrual accounting adopted across Government. (SAMTRAC)	2.11. Develop a Comprehensive Asset Management Policy						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Adequacy for and equity in financing of LGs	2.12 Strengthen the alignment of the Programmes, MDA and LG Plans to the NDP III						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Assessment of the Compliance of the MDA & LG Plans and Budgets to NDPIII programmes.	2.12 Strengthen the alignment of the Programmes, MDA and LG Plans to the NDP III						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Reviewed Assessment framework for the Certificate of Compliance to NDP III programmes	2.12 Strengthen the alignment of the Programmes, MDA and LG Plans to the NDP III						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Medium Term Budget Framework report produced	2.13 Alignment of budgets to development plans at national and sub-national levels						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000

Aligned budgets to the NDP priorities	2.13 Alignment of budgets to development plans at national and sub-national levels						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Regular assessment of risks to the economy to enhance budget credibility conducted	2.13 Alignment of budgets to development plans at national and sub-national levels						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Aligned budgets to Gender and Equity	2.13 Alignment of budgets to development plans at national and sub-national levels						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Automated Procurement Systems (e-GP) rolled out to all MDAs and LGs	2.14 Roll out Automated Procurement systems to all MDAs and LGs (e-GP).						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
Appropriate Support structure along the PFM reforms.	2.15 Strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDPIII priorities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

Compliance check list on all PFMA (2015) provisions.	2.15 Strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDP III priorities					City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Capacity for all PFM cadres built to ensure compliance	2.15 Strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDP III priorities					City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
Appropriate Support structure along the PFM reforms.	2.15 Strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDP III priorities					City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Capacity built among the MPs and Staff on PFM reforms	2.15 Strengthen Parliament to effectively play its role in the national budget processes for					City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000

	proper implementation of NDPIII priorities								
MDAs, LGs and Missions Abroad Complied with all PFMA (2015) provisions.	2.15 Strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDPIII priorities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Strengthened support structure in Parliament along the PFM reforms.	2.15 Strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDPIII priorities						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
GoU Public Financial Management (PFM) Systems integrated	2.16 Integrate GoU Public Financial Management (PFM) Systems for integrated PFM systems.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
An upgraded financial reporting system rolled out at missions abroad.	2.16 Integrate GoU Public Financial Management (PFM) Systems for integrated PFM systems.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

GoU Public Financial Management (PFM) Systems integrated into one PFM system	2.16 Integrate GoU Public Financial Management (PFM) Systems for integrated PFM systems.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
IFMS (Ver. 12.2.9) rolled out to all MALGs	2.16 Integrate GoU Public Financial Management (PFM) Systems for integrated PFM systems.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	150000
An off-budget tracking mechanism among the MDALGs.	2.17 Operationalize the system for tracking off-budget financing.						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
IPPU ACT and regulation developed	2.18 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Procurement PPDA laws, policies and regulations reviewed	2.18 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

Procurement laws, policies and regulations reviewed	2.18 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Capacity building program for Public Procurement	2.18 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Diagnostic Assessment of the public procurement undertaken using the MAPs tools	2.18 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Sustainable procurement practices integrated in the government procurement system	2.18 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

Increased procurement of sustainable goods, services and works	2.18 Fast-track the review and amendment of the relevant procurement laws, policies and regulations to simplify the procurement process						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Analytical report on the Cost benefit analysis for Gov't tax exemptions and Subsidies.	2.19 Conduct a cost-benefit analysis of current tax exemptions and government subsidies						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
<b>Sub program total</b>									
<b>Sub-programme 3: Accountability Systems and Service Delivery</b>									
A Reviewed institutional architecture for community Development to focus mind set change and Poverty eradication.	3.1 Review and re-orient the institutional architecture for Community Development (from the parish to the national level) to focus on mindset change and poverty eradication						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Re-orientation of community Development to focus on mindset change and poverty	3.1 Review and re-orient the institutional						City Clerk/Deputy Director	GoU/Donor/Local Revenues	



eradication done.	architecture for Community Development (from the parish to the national level) to focus on mindset change and poverty eradication								
PFMA, PPDA and LGA regulations harmonized	3.2 Harmonize the PFMA, PPDA and LGA and regulations to improve budget Execution						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Automated Procurement Systems (e-GP) rolled out to all MDAs and LGs(Not aligning with the intervention)	3.2 Harmonize the PFMA, PPDA and LGA and regulations to improve budget Execution						City Clerk/Deputy Director	GoU/Donor/Local Revenues	100000
Increased financing of local government investments plans	3.3 Increase financing for local government investment plans						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
GAPR reviewed to focus on the achievement of key national development results.	3.4 Review and reform the Government Annual Performance Report (GAPR) to focus on achievement of key national						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

	development results.								
Monitoring Report on LG implementation of NDPIII prepared.	3.5 Strengthen implementation, monitoring and reporting of local governments						City Clerk/Deputy Director	GoU/Donor/Local Revenues	200000
Strategy for NDP III implementation coordination developed.	3.5 Strengthen implementation, monitoring and reporting of local governments						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
NDPIII results and reporting framework for LGs.	3.5 Strengthen implementation, monitoring and reporting of local governments						City Clerk/Deputy Director	GoU/Donor/Local Revenues	200000
Facilitated Programme Secretariat with financial resources to be able facilitate the programme Working Groups to execute their roles as highlighted in the NDPIII programme guidelines	3.5 Strengthen implementation, monitoring and reporting of local governments						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
APEX Platform Operationalized.	4.1 Operationalize the High-Level Public Policy Management Executive Forum (Apex Platform)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Oversight Monitoring Reports of NDP III Programmes by the RDCs produced.	4.1 Operationalize the High-Level Public Policy Management						City Clerk/Deputy Director	GoU/Donor/Local Revenues	

	Executive Forum (Apex Platform)								
Manifesto Commitments and Implementation Monitored and Evaluated	4.1 Operationalize the High-Level Public Policy Management Executive Forum (Apex Platform)						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Expanded Terms of Reference (TORs) for Parliamentary Committees to include consideration of the NDP.	4.2 Expand the Terms of Reference for the Budget and National Economy Committees to include consideration of the NDP						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Strategy for NDP III implementation coordination developed.	4.3 Develop an effective communication strategy for NDPIII						City Clerk/Deputy Director	GoU/Donor/Local Revenues	200000
Timely and quality national development reports informing policy decisions	4.4 Develop integrated M&E framework and system for the NDP						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Operational Integrated NDP M&E system	4.4 Develop integrated M&E framework and system for the NDP						City Clerk/Deputy Director	GoU/Donor/Local Revenues	250000
Policy and programme evaluations conducted	4.4 Develop integrated M&E framework						City Clerk/Deputy Director	GoU/Donor/Local Revenues	1000000

	and system for the NDP								
Effective Programme Secretariat	4.4 Develop integrated M&E framework and system for the NDP						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
Oversight M&E framework produced.	4.4 Develop integrated M&E framework and system for the NDP						City Clerk/Deputy Director	GoU/Donor/Local Revenues	
National Public Risk Management system developed in line with international best practices	4.5 Develop and roll out of the National Public Risk Management system in line with international best practices						City Clerk/Deputy Director	GoU/Donor/Local Revenues	75000
Capacity built to conduct high quality and impact-driven performance Audits	4.6 Enhance staff capacity to conduct high quality and impact-driven performance audits across government						City Clerk/Deputy Director	GoU/Donor/Local Revenues	400000
Internal Audit Service delivery standards to increase efficiency and effectiveness defined	4.6 Enhance staff capacity to conduct high quality and impact-driven performance audits across government						City Clerk/Deputy Director	GoU/Donor/Local Revenues	720000

Internal Audit strategy developed and implemented	4.6 Enhance staff capacity to conduct high quality and impact-driven performance audits across government						City Clerk/Deputy Director	GoU/Donor/Local Revenues	600000
Audit committee manuals developed and updated.	4.6 Enhance staff capacity to conduct high quality and impact-driven performance audits across government						City Clerk/Deputy Director	GoU/Donor/Local Revenues	20000
Capacity built to conduct high quality and impact-driven performance Audits	4.6 Enhance staff capacity to conduct high quality and impact-driven performance audits across government						City Clerk/Deputy Director	GoU/Donor/Local Revenues	400000
A Green Growth Expenditure review report	4.7 Strengthen expenditure tracking, inspection and accountability on green growth						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000
Inspection reports on Green growth.	4.7 Strengthen expenditure tracking, inspection and accountability on green growth						City Clerk/Deputy Director	GoU/Donor/Local Revenues	50000

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## **ANNEX 3: PROJECT PROFILES**

### **PROJECT PROFILES**

#### **Lists of Projects**

##### **Agro Industrialization**

- Develop infrastructure and facilities for urban agricultural markets within the city
- Establish eco-friendly fully serviced agro-industrial parks/export processing zones to stimulate and expand agro-processing
- Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and capacities at in the city, divisions etc.
- Strengthen systems for management of pests, vectors and diseases: Develop and equip infrastructure and facilities for disease diagnosis and control;
- Develop solar-powered small-scale irrigation systems for small holder farmers outside conventional irrigation schemes

##### **Human Capital**

- Promoting conducive accommodation and learning environment in primary and secondary schools
- Promoting conducive living environment in health facilities
- Improving medical waste management in the city and health facilities
- Improving sanitation and hygiene in the city

##### **Urbanization**

- Address infrastructure in slums and undertake slum upgrading including operationalization of the Condominium Law in slums and cities
- Design and build inclusive housing units for government workers (civil
- Promote mass transport and non-motorized transit in city
- Increase urban resilience by mitigating against risks of accidents, fires, flood earthquake, landslides and lightning specifically focusing on: Strengthen effective early warning systems; Improve emergency responses.
- Establish and develop public open spaces
- Promote the production and use of sustainable housing materials and technologies
- Develop and implement an investment plan for adequate and affordable housing

## Manufacturing

- Construct 1 fully environmentally sustainable serviced industrial park
- Provision of strategic infrastructure in the existing industrial park

## Energy

- Promote uptake of alternative and efficient cooking technologies including rural areas (electric cooking, domestic and institutional biogas and LPG);
- Promote the use of energy efficient equipment for both industrial and residential consumers;

## Integrated Transport

- Lighting Lira City ((150 Units of Street Lights(10m) + Maintenance))
- Sustainable Road Equipment unit
- Improving and upgrading city roads from gravel to Bitumen standards
- Rehabilitate and maintain transport infrastructure (URF)
- Construct, upgrade climate proof strategic transport infrastructure (USMID, UNRA and Others)
  - Environment and Lands
- Production of New Physical Development Plan for 284km<sup>2</sup> 2020-2030
- Developing Land Bank (Acquiring Land for Industrial park and Airport development)
- Undertake a comprehensive inventory of Government land
- Promote land consolidation, titling and banking.
- Compensation of Encroachment of Anai Airport Land and other government lands
- City Identity (Beautification and installing City Identity at 5 Roundabouts)
- Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation
- Urban Greening and Beautification
- Designing and implementing City Drainage Masterplan
- Designing, implementing and maintenance of Green belts
- Improving garbage management in the city
- Gazetting and Mapping of Wet Land-for wetland inventories



- Provide government support for installation of recycling facilities for Polyethylene terephthalate (PET), High-Density Polyethylene (HDPE) Low-Density Polyethylene (LDPE) and Polypropylene (PP)
- Demarcate and gazette conserved and degraded wetlands;
- Institutionalize disaster risk planning in Programmes
- Develop wetland management plans to support gazetting and demarcation of existing wetlands;

#### Development Plan Implementation

- Review and update the NSI Framework in line with the NDP III, Agenda 2063 and SDGs
- Develop a platform to facilitate sharing of spatial data for planning (Spatial Data Infrastructure)
- Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production
- Implement electronic tax systems to improve compliance both at National and LG levels.
- Key Project Designs and Implementation

#### Digital Transformation

- Develop ICT centres of excellence and vocational institutions
- e-Citizens Portal enhanced (e-Services added onto the Portal)

Table 16: FRAMEWORK FOR PROJECT PROFILES

**Programme1: Agro-Industrialization**

**Annex 3: Template for project profile**

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Production and Marketing
Vote	858
Vote Function	Management of pests, vectors and diseases and developing and equipping infrastructures and facilities for disease diagnosis and control
Vote Function Code	04
Project Title	Strengthening systems for management of pests, vectors and diseases; Develop and equip infrastructures and facilities for disease diagnosis and control
Project Duration (Financial Years)	5 years
Estimated Project Cost	5.4 billion UGX
Officer Responsible	Veterinary officer, Town clerk, Engineer
Date of Submission	This should tally with the date of the letter submitting the profile to the PS/ST and PAP will in-turn capture this viz-a-viz the date of receipt at the MFPED registry and the date of registration into the Integrated Bank of Projects
<b>Section 1: Project Background</b>	
<b>1.1 Situation analysis</b>	
<p>Lira City lies in the midst of opportunities for development due to its central location to many Cities and sub regions. Livestock provides one of the best opportunities, given the ever increasing urban population providing high demand for livestock products for consumption. Currently, the sector has only three community cattle crushes located in Amuca, Ongura and Adekokwok parishes of Lira, Ngetta and Adekokwok respectively. A valley dam located at Te dam village in Ongura parish which needs desilting to provide water to livestock. The sector also has a functional diagnostic laboratory at production department. However, this laboratory can only handle a limited test due to lack of equipment, requiring more facilities to enable it</p>	

handle all diagnostic needs. The abattoir which is a critical facility in disease control is in a dilapidated state requiring a total demolition and construction of a modern facility that can match international standards as per the FAO guidelines, public health act 2000 (meat Rules), animal welfare (cruelty to animals) act and the animal disease (control) act. A fish fry centre situated in Anai is not fully functional. This should act as a learning centre to fish farmers, a source of fry and fingerlings and a disease control and research center.

## **1.2 Problem Statement**

Pests, vectors and diseases present the greatest challenge to livestock development in Uganda as a whole. This is compounded by the emergence of resistance to acaricides by ticks, antimicrobial resistance requiring constant research, trials and tests for effective control of vectors and effective treatment of diseases. This is made worse by new and emerging diseases which have become very common and developing a protocol for its treatment, prevention and control is a big challenge to the livestock sector. It's therefore very important that we prepare for these challenges in time to save our local and national herds.

### 1.3 Relevance of the Project Idea

In line with sector strategic objectives one (*Increase agricultural production and productivity of high value enterprises e.g. poultry, fisheries and dairy*) and three (*increase market access and competitiveness of agricultural products in domestic and international markets*) and in line with the national development objectives number one (*enhancing value addition in key growth opportunities*) and three (*consolidate and increase the stock and quality of productive infrastructures*) and number four (*enhance the productivity and social wellbeing of the population*).

Therefore, by planning to have a modern abattoir constructed (meat processing facility), the value of livestock is improved and this presents job opportunities to many Ugandans right from the farm to the butchery where the products are sold. The quality of meat slaughtered in a modern abattoir will meet the international standards and present opportunities for export, increasing the foreign exchange. Modern disease diagnostic facilities help in maintaining high quality of animals produced at farm level which eventually get to the markets. Its therefore very important that diseases and vectors are controlled properly. This requires a functional diagnostic laboratory fully equipped to handle the challenges.

#### 1. Stakeholders

Key beneficiaries of this intervention directly includes;

- ✓ The city authority will collect more revenue from the slaughter facility since more animals will be slaughtered in the facility serving the entire region.
- ✓ The butchers and hide and skin dealers will make more money from the sale of clean uncontaminated meat which will have better storage. The hides and skins will have less damages therefore fetch more money from the sales of first class hides and skins.
- ✓ Indirectly the general public will consume clean uncontaminated meat arising from a clean hygienic slaughter facility
- ✓ Farmers will fetch more money from the sale of livestock as a result of increased consumption arising from trust in the quality of meat and meat products.

## Section 2: Project Framework

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

### 2.1 Project Goal

Develop and equip infrastructures and facilities for disease diagnosis and control

## **2.2 Project Outcomes**

- ✓ The city authority will collect more revenue from the slaughter facility since more animals will be slaughtered in the facility serving the entire region.
- ✓ The butchers and hide and skin dealers will make more money from the sale of clean uncontaminated meat which will have better storage. The hides and skins will have less damages therefore fetch more money from the sales of first class hides and skins.
- ✓ Indirectly the general public will consume clean uncontaminated meat arising from a clean hygienic slaughter facility

## **2.3 Proposed Project Interventions**

A modern abattoir constructed and equipped with all the required facilities.

A diagnostic laboratory equipped with the diagnostic tools and equipment.

Cattle crushes maintained and three more constructed.

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## 2.4 Project Activities

- Construction of a modern abattoir
- Carrying inception meetings with local leaders; The indicator is Number of meetings held and the information on this indicator will be obtained through reports, signed consent documents, minutes
- Sensitization of stakeholders
- Securing consent documents
- Procuring land/ compensation of land owners
- Planning and designing of the abattoir
- Procurement of a service provider
- Completion of construction
- Maintaining of abattoir
- Monitoring and evaluation

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project.

This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator to be supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2			Year n
Output 1: Land acquired and surveyed	440,000,000=	4,000,000,000=	20,000,000=	20,000,000=	20,000,000=
<b>Activity 1:</b> Identification of abattoir site	20,000,000=				
<b>Activity 2:</b> Inception meetings with local leaders	5,000,000=				
<b>Activity 3:</b> Sensitization of stakeholders	15,000,000=				
<b>Activity 4:</b> Procuring land/compensation of land owners	200,000,000=				
<b>Activity 5:</b> Planning and designing modern abattoir	200,000,000=				
<b>Activity 6:</b> construction of a modern abattoir		4,000,000,000=			
Activity 7: monitoring and evaluation			20,000,000=	20,000,000=	20,000,000=
Output 2					
Activity 1					
Activity ...					
Activity n					
Output n	4.3:				
Activity 1					
Activity...					
Activity n					
Total Cost	4.4:				
	4.5: and developing market plots 4.8: Maintaining of markets 4.9: Monitoring and evaluation				

#### **Section 4: Attachments**

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

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Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal: Enhancing value addition in Key Growth Opportunities	<ul style="list-style-type: none"> <li>• Abattoir constructed</li> <li>• Number of animals being processed</li> <li>• Proportion of local revenues generated</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Minutes for various meetings</li> <li>• Inspection reports</li> </ul>	1 slaughterhouse	1 modern abattoir	<ul style="list-style-type: none"> <li>• Availability of funding</li> <li>• Community support</li> <li>• Land will be availed by city authority</li> <li>• Political will</li> <li>• Favorable government policies</li> </ul>
2.Outcomes 2.1: Increased meat hygiene and revenue to the city authority 2.2 2.3 ...	<ul style="list-style-type: none"> <li>• Proportion of household with improved incomes</li> <li>• % age increase in revenue collections</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Progress reports</li> <li>• Minutes of meetings</li> <li>• Testimonies</li> </ul>	1 slaughterhouse	1 abattoir	<ul style="list-style-type: none"> <li>• Availability of funding</li> <li>• Community support</li> <li>• Political will</li> <li>• Availability of peace and security</li> <li>• Favorable government policies</li> </ul>
3.Outputs 3.1 Land acquired and surveyed 3.2: abattoir designed and developed 3.3: 3.4: Sanitary facilities constructed and improved 3.5: Road networks constructed and improved	<ul style="list-style-type: none"> <li>• Number of acres of land acquired and titled</li> <li>• Number of abattoir designed and developed</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Progress reports</li> <li>• Minutes of meetings</li> <li>• Testimonies</li> <li>• Project documents</li> </ul>	1 slaughterhouse	1 modern abattoir	<ul style="list-style-type: none"> <li>• Availability of funding</li> <li>• Community support</li> <li>• Political will</li> <li>• Availability of peace and security</li> <li>• Favorable government policies</li> </ul>
4.Activities 4.1: Identification of abattoir site 4.2: Inception meetings with local leaders 4.3: Sensitization of stakeholders 4.4: Procuring land/compensation of land owners	<ul style="list-style-type: none"> <li>• Abattoir site identified</li> <li>• Number of</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Progress reports</li> <li>• Minutes of meetings</li> </ul>			

4.5: Planning and designing markets  
4.6: Gazetting of markets  
4.7: Allocating and developing market plots  
4.8: Maintaining of markets  
4.9: Monitoring and evaluation

- meetings held
- Sensitization sessions conducted
  - Proportion of land procured/ number of landowners compensated
  - abattoir planned and designed
  - Monitoring and evaluation sessions conducted

- Testimonies
- Project documents

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### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Production and Marketing
Vote	858
Vote Function	Market viability and Competitiveness
Vote Function Code	04
Project Title	Strengthening markets viability and competitiveness
Project Duration (Financial Years)	5 years
Estimated Project Cost	4,500,000,000
Officer Responsible	Commercial officer, Planner, Agric officers, Town clerk, Engineer, Physical planner, surveyor, etc.
Date of Submission	This should tally with the date of the letter submitting the profile to the PS/ST and PAP will in-turn capture this viz-a-viz the date of receipt at the MFPED registry and the date of registration into the Integrated Bank of Projects
<b>Section 1: Project Background</b>	
<p><b>1.1 Situation analysis</b></p> <p>Provide a background to the project idea or the problem your project will focus on by; (i) describing the current situation including past and on-going interventions, recent developments in the area of interest, achievements and challenges if any. Quote official statistics to support your narrative. (ii) Explaining projected trends using published forecasts</p>	
<p><b>1.2 Problem Statement</b></p> <p>Provide an explicit definition of the problem to be addressed in terms of challenges, constraints or gaps that the market or private sector cannot resolve and:</p> <ol style="list-style-type: none"> <li>i. Mention the likely causes of the problem both direct and indirect and</li> <li>ii. Give a brief insight of the likely consequences if no government intervention is</li> </ol>	

made.
<p><b>1.3 Relevance of the Project Idea</b></p> <p>Justify the need for the proposed project by: (i) linking the project to the NDP through a description the national development objective(s) that the proposed project is expected to contribute to; (ii) Linking the proposed project to sector strategic objectives by describing the sector outcomes that the project is expected to impact on</p>
<p><b>1. Stakeholders</b></p> <p>Identify the key stakeholders that are likely to be affected by the interventions including: (i) Direct Beneficiaries (ii) Indirect Beneficiaries (iii) Project Affected Persons. Give a brief description of the likely impact of the project on the stakeholders</p>
<p><b>Section 2: Project Framework</b></p>
<p>This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.</p>
<p><b>2.1 Project Goal</b></p> <p>Describe the project goal. This should be in relation to the development objective that the project is designed to contribute to. Identify an indicator that will be used to measure success of the project against the goal and briefly explain how information on this indicator shall be obtained.</p>
<p><b>2.2 Project Outcomes</b></p> <p>Define the project outcomes to include the effects that will follow from the utilization of products or services delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people will be able to do better, faster, or more efficiently, or what they could never do before. For each project outcome identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained.</p>
<p><b>2.3 Proposed Project Interventions</b></p> <p>The project is expected to deliver the following direct results; acres of land purchased; the project expects to purchase a total of 50 acres of land within the 5 years with 10 acres of land purchased and titled each year, stances of toilets constructed, road networks constructed and improved, slaughtering slabs, and water facilities constructed/ established as well as electricity power connected and constructed cattle holding grounds within markets.</p> <p>The project is anchored on the following outputs; acres of land acquired and titled; under this output the indicator shall be number of acres of land acquired and titled. Markets gazzetted, designed and developed is another</p> <p>For each project output identified, you will be required to define at least one indicator that will</p>

be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources.

## **2.4 Project Activities**

- Identification of markets; the indicator for this activity shall be number of markets identified. The information on this indicator shall be obtained through progress reports, minutes of meetings, testimonies, monitoring reports and consent documents signed among others. The project stakeholders including the Commercial officer, surveyors, engineers, the physical planner, environment officer, beneficiaries among others will be engaged in the collection of information relating to the activities and indicators
- Carrying inception meetings with local leaders; the indicator is Number of meetings held and the information on this indicator will be obtained through reports, signed consent documents, minutes. The stakeholders will collect corresponding information regarding the activities and indicators
- Sensitization of stakeholders: sensitization sessions conducted will constitute the indicator for this activity. This indicator will be generated through minutes, progress reports, monitoring reports and testimonies. Details of the activities and indicators shall be obtained by the project stakeholders
- Securing consent documents:
- Procuring land/ compensation of land owners; land procured/ land owners compensated is the indicator.
- Planning and designing of markets
- Gazetting of markets
- Allocating and developing of market plots
- Maintaining of markets
- Monitoring and evaluation

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

## **2.5 Results Matrix**

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project.

This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

### **Section 3: Estimated Project Cost and Activity Plan**

#### **3.1 Project Cost**

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

### **Section 4: Attachments**

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.  
In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
<b>1.Goal: Enhancing value addition in Key Growth Opportunities</b>	<ul style="list-style-type: none"> <li>• Number of markets opened</li> <li>• Number of people accessing markets</li> <li>• Proportion of local revenues generated</li> <li>• Number of households with increased incomes</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Minutes for various meetings</li> <li>• Consent forms and land agreements</li> <li>• Payment vouchers and receipts</li> </ul>	23 markets	34 markets	<ul style="list-style-type: none"> <li>• Availability of funding</li> <li>• Community support</li> <li>• Land will be availed by community members</li> <li>• Political will</li> <li>• Favorable government policies</li> </ul>
<b>2.Outcomes</b> 2.1: Increased Local revenue and Household incomes 2.2 2.3 ...	<ul style="list-style-type: none"> <li>• Proportion of household with improved incomes</li> <li>• % wage increase in revenue collections</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Progress reports</li> <li>• Minutes of meetings</li> <li>• Testimonies</li> </ul>	23 markets	34 markets	<ul style="list-style-type: none"> <li>• Availability of funding</li> <li>• Community support</li> <li>• Political will</li> <li>• Availability of peace and security</li> <li>• Favorable government policies</li> </ul>
<b>3.Outputs</b> 3.1 Land acquired and titled 3.2: Markets gazetted, designed and developed 3.3: Markets plots allocated and developed 3.4: Sanitary facilities constructed and improved 3.5: Road networks constructed and improved	<ul style="list-style-type: none"> <li>• Number of acres of land acquired and titled</li> <li>• Number of markets gazetted and developed</li> <li>• Number of market plots allocated</li> <li>• Number of lockups and stalls developed and improved</li> <li>• Number of markets with functional</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Progress reports</li> <li>• Minutes of meetings</li> <li>• Testimonies</li> <li>• Project documents</li> <li>• Payment vouchers and receipts</li> </ul>	23 markets	34 markets	<ul style="list-style-type: none"> <li>• Availability of funding</li> <li>• Community support</li> <li>• Political will</li> <li>• Availability of peace and security</li> <li>• Favorable government policies</li> </ul>



	<ul style="list-style-type: none"> <li>toilets</li> <li>• Number of markets with basic facilities like slaughtering slab, rubbish pits, holding grounds, water, electricity and roads</li> </ul>			
<p>4.Activities</p> <p>4.1: Identification of markets</p> <p>4.2: Inception meetings with local leaders</p> <p>4.3: Sensitization of stakeholders</p> <p>4.4: Procuring land/compensation of land owners</p> <p>4.5: Planning and designing markets</p> <p>4.6: Gazetting of markets</p> <p>4.7: Allocating and developing market plots</p> <p>4.8: Maintaining of markets</p> <p>4.9: Monitoring and evaluation</p>	<ul style="list-style-type: none"> <li>• Number of markets identified</li> <li>• Number of meetings held</li> <li>• Sensitization sessions conducted</li> <li>• Proportion of land procured/number of landowners compensated</li> <li>• Number of markets planned and designed</li> <li>• Number of markets gazetted</li> <li>• Number of market plots allocated and developed</li> <li>• Number of markets maintained</li> <li>• Monitoring and</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Progress reports</li> <li>• Minutes of meetings</li> <li>• Testimonies</li> <li>• Project documents</li> <li>• Payment vouchers and receipts</li> </ul>		

	evaluation sessions conducted				
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	Year 1	Year 2			Year n
<b>Output 1:</b> Land acquired and surveyed <b>Activity 1:</b> Identification of markets <b>Activity 2:</b> Inception meetings with local leaders <b>Activity 3:</b> Sensitization of stakeholders <b>Activity 4:</b> Procuring land/compensation of land owners <b>Activity 5:</b> Planning and designing markets  <b>Activity 6:</b> Gazetting of markets	10 acres of land	10 acres of land	10 acres of land	10 acres of land	10 acres of land
Output 2 Activity 1 Activity ... Activity n					
Output n Activity 1 Activity. Activity n	4.3:				
<b>Total Cost</b>	4.4:				
	4.5: and developing market plots 4.8: Maintaining of markets 4.9: Monitoring and evaluation				

## Post-Harvest Handling Project

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
<b>1.Goal: Enhance value addition in Key Growth Opportunities</b>	<ul style="list-style-type: none"> <li>Number of warehouses established</li> <li>Number of cold rooms established.</li> <li>Number of solar driers established</li> <li>Number of industrial agro-processing machineries installed</li> <li>Number of solar energy installed</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> <li>Minutes</li> <li>Payment vouchers and receipts</li> <li>Photographs</li> <li>Legal documents (agreements and contracts)</li> <li>Physical inspection</li> </ul>	06000000	15 warehouses 12 cold houses 50 solar driers 50 agro processing Machines 34 locations	<ul style="list-style-type: none"> <li>Conducive political will</li> <li>Community support</li> <li>Adequate funding</li> <li>Favorable government policy</li> <li>Attractive Public Private partnership</li> </ul>
<b>2.Outcomes: Reduced post-harvest losses</b>	<ul style="list-style-type: none"> <li>Number of households with access to and use of quality agric products</li> <li>Number of farmers with increased incomes</li> <li>Proportion of agric products with increased preservation duration</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> <li>Minutes</li> <li>Payment vouchers and receipts</li> <li>Photographs</li> <li>Legal documents (agreements and contracts)</li> <li>Physical inspection</li> </ul>			<ul style="list-style-type: none"> <li>Conducive political will</li> <li>Community support</li> <li>Adequate funding</li> <li>Favorable government policy</li> <li>Attractive Public Private partnership</li> </ul>
<b>3.Outputs:</b> 3.1: Warehouses established 3.2: Cold rooms established in markets 3.3: Agro industrial infrastructures established (e.g. mills, animal feeds processors) 3.4: Solar driers established 3.5: Solar energy for power installed	<ul style="list-style-type: none"> <li>Number of warehouses established</li> <li>Number of cold rooms established</li> <li>Number of solar driers established</li> <li>Number of agro industrial infrastructure established</li> <li>Number of solar energy</li> </ul>	<ul style="list-style-type: none"> <li>Reports</li> <li>Minutes</li> <li>Payment vouchers and receipts</li> <li>Photographs</li> <li>Legal documents (agreements and contracts)</li> <li>Physical inspection</li> </ul>	06000000	15 warehouses 12 cold houses 50 solar driers 50 agro processing Machines	<ul style="list-style-type: none"> <li>Conducive political will</li> <li>Community support</li> <li>Adequate funding</li> <li>Favorable government policy</li> <li>Attractive Public Private partnership</li> </ul>

	facilities installed		00	34 locations	
<b>4.Activities:</b> 4.1: Establishing warehouses for storage facilities 4.2: Establishing cold rooms in markets 4.3: Setting up solar driers 4.4: Establishing agro industrial infrastructure 4.5: Installing solar energy for power for markets and warehouses	<ul style="list-style-type: none"> <li>• Number of warehouses established</li> <li>• Number of cold rooms established</li> <li>• Number of solar driers established</li> <li>• Number of agro industrial infrastructures established</li> <li>• Number of solar energy facilities set up</li> </ul>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Minutes</li> <li>• Payment vouchers and receipts</li> <li>• Photographs</li> <li>• Legal documents (agreements and contracts)</li> <li>• Physical inspection</li> </ul>	06 00 00 00	15 warehouses 12 cold houses 50 solar driers 50 agro processing Machines	<ul style="list-style-type: none"> <li>• Conducive political will</li> <li>• Community support</li> <li>• Adequate funding</li> <li>• Favorable government policy</li> <li>• Attractive Public Private partnership</li> </ul>

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### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Manufacturing
Vote	Trade Industry and Investment
Vote Function	Commercial Services
Vote Function Code	12
Project Title	<b>Construct 1 fully environmentally sustainable serviced industrial park</b>
Project Duration (Financial Years)	5 years (2020/21-2014/05)
Estimated Project Cost	200 Billion
Officer Responsible	City TII Sector Manager, MTIC, UIA, NPA, MoFPED, Private Sector
Date of Submission	16 <sup>th</sup> October, 2020

#### **Section 1: Project Background**

##### **1.1 Situation analysis**

Being an Industrial City, an industrial park at Lira City offers a great opportunity for Lira City to embark on its long-term aspiration of transitioning into a modern industrial city. An Industrial Park presents an avenue for promoting inclusive and equitable growth. Lira City is the third largest industries in Uganda which provides an opportunity to add value to agricultural raw materials in order to promote export expansion of high value products and another opportunity for cereals import substitution.

Industries in the city provide employment opportunities to Lango sub region and increases household incomes. The backward and forward linkages between agriculture and agro-industries will necessitate that Lira City sustainably transform agro-value chains to ensure sufficient supply for domestic industries to undertake transformative sustainable

manufacturing while creating employment and increasing household incomes to the people of Lango sub region

Trade, industries and Investment sector links directly to the aspiration of Agenda 2030 (SDG2, and 9), to end hunger, achieve food security, improve nutrition and promote sustainable agriculture as well as promoting inclusive and sustainable industrialization and foster innovation. The sector also seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all in line with SDG 8. Similarly, it addresses Agenda 2063 (Goal5) aspiration to have modern agriculture for increased production and productivity and the EAC Vision 2050 to promote value addition through agro-processing. The AfCFTA aims to create a single market for goods and services facilitated by movement of persons in order to deepen the economic integration of the African continent. This is a deliberate effort of Lira City to exploit its agro-industrialization agenda in order to feed the global value chain as it is intended to fit within the Uganda Vision 2040's emphasis on the establishment of economic lifeline industries including agro-based industries to drive agriculture productivity.

## **1.2 Problem Statement**

Despite growth in small scale industries in Lira City, however, high cost of doing business, limited production and organizational capacity, absence of a strong supporting environment, weak enforcement of standards and the proliferation of counterfeits in the market, inadequate knowledge and skills along the agro-industry value chain and poor coordination and inefficient institutions and inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas the industrial sector yet weak and uncompetitive to sustainably drive growth. Proposed Aler Industrial Park Land is heavy encroached, lacks basic infrastructures such as roads, power, water, waste dumping sites, etc



<p><b>1.3 Relevance of the Project Idea</b></p> <p>This project will contribute to strengthening Private Sector capacity to drive growth and create jobs, seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all in line with SDG 8, fits within the Uganda Vision 2040’s emphasis on the establishment of economic lifeline industries to drive growth of the local economy and it’s within the African Continental Free Trade Area development strategy to create a single market for goods and services facilitated by movement of persons in order to deepen the economic integration of the African continent and aspiration of Agenda 2030 to promote inclusive and sustainable industrialization and foster innovation (SDG 9) and promote full and productive employment and decent work for all (SGD 8) and aspiration 1 of Agenda 2063 aims at transforming Africa’s economies through beneficiation from Africa’s natural resources, manufacturing, industrialization and value addition and EAC Vision 2050 of leveraging industrialization for structural transformation and improved intra-regional and global trade.</p>
<p><b>1. Stakeholders</b></p> <p>Direct Beneficiaries will be investors, youth and unemployed citizens for jobs at the industries; local government for potential revenue enhancement; Indirect Beneficiaries being household members and community for improved household incomes and livelihoods while the Project Affected Persons will be neighboring families utilizing the land and those whose properties will be affected by the project who will need relocations and compensation</p>
<p><b>Section 2: Project Framework</b></p>
<p>This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.</p>
<p><b>2.1 Project Goal</b></p> <p>Strengthen Private Sector capacity to drive growth and create jobs.</p>
<p><b>2.2 Project Outcomes</b></p> <p>Industrial parks established</p>

### **2.3 Proposed Project Interventions**

Industrial Park Gazetted, demarcated, planned and plotted Road, water, electricity and ICT infrastructure built.

### **2.4 Project Activities**

Gazetting, planning, demarcating the boundaries and plotting Industrial Parks; construction of roads, electricity, water, sewage, waste and ICT networks within the Industrial Parks

### **2.5 Results Matrix**

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal					
2.Outcomes 2.1 industrial parks gazetted 2.2 Industrial Parks Demarcated 2.3Industrial Parks Fenced 2.4 Industrial Parks planned and plotted 2.5 Roads, electricity and water infrastructures constructed at Industrial Parks ...	Number of industrial, parks gazette Number of plots planned and demarcated Length of perimeter fence constructed Number and length of roads, electricity, water and ICT networks constructed	Minutes of meetings Physical and architectural design plans Meters of fence Kilometers of roads, electricity, water, ICT connections	Nil 0 0 0	5 1	Cooperation from the community, support from Presidential Initiative for Youth Skilling
3.Outputs 3.1 3.2 3.3 ...					
4.Activities 4.1Gazetting Aler Industrial Park Land 4.2 Demarcation of Aler Industrial Park Land 4.3fencing Aler Industrial Park Land 4.4planning and plotting Aler Industrial Park Land 4.4 construction of economic infrastructures (roads, water, waste, etc. ) facilities wiring Aler INsss					

**Section 3: Estimated Project Cost and Activity Plan**

**3.1 Project Cost**

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

**Section 4: Attachments**

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**Annex 3: Template for project profile**

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Environment and Natural Resources
Vote	858
Vote Function	Natural Resource Management
Vote Function Code	08
Project Title	<b>Promoting land consolidation, surveying, titling and banking.</b>
Project Duration (Financial Years)	2020/21-2024/25
Estimated Project Cost	87,500(USD)
Officer Responsible	Preferably give the contact office in the MDA that is well versed with the history and developments of the project. This is intended to ease flow of information and allow for quick and reliable inquiries as need may arise.
Date of Submission	This should tally with the date of the letter submitting the profile to the PS/ST and PAP will in-turn capture this viz-a-viz the date of receipt at the MFPED registry and the date of registration into the Integrated Bank of Projects
<b>Section 1: Project Background</b>	
<p><b>1.1 Situation analysis</b></p> <p>Land is one of the major factor that either propels way for development or affects development. It is one of the major factors to consider in development .due to the land tenure systems in Uganda where land is owned by the individuals, there is a lot of land fragmentation thereby calling for land consolidation to propel way for massive investments and proper development partner by amalgamating the small piece of land in to bidder potions.</p> <p>Most of the land in our cities are not surveyed and titled there by giving no evidence of ownership of our land. We a systematic Banking of all the tittles for our pieces of land that is owned by the city to open doors for developments since no can take place without land and a clear ownership. This will also reduce on encroachment on government land</p>	

- **Problem Statement**

With the current land tenure system in Uganda where land is owned by the citizens, most of the land are fragmented into smaller units and in case of acquisition of pieces of land for big projects for example; manufacturing, there is need for land consolidation to fit the projects thereby calling for need for land consolidation.

Since land is one of the most vital factor in development of our cities, Almost 80% of land in Uganda have not been surveyed thereby slowing the process of implementation of most government and private programs. This calls for the need to acquire land tittles of most of the government and private owned pieces of land to stir a faster development since the tittles clearly shows the ownership of land and thereby an easy way of banking the pieces of land.

While government entities have anonymous acreage of land, a lot of it is not surveyed, this calls for need to acquire land tittles for owner schools, institutions, health centers and open spaces to reduce on land disputes and land grabbing.

With the current change of our status from a municipal council into a city, our working area has tremendously increased from 36sqmeters to 284sqmeters and therefore this calls for advancement of the current survey equipment's to meet the growing need of survey thus need to acquire an advanced machine which can do more work in a lesser period of time called an RTK.

<p><b>1.2 Relevance of the Project Idea</b></p> <p>It is imperative to Promoting land consolidation, surveying, titling and banking to regulate the use of land in the interest of the public. The following are the specific needs for the project idea;</p> <p>To provide effective management of the urban development and city expansion process.</p> <p>To reduce on boundary conflicts.</p> <p>There is clear ownership of land.</p> <p>To ensure that there is a functional relationship between land uses. For example there should be an access to the hotels to service tourist attraction areas. It is also important that residential neighborhoods serviced with nursery schools, primary schools, and health care facilities, among others with access to all the services.</p> <p>To ensure economic viability of the land</p> <p>To ensure structured and manageable urban and regional growth through controlled sprawl</p> <p>To facilitate the provision of planned public services which help communities to prosper, and make them an attractive place to live, which in turn raises property values.</p> <p>To modernize tenure arrangements through consolidation of land.</p>	
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<p><b>1. Stakeholders</b></p> <p>The communities are going to be the direct beneficiaries in the project in that;</p> <ul style="list-style-type: none"> <li>• There will be an organized setup of our cities thereby promoting urbanization.</li> <li>• Urbanization will lead to creation of jobs for the citizens in the factories, etc.</li> <li>• Enough space for expansion of ongoing project and also set up of mushrooming projects by the government since there will be secured pieces of land with titles.</li> <li>• Boundary issues will be reduced since most land will be surveyed.</li> </ul> <p>In the process of land consolidation, some community members will be relocated and this call for compensation of the affected persons.</p>	
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<b>Section 2: Project Framework</b>	
This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.	
<b>2.1 Project Goal</b>	
Enhance value addition in Key Growth Opportunities	
<b>2.2 Project Outcomes</b>	
<ul style="list-style-type: none"> <li>• Land titles processed.</li> <li>• Modernized land tenure</li> <li>• Clear land ownership</li> <li>• Reduced land conflicts</li> </ul>	
<b>2.3 Proposed Project Interventions</b>	
<p>Survey equipment's purchase.</p> <p>Training on the new equipment's.</p> <p>Effective management of the urban development and city expansion process.</p> <p>Functional relationship between land uses</p> <p>Economic viability of the land.</p> <p>Reduced boundary conflict and land grabbing for owner schools, institutions, open spaces.</p> <p>Structured and manageable urban and regional growth through controlled sprawl</p> <p>Provision of planned public services.</p>	



## **2.4 Project Activities**

Mobilization and sensitization.

- Community meetings
- Stake holders meetings.

Cadastral surveys and mapping.

- Reconnaissance of work to be done.
- Carrying out land surveys and mapping of schools, institutions, markets, and open spaces.
- Deed plan processing.
- Tittle processing.

Social economic census.

- Assessing the impacts of each activity to the community before carrying it out in cases of relocation.

Valuation.

- In cases of land for relocation of inhabitants for land consolidation.

Institutional stakeholders consultation

- Involving stakeholders in community matters for development in conformity of the requirement of the community

Documentation.

- Developing a land bank.

## **2.5 Results Matrix**

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal Enhance value addition in Key Growth Opportunities					
2.Outcomes 2.1. Land titles processed.	Number of land titles processed	Survey reports. Records from regional zonal offices	30%	50%	Institutional land, schools, health centers and open spaces will be surveyed and titled.
2.2.Modernized land tenure	Acreage of land secured	Records of land acquired to be amalgamated	500acres	700acres	Community will accept to relocate and leave land for preplanning.
2.3.Clear land ownership	Number of registered land owners	Records of land ownership Availability of data banks. Records from regional zonal offices	30%	50%	Community will know who owns a particular parcel of land
2.4.Reduced land conflicts	Number of boundary opening carried out.	Availability of boundary opening reports.	40%	60%	This will reduce on encroachment on government land

<p>3.Outputs</p> <p>3.1 Titling.</p> <p>3.2. Survey equipment's purchased</p> <p>3.3 Land bank.</p>	<p>Number of Land surveys carried out. Number of Deed plans processed. Number of Tittles processed.</p> <p>Number of survey equipment's purchased</p> <p>Number of land owners contained in the land bank.</p>	<p>Availability of Survey Reports. Records from regional zonal offices.</p> <p>Availability of records of the equipment's.</p> <p>Availability of record books</p>	<p>50 pieces of land titled</p> <p>1 full set of an RTK</p> <p>80%</p>	<p>70 pieces of land titled</p> <p>1 full set of an RTK</p> <p>90%</p>	<p>Institutional land, schools, health centers and open spaces will be surveyed and titled.</p> <p>More work will be done in a shorter time frame.</p> <p>There will be a land bank with clear information of each land ownership</p>
<p>4.Activities</p> <p>4.1. Mobilization and sensitization.</p> <p>4.2 .Cadastral surveys and mapping</p> <p>4.3 Documentation.</p>	<p>Number of Community meetings Number of Stake holders meetings</p> <p>Number of land surveys and mapping carried out. Number of Deed plans processing. Number of titles processed</p> <p>Number of land owners contained in the land bank.</p>	<p>Availability of attendance lists and minutes of meetings.</p> <p>Availability of survey reports Records from regional zonal offices</p> <p>Record books</p>	<p>40% of meetings carried out</p> <p>30%</p> <p>80%</p>	<p>50% of meetings carried out</p> <p>50%</p> <p>90%</p>	<p>There will be community and stakeholders meetings before any activity is carried out.</p> <p>Institutional land, schools, health centers and open spaces will be surveyed and titled.</p> <p>There will be a land bank with clear information of each land ownership</p>

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<b>Section 3: Estimated Project Cost and Activity Plan</b>					
<b>3.1 Project Cost</b>					
Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.					
	Year1(USD)	Year 2(USD)	Year 3(USD)	Year 4(USD)	Year 5(USD)
Output 1 Titling. Activity 1 Purchase and training on an RTK machine	15,000				
Output 2 Activity 1 Mobilization and sensitization.	2,500	2,500	2,500	2,500	2,500
Activity 2 Surveying and mapping	3,500	3,500	3,500	3,500	3,500
Activity 3 Deed plan process	3,500	3,500	3,500	3,500	3,500
Activity 4 Tittle processing	3,500	3,500	3,500	3,500	3,500
Output 3 Activity 1 Land bank	1,500	1,500	1,500	1,500	1,500

Total	29,500	14,500	14,500	14,500	14,500

**Section 4: Attachments**

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at PAP@finance.go.ug

**Annex 3: Template for project profile**

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Environment and Natural Resources
Vote	858
Vote Function	Natural Resource Management
Vote Function Code	08
Project Title	<b>Compensation of Encroachment of Anai Airport Land and other government lands</b>

Project Duration (Financial Years)	2020/21-2024/25
Estimated Project Cost	300,000(USD)
Officer Responsible	Preferably give the contact office in the MDA that is well versed with the history and developments of the project. This is intended to ease flow of information and allow for quick and reliable inquiries as need may arise.
Date of Submission	This should tally with the date of the letter submitting the profile to the PS/ST and PAP will in-turn capture this viz-a-viz the date of receipt at the MFPED registry and the date of registration into the Integrated Bank of Projects

### Section 1: Project Background

#### 1.3 Situation analysis

Anai airfield was proposed in 1968 by the Government of the Republic of Uganda to be an Airfield serving Northern Uganda and country at large.

At that time, some people had settled on the land and their descendants remained and have continued to cultivate the land to date.

Currently there are 114 claimants from four villages of Baropok, Anai Pida, Opio Onyoro, and Anai Agali who have cultivated 309 acres approximately 125 hectares of the airfield land.

Government of Uganda had proposed to resettle and compensate these people in order to pave way for the development of the proposed airport.

Throughout Ugandan history, the question of land ownership, rights and interests in land has always been a socio-economically sensitive issue. The strong citizenry attachment to their land stems from the fact that for many Ugandans, land is always and in some cases the only, source of livelihood.

The existing approach to compensation assessment to people affected by compulsory acquisition of land for government development projects has come under scrutiny by both the project affected persons and the international development finance institutions. There are existing compensation guidelines but due to the dynamics in real property market there has been need to develop and come up with a comprehensive guidelines that will address all concerns of the assessors/ valuation practitioner, project affected persons and other stakeholders. Which guidelines should be in conformity with the constitution of Uganda and other subordinate laws.

- **Problem Statement**

The government of Uganda, like many other governments in developing countries has continued to grapple with the challenge of land acquisition for industrial and infrastructure development. The issue of compensation of persons affected and/or displaced to pave way for government's infrastructure and investment projects is said to be making the cost of these projects prohibitively high. This results in project delays in cases where an affected person rejects compensation and resorts to court.

The current Lira Airfield in Railways Division in Lira Municipality, Lira District is heavily encroached and is not quite safe for landing and the most reliable plan would be to relocate the airfield to Anai proposed airfield.

With the high level of industrial development, there is need for space for the development of the industrial parks thus Aler proposed with approximate size of 700acres. This is important since industrialization is regarded essential for rapid development of our economy. If spaces are not acquired for the industrial parks, development will override the existing parks and impose environmental pressure to the available land.

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<p><b>1.4 Relevance of the Project Idea</b>  Improved livelihood and standards of living.  Employment opportunities for the locals.  Improved infrastructure</p>	

<p><b>2. Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Shared project benefits.</li> <li>• Improvement in the infrasture for the citizens</li> <li>• Social economic services are brought closer to people like hospitals, schools</li> </ul>	
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<b>Section 2: Project Framework</b>	
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<p>This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.</p>	
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<p><b>2.1 Project Goal</b></p> <p>Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation</p>	
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<p><b>2.2 Project Outcomes</b></p> <ul style="list-style-type: none"> <li>• Sustainable rise in standards of living.</li> <li>• Restoring and improving livelihoods. There is improved livelihood through creation of employment opportunities.</li> <li>• Reduced poverty level.</li> <li>• High scale production of goods leading to lower prices.</li> <li>• New modes of transport making rapid import and export possible.</li> <li>• Government will receive revenue.</li> </ul>	
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### 2.3 Proposed Project Interventions

- Infrastructure developed.
- Government will receive revenue.
- Employment opportunities to the community around.
- Improved standards of living.

### 2.4 Project Activities

- **Planning.** An impact assessment should evaluate the environment, social and economic impacts of the project.  
The strategy for planning and implementing the project should be participatory, involving affected owners, occupants and stake holders
- **Publication and notice.** To be served to all affected persons, in newspapers, orally in meetings, over the radio and through other ways.  
Comprehensive map of the land to be acquire to be displayed.  
Clear explanation of procedures and timing.
- **Public hearing.** Affected persons and occupants to be given an opportunity to hearing and to have their concerns acknowledged by the acquiring officer.
- **Valuation and compensation.** People to be compensated in such a way that they are no worse off than they were before.  
Regulations to be specific enough to provide clear valuation guidelines.  
In cases of market value forming basis of compensation, laws to clearly state how market value will be assessed and determined.  
People to receive a full payment of the agreed upon compensation sun in a timely manner.
- **Possession of the land by government.** People to be given reasonable time to vacate while respecting the need to keep to the project schedule.
- **Opportunities for appeal.** People to have prompt, unrestricted right to appeal to an independent body, including for the delay of payment without good cause.

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
<b>1.Goal Consolidate &amp; increase stock and quality of Productive Infrastructure</b>					
<b>2.Outcomes</b> <b>2.1. Infrastructure development.</b>	Kilometers of roads worked upon	Availability of roads tarmacked	5km	8km	Funds availability  Community will allow the road to pass through their land
<b>2.2. Improved livelihood.</b>	Number of employment opportunities created	Availability of employment opportunities	50%	80%	Community will take-up available employment opportunities
<b>3.Outputs</b> <b>3.1 Acreage of land surveyed and titled(Anai Airport)</b>	Number of Acreage of land surveyed and titled  Number of Land occupants	Availability of titles, Zonal Lands Office  Land	309 acres	700	Community will evacuate the land

<b>Land occupants compensated</b>	compensated	Compensation Register	114	114	Funds availability
<b>3.2 Acreage of land surveyed and titled(Aler Industrial Park)</b>	Number of Acreage of land surveyed and titled	Availability of titles, Zonal Lands Office	794	794	Community will evacuate the land  Funds availability
<b>4.Activities</b>					
<b>4.1. Planning, publications and public hearings</b>	Number of publications and public hearings carried out	Availability of record of attendance and minutes for meetings	80% of all records	90% of all records	Availability of funds. Community will attend the meetings
<b>4.2. Valuation and compensation. (Anai airport)</b>	Number of acreage of land for each claimant.	Land compensation register	114	114	Funds availability
<b>4.3 Possession of the land by government.</b>	Number of available land	Availability of compensated land register	114	114	Funds availability

<b>Section 3: Estimated Project Cost and Activity Plan</b>
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### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year1(USD)	Year 2	Year 3	Year 4	Year 5
Output 1 Compensation.(Anai airport)					
Activity 1. Planning, publications and public hearings	3,000				
Activity 2 Valuation.	4,500				
Activity 3 Compensation.	100,000				
Activity 4 Title processing	3,000				
<b>Total</b>	<b>110,500</b>				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at PAP@finance.go.ug

### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Environment and Natural Resources
Vote	858
Vote Function	Natural resource management
Vote Function Code	08
Project Title	<b>Undertaking a comprehensive inventory of Government land and Developing Land Bank(Acquiring Land for Industrial park and Airport development)</b>
Project Duration (Financial Years)	2020/21-2024/25
Estimated Project Cost	Quote figures in Ugx and give (in brackets) the exchange rate used where funds are in a foreign currency
Officer Responsible	Preferably give the contact office in the MDA that is well versed with the history and developments of the project. This is intended to ease flow of information and allow for quick and reliable inquiries as need may arise.
Date of Submission	This should tally with the date of the letter submitting the profile to the PS/ST and PAP will in-turn capture this viz-a-viz the date of receipt at the MFPED registry and the date of registration into the Integrated Bank of Projects
<b>Section 1: Project Background</b>	

### **1.5 Situation analysis**

Land acquisitions throughout Uganda are largely driven by a rise in investments in land triggered by increased global demand for industrial parks, Airport Developments, infrastructure, food, resources due to rapid population growth, but also need for hosting people affected with natural disasters, wars environmental preservation, conservation and restoration.

Land acquisition , resettlement and rehabilitation not only requires an overarching policy that guides government, land acquiring agencies and other parties on accessing and acquiring land efficiently, equitably and effectively.

Laws are required to enact the policy and implement a legal process of land acquisition that is designed the need for land and the need to protect affected people against harms and provide support to improve the living standards and livelihoods of those land-based and citizens' rights are affected.

Provide a background to the project idea or the problem your project will focus on by; (i) describing the current situation including past and on-going interventions, recent developments in the area of interest, achievements and challenges if any.

Quote official statistics to support your narrative. (ii) Explaining projected trends using published forecasts

### **1.6 Problem Statement**

The problem and issues in the in government land management are not unique to Uganda, Globally, there are a broad range of policy issues in relation to government land. The following are the issues with regard to the management of government land.

- Determination of government land on the ground
- Determination of boundaries of individual holdings of government land ie adjudication and demarcation, and titling.
- Management of encroached land and resolution of the rights of occupants of government land.
- Resolution of conflicts between government and local authorities who may lay claim on the land.
- Coordination of management of government land between user ministers/departments/institutions and Uganda land commission.
- Divestiture of land that is no longer required for public use.

Provide an explicit definition of the problem to be addressed in terms of challenges, constraints or gaps that the market or private sector cannot resolve and:

- iii. Mention the likely causes of the problem both direct and indirect and
- iv. Give a brief insight of the likely consequences if no government intervention is

made.	
<p><b>1.7 Relevance of the Project Idea</b></p> <p>Government land is under encroachment by individuals and adjoining communities simply because boundaries are not well defined. The inventory of government land is important in that it will make possible the resolution of disputes between government and the public where both are claiming rights to the same piece of land. Investing in the inventory of government land will ensure that clear and precise boundaries will be marked and therefore, encroachment on government land will be minimised. Government will also be saved from costs of litigation and dispute resolution.</p> <p>Undertaking inventory of government land is also expected to lead to the identification of land that is underutilised and which can be redistributed for more productive uses. This may be given to the landless or to those progressive users who will yield high economic returns and thereby fostering economic progress.</p> <p>Therefore, an accurate, comprehensive and up-to date record(inventory) of public immovable assets (government land) and rights associated to those assets are fundamental to efficient management of those land assets. The inventory of public immovable assets is in addition to and should therefore complete the formal registration of those assets in the national land register.</p> <p>Justify the need for the proposed project by: (i) linking the project to the NDP through a description the national development objective(s) that the proposed project is expected to contribute to; (ii) Linking the proposed project to sector strategic objectives by describing the sector outcomes that the project is expected to impact on</p>	

<p><b>3. Stakeholders</b></p> <p>The communities are going to be the direct beneficiaries in the project in that;  There will be an organized setup of our cities.  Enough space for expansion of ongoing project and also set up of mushrooming projects by the government since there will be secured pieces of land with titles.  Boundary issues will be reduced.</p>	
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Identify the key stakeholders that are likely to be affected by the interventions including: (i) Direct Beneficiaries (ii) Indirect Beneficiaries (iii) Project Affected Persons. Give a brief description of the likely impact of the project on the stakeholders

**Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

**2.1 Project Goal**

Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation

Describe the project goal. This should be in relation to the development objective that the project is designed to contribute to. Identify an indicator that will be used to measure success of the project against the goal and briefly explain how information on this indicator shall be obtained.

**2.2 Project Outcomes**

**Formation of city land board** The need to **Undertaking a comprehensive inventory of Government land and Developing Land Bank(Acquiring Land for Industrial park and Airport development)** support a process for the government and projects proponents to control project costs, reduced delays, improve the business enabling environment, support responsible land-based investments, meet the obligation to protect the welfare of affected persons and communities and respect the constitutionally prescribed rights of the citizens to property and housing.

- Government land classification and reclassification.
- Custodianship of government land
- Installation of value for money principles for regulation of the acquisition of land for government
- Recovery of government land

Define the project outcomes to include the effects that will follow from the utilization of products or services delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people



will be able to do better, faster, or more efficiently, or what they could never do before.

For each project outcome identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained.

**2.3 Proposed Project Interventions**

- Land banks developed.

Describe the direct/tangible results that the project is expected to deliver. These outputs shall be the basis for the components around which the project shall be built.

Some examples of project deliverables could be: trainings equipment purchased, ICT backbone developed, infrastructure built / renovated and etc. Outputs are usually the immediate and concrete consequences of the implemented activities and resources used.

With the exception of the project management, monitoring and evaluation components, the project outputs should relate to physical assets and must contribute at-least 70% of the total project.

For each project output identified, you will be required to define at least one indicator that will

be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources.

## **2.4 Project Activities**

Maintenance of public land inventory based on the official land classification

Assign land from the public estate to line agencies (and to local government by negotiation) to enable the carry out their core functions

Undertake dealings in land on behalf of state line agencies including acquisitions, long term leases and disposals.

Custodian of public estate- public land not required for public use.

Resume land from state line agencies

Adequate coordination and integration of requirements of acquisition

Coordinate the implementation of government land policy

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal					
2.Outcomes 2.1 Government land classification and reclassification.	Specific public use	Number of pieces of land gazettes for industrial parks, air ports, commercial farming, housing, institutional.			
2.2Custodianship of government land	Powers to procure, manage and dispose Valuation	Control and management of government land			
2.3Installation of value for money principles for regulation of the acquisition of land for government	Boundary opening of titled government land	Number of market based valuation surveys done.			
2.3 Recovery of government land		Number of titled government Land, use details and encroachment details.			

<p>3.Outputs</p> <p>3.1 details of each government land parcels</p> <p>3.2 certificates of titles for all government land parcels</p> <p>3.3 comprehensive inventory of government land,</p>	<ul style="list-style-type: none"> <li>• Locations And Sizes</li> </ul> <p>Availability of Title deeds</p> <p>Availability of records</p>	<p>Number of parcels with relevant parcel information</p> <p>Number of people with secure tenure systems</p> <p>How much land is owned by the government</p> <p>Where the land is located</p> <p>What is the character on the land</p> <p>Land use details and encroachment details</p>			
<p>4.Activities</p> <p>4.1 Maintenance of public land inventory based on the official land classification</p> <p>4.2 Assign land from the public estate to line agencies (and to local government by negotiation) to enable the carry out their core functions</p> <p>4.3 Undertake dealings in land on behalf of state line agencies including acquisitions, long term leases and disposals. Custodian of public estate-public land not required for public use. Resume land from state line agencies Adequate coordination and integration of requirements of acquisition Coordinate the</p>					

implementation of government land policy					
4.2					
4.3					
4.4					
...					

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

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### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
<b>Total Cost</b>				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study.

<b>Project Summary</b>	
Sector	Environment and Natural Resources
Vote	858
Vote Function	Physical Planning and Design
Vote Function Code	08
Project Title	<b>Production of New Physical Development Plan for 285km<sup>2</sup> 2020-2030, local physical development plans</b>
Project Duration (Financial Years)	5 YEARS
Estimated Project Cost	5 Billion Shillings
Officer Responsible	City Physical Planner
Date of Submission	16/10/2020

### **Section 1: Project Background**

#### **1.1 Situation analysis**

Lira's current urban form is a consequence of its traditional and colonial history, the impact of natural constraints and the significance of the access routes to and from the City. Lira's radial structure concentrated almost all activities of significance, in and around the City Centre resulting in a very high transient population of about 500,000 people that are economically engaged in the City and live in the neighbouring Cities. Over the past 20 years, Lira has not had a well-designed and effective physical development plan. The absence of a well-defined urban design to direct development has had significant impact on the quality and accessibility to key infrastructure, affordable housing, meaningful employment, and green parks and spaces. Directing and influencing infrastructure investment, public and green spaces, movement of goods and services, human settlements and economic engagement are at the Centre of any sustainable city and the restoration of planned order is therefore critical in Lira's transformation Agenda.

Over the next five year planning period, efforts shall be to address the City Physical Planning in order to direct organized development, guide infrastructure development and thereby promote socio-economic growth. Several initiatives are already underway to transform Lira into a planned and harmonious city and with Assistance from the World Bank, (USMID) the Lira Urban Physical Development Plan (LUDP) 2017 has been developed replacing the 2007 Structure Plan to guide short and long term developmental goals for the city and the greater Lira area. This however, requires the detailed neighborhood precincts if it is to influence and direct development control. The focus over this period will entail the following: • finalisation of the new city physical development plan • completion and implementation of the detailed spatial physical development plans, action area plans; • Infrastructure Planning needed to deliver a highly interconnected transport network and accessible social services; The following projects have been identified under this program area: The Detailed City Physical Development Plan Project. The main aim is

to operationalize the Lira Urban Physical development plan that was approved in 2016. The major priority area shall be the development of detailed neighborhood schemes that will guide planning for strategic infrastructure development and socioeconomic investments in the city. The project will be implemented in three phases: Phase I: Preparation of a city master plan for the current and extended new boundaries of Ngetta, Iwal, Lira-sub county and Adekokwok, as domiciliary divisions to support the high transient population and the need to create urban growth centres to release pressure on Lira as a major source of employment. Phase II: Will cover the Lira University Corridor as a special Planning zone which is rapidly emerging as a linear development corridor because of the coming up of the university connecting to Kampala highway, the key regional transport hub to the city which in turn serves as a transit for onward logistics. In the Lira Physical Development Plan, the proposed Akia, Bororboro, Ngetta, Amuca satellite neighbourhood needs to be planned under a detailed framework that introduces an area-wide approach for strategic joint projects with Lira and Lira City for continued growth of Lira and the rapid urbanization of the areas between them. Planning for transportation networks, social service delivery and development of Industrial and Commercial functions can result into a greater economic and productive corridor.

Lira Satellite areas in the Lira Physical Development Plan, Comprehensive Street/Road Naming and Address has a number of roads that do not have names, or whose names are not known and or not clearly displayed. Having a naming policy based on a set of criteria can prevent conflict; and can provide a historical context for future generations in our community, especially if the name was intended as a tribute to someone from the community's past. Over the planning period, efforts shall be undertaken to provide and install an address Identification system in the City. Efforts shall include: • Re-establishing or naming of all roads/streets in the City - LCC shall develop guidelines on Street naming • Installation of road/street signs -Streets and roads shall be identified with approved signs. Signs shall be of an approved size, weather resistant and shall be well maintained. • Introduction of an approved reference system for all new and existing buildings and enforcement of road signage and plot numbers by the property and agencies as provided for in the Physical Planning Act 2020.

Slum Upgrading Project of Lira has a formally constituted list of 3 informal settlements with an estimated population of 100,000 families it has also been reported that every socio-economic challenge the city faces is epitomized by these areas, which nonetheless differ strongly from one to another. The majority of these informal settlements do not comply with the minimum humanitarian standards set for access to water, shelter and sanitation and therefore stand significant risks in terms of exposure to environmental hazards, communicable diseases among others. Arguably, there is needs to recognise the impossibility of eradicating all informal settlements outright, and responding to the immediate humanitarian/living standards challenges they represent. A medium and long-term approach needs to be adopted, emphasizing integration and, where possible, safe and feasible, an approach that provides residents with the legal opportunity to invest in the uplifting of their own living standards. Over the next five years, LCC shall aim to steadily step up efforts to upgrade the City slums by:

- Creation of the Slum Upgrading Fund
- Developing of an integrated human settlement plan that includes not just houses, but all community facilities such as sports facilities, utilities, roads and libraries;
- Providing incremental housing, starting with the provision of adequate services through PPP
- Creation of land banks;



- Development and implementation of relocation program for slum improvement Promotion of joint ventures in upgrading un- planned settlements.
- Identify areas where urban low cost housing estates can be constructed There is also a need for greater collaboration, and integrated design and development, given the diversity of role-players who operate in the city – with this also requiring the involvement of the diverse communities that constitute Lira, if these efforts are to be successful. Areas to be considered in this planning period include • East division - central park, West division- Teso bar, Kakoge, and Ober.

### **1.2 Problem Statement**

Lira City lacks a coherent, even partially balanced, urban Structure. Its growth has been and remains concentric, increasing inner densities and spreading out only restricted by extensive Olira wetlands that form a pattern connecting the various undulating hills like Ngetta. The incoherent development led to an almost total breakdown of the service delivery. The City's capabilities have over the years not kept pace with its economic and demographic growth. Over time, infrastructure and service delivery capacities in key areas (Urban Development, Physical planning, Urban Road Network and Transport, Solid and waste, water management, stormy water and Drainage Management) seriously deteriorated and needed to be revamped.

### **1.3 Relevance of the Project Idea**

The project is linked to strategic objective 3 of the NDP III to Consolidate & increase stock and quality of Productive Infrastructure

#### **1. Stakeholders**

This shall involve Ministry of Lands Housing and Urban Development, National Environment Management Authority, Ministry of Water and Environment, , Ministry of Health, Civil Society organization (CSO), the business community, church leaders, cultural leaders, PWDS, Elderly, Youth, Vulnerable groups, women groups, opinion leaders and the private sector, Development Partners/Donors.

### **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

#### **2.1 Project Goal**

To plan and develop a sustainable and resilient City that is safe and healthy for all City dwellers

#### **2.2 Project Outcomes**

- All roads/streets in the City named
- Installed road/street signage
- Introduced approved reference system for all new and existing buildings and enforcement of road signage and plot numbers by the property and agencies as provided for in the Physical Planning Act 2020.
- Slum Upgrading Fund created
- Developed an integrated human settlement plan that includes not just houses, but all community facilities such as sports facilities, utilities, roads and libraries;
- Provided incremental housing, starting with the provision of adequate services through PPP.
- Land banks created
- Developed action plan and implementation of relocation program for slum improvement
- Promotion of joint ventures in upgrading un- planned settlements
- Plans prepared approved and implemented.
- Identified areas where urban low cost housing estates can be constructed

### **2.3 Proposed Project Interventions**

Street addressing, plot numbering and signage established using GPS and PPUMIS.

Physical development plans and detailed plans prepared and updated.

Use of Physical Planning and Urban management information system to operated and support decision making in planning.

Creation of land banks and slum upgrading fund.

Acquiring tittles and setting of roads.

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### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Environment and Natural Resources
Vote	858
Vote Function	Physical Planning and Design
Vote Function Code	8
Project Title	<b>Urban Landscaping Management, Greening and Beautification</b>
Project Duration (Financial Years)	5 YEARS
Estimated Project Cost	10,000,000,000 (Ten Billion shillings)-US\$ 2,631,579.
Officer Responsible	City Environment and Natural Resources officer
Date of Submission	16/10/2020
<b>Section 1: Project Background</b>	
<p><b>1.1 Situation analysis</b></p> <p><b>Landscape Management and City Beautification Project</b></p> <p>Landscape planning is one of the ways that can be used as a catalyst for the city regeneration. City beautification is not about beauty per say but is believed to create moral and civic virtue; and can promote a harmonious social order and thereby increase the quality of life among the urban population.</p> <p>Greening and beatification of open spaces and road islands has over the last 5 years been done on many areas of the Lira City including Obote Avenue, Oyam, Rwot Aler, Oyite ojok, Aroma lane, Soroti Road, Coronation Park and Mayors Garden among others. Other roads to be worked on include boundary road, Olwol, Note ber, Aber, Edola, and Wonyaci. Lira City Council (LCC) plans to develop the City beautification efforts as a way of creating a green chain of spaces and provision of more public open spaces in the city.</p> <p>Further efforts shall be in reclaiming the City wetlands, water catchment area as a means of tackling the current drainage challenges and redesigning them into more useable areas for more community parks, walkways while sustaining the ecological value and habitat.</p>	

This is a holistic approach once implemented will bring people, structures and communities together to create a harmonious relationship with the land.

Specific projects identified include redeveloping of Mayors garden, Coronation Park, open space at NUMA grounds and open space at Adyel, Golf course, Akii bua, Schools, institutions, stadium for controlled use as public parks. Other areas including private open spaces identified in the different Divisional Plans shall be considered for further development.

Public Urban recreational facilities despite the natural abundance, the City lacks a structured, contiguous, maintained and protected open space system. Most residential neighborhoods lack public open space, gardens, parks and playgrounds. The few developed and maintained gardens in the City are concentrated in the City Centre and generally closed off from the public. The inherent potential and beauty of the City's topography has barely been appreciated or utilized. Nonetheless, Lira City still retains significant natural values and still grants the potential for the City to develop as a City of Quality, a "green" City, utilizing its natural potential to provide amenity for its residents, Landscape Management and City Beautification Project. Lira City today lacks organized green open spaces and parks. However, some urban-scale parks do exist for example the Lira Golf course is far from enough to satisfy the needs of the growing city. The wetlands are some of the natural resources that do exist within the city as open spaces. Wetlands, however, are under the threat of encroachment and do not currently service the city to their full potential. LCC proposes that these wetlands within the city boundaries be transformed to a system of urban parks which will function as the city's green system. Development of the wetland areas will allow the preservation of the wetlands' role in the ecological system while eliminating the problems that occur due to their location within the city. The improved urban parks will allow protection of the wetlands areas from encroachment, and improper stormy water management and transform the hazardous area into a lively and active part of the city.

All this is aimed at achieving an attractive and enjoyable City, competitive, green, equitable city and a resilient and sustainable City.

## **1.2 Problem Statement**

Public Urban recreational facilities despite the natural abundance, the City lacks a structured, contiguous, maintained and protected open space system. Most residential neighborhoods lack public open space, gardens, parks and playgrounds. The few developed and maintained gardens in the City are concentrated in the City Centre and generally closed off from the public. The inherent potential and beauty of the City's topography has barely been appreciated or utilized. Nonetheless, Lira still retains significant natural values and still grants the potential for the City to develop as a City of Quality, a "green" City, utilizing its natural potential to provide amenity for its residents, Landscape Management and City Beautification Project. Lira today lacks organized green open spaces and parks. However, some urban-scale parks do exist for example the Lira Golf course is far from enough to satisfy the needs of the growing city. The wetlands are some of the natural resources that do exist within the city as open spaces. Wetlands, however, are under the threat of encroachment and do not currently service the city to their full potential. LCC proposes that these wetlands within the city boundaries be transformed to a system of urban parks which will function as the city's green system. Development of the wetland areas will allow the preservation of the wetlands' role in the ecological system while eliminating the problems that occur

due to their location within the city. The improved urban parks will allow protection of the wetlands areas from encroachment, and improper stormy water management and transform the hazardous area into a lively and active part of the city.

With increasing population and development pressure, open spaces and wetlands and green belts are under threats of encroachment and degradation, this require intervention to reduce effects of climate change and disaster, hence the need to promote greening and beautification.

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### **1.3 Relevance of the Project Idea**

The project is directly link to strategic objective 1: to Enhance value addition in Key Growth Opportunities; Water, Climate Change, Environment and Natural Resource Management (NRM), hence promoting tree planting, and reduction on impacts of climate change and disaster risk reduction, while promoting health, safety and enhancing the quality of life and ecological sustainability.

### **1. Stakeholders**

This shall involve Civil Society organization (CSO), the business community, church leaders, cultural leaders, PWDS, Elderly, Youth, Vulnerable groups, women groups, opinion leaders and the private sector.

Health, safety and security of persons shall be enhanced as a result of improved places for leisure, relaxation, recreation and entertainment.

## **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

### **2.1 Project Goal**

Development of the open space, Landscaping, greening and beautification and conservation of wetland areas will allow the preservation of the wetlands' role in the ecological system while eliminating the problems that occur due to their location within the city.

The improved urban parks will allow protection of the wetlands areas from encroachment, and improper stormy water management/flooding and transform the hazardous area into a lively and active part of the city, hence maintaining the beauty and aesthetic appeal.

### **2.2 Project Outcomes**

Define the project outcomes to include the effects that will follow from the utilization of products or services delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people will be able to do better, faster, or more efficiently, or what they could never do before.

For each project outcome identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained.

- Improve green spaces, heritage sites and community recreation centers
- Number of parks redesigned and redeveloped Participation levels in all registered recreation centers
- Enhance Attractiveness of the city: -

protection of city heritage, promote well-planned neighborhoods, public spaces and built up spaces in order to enhance the city aesthetics and environment conservation

- Promote City resilience and adaptation to Climate Change: restore the natural ecosystem and protection of watersheds, develop the city's capabilities to prevent and minimize occurrence of negative effects associated with climate change, develop the necessary mitigation strategies and minimize the city's carbon footprint.

•Landscape Management and City Beautification Project

• A well planned and organized City • An attractive and enjoyable City • A resilient and sustainable City

### **2.3 Proposed Project Interventions**

Describe the direct/tangible results that the project is expected to deliver. These outputs shall be the basis for the components around which the project shall be built.

Some examples of project deliverables could be: trainings equipment purchased, ICT backbone developed, infrastructure built / renovated and etc. Outputs are usually the immediate and concrete consequences of the implemented activities and resources used.

With the exception of the project management, monitoring and evaluation components, the project outputs should relate to physical assets and must contribute at-least 70% of the total project.

For each project output identified, you will be required to define at least one indicator that will

be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources.

- Landscaping Management, maintenance, greening and City Beautification
- Developed a wetland conservation and Management Strategy Action plan, inventory and profiling of green belts and buffers (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment management plan, monitor and enforce compliance
- Developed green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs)
- Gazetted and restoration of critical open space, wetlands that support the city drainage system
- Building check dams with slow release, terracing and contouring the Landscape
- Greening of the channel banks to reduce de-silting of channels
- Mapped open spaces and demarcation
- Established pavers and walkways, swimming pools, recreations areas, health club, gyms, canteens
- Installation of garbage bins



## **2.4 Project Activities**

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

- Environmental screening, conducting Environment and Social Impact Assessment (ESIA), and Design
- Landscaping, maintenance, greening and City Beautification; including trees and flower planting, and protection, construction of pavers and structures,
- Developing a wetland conservation and Management Strategy Action plan, inventory and profiling of green belts and buffers (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment management plan, monitor and enforce compliance
- Developing green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs)
- Gazetting and restoration of critical open space, wetlands that support the city drainage system
- Greening of the channel banks to reduce de-silting of channels
- Mapping open spaces and demarcation of wetlands
- Establishing pavers and walkways, swimming pools, recreations areas, health club, gyms, canteens
- Installing of garbage bins

## **2.5 Results Matrix**

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

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Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal					
2.Outcomes 2.1 Adverse environmental impacts mitigated 2.2 2.3 ...	Proportions of projects with no negative environmental impacts,	Survey reports	30%	100%	
3.Outputs 3.1 Projects screened Environment compliance, Environment and Social Impact Assessment (ESIA) conducted, and projects Designed  3.2 Developing a wetland conservation and Management strategy, Action plan, inventory and profiling of green belts and buffers (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment management plan, monitor and enforce compliance  3.3 Developing green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs)	Number of projects screened and approved Number of projects issued NEMA Certificate  Number of Action plan in place Audit report, Wetlands demarcated, community sensitized,  Number of Green parks operating and utilized by the public, drainage	Feasibility study and design in place Study report Attendance list, minutes, photos  Reports, photos, minutes, attendance list, maps  Approved plans, minutes, visitors list/book, reports, receipts	19 Primary schools, 1 SS, 90km URF, 13km USMID, Coronation park and Children's park  4 Action plan reports, 2 wetlands demarcated  1 park in place under usmid	50 km of bitumen projects screened under rehabilitation and ESIS reports in place, 250 roads URF, 34 markets, 10 health centers,  5 action plans, 10 wetlands demarcated  10 parks and green areas beautified	Availability of Government/Donor funds

<p>3.4 Landscaping, maintenance, greening and City Beautification; including trees and flower planting, and protection, construction of pavers and structures</p>	<p>systems operational</p> <p>Number of Trees, flowers planted and maintained and protected and surviving</p>	<p>Number of trees and flowers</p>	<p>1,999 planted</p>	<p>1,000,000 trees to be planted</p>	
<p>3.5 Establishing pavers and walkways, swimming pools, recreations areas, health club, gyms, canteens</p>		<p>Area in square meters landscaped, photos, reports</p>			
<p>3.6 Mapping open spaces and demarcation of wetlands</p>	<p>Number Of Approved plans and designs, photos, reports, leisure, sales</p>	<p>Plans approved and designed</p>	<p>1 open place developed under USMID and 3 local projects</p>	<p>10 open spaces to be developed.</p>	
<p>3.7 Installing of garbage bins</p>	<p>GIS and GPS coordinates</p>	<p>Walk ways, gyms, recreation areas built and established</p>			
<p>...</p>	<p>Pillars and beacons</p>	<p>Maps generated</p>			
	<p>Number of Garbage bins installed</p>	<p>Wetlands demarcated</p>			

		Garbage bins installed			
<p>4.Activities</p> <p>4.1 Environmental screening, conducting Environment and Social Impact Assessment (ESIA) and Design</p> <p>4.2 Landscaping, maintenance, greening and City Beautification; including trees and flower planting, and protection, construction of pavers and structures,</p> <p>4.3 Developing a wetland conservation and Management strategy Action plan, inventory and profiling of green belts and buffers (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment</p>	<p>Projects approved Community consultation and engagement NEMA Certificate</p> <p>Trees, flowers planted and maintained and protected</p> <p>Action plan in place Audit report,</p>				

<p>management plan, monitor and enforce compliance</p> <p>4.4 Developing green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs)</p>	<p>Wetlands demarcated, community sensitized,</p>				
<p>4.5 Gazetting and restoration of critical open space, wetlands that support the city drainage system</p>	<p>Green parks operating and utilized by the public, drainage systems</p>				
<p>4.6 Mapping open spaces and demarcation of wetlands</p>	<p>operational</p>				
<p>4.7 Installing of garbage bins</p>	<p>Approved plans and designs, photos, reports, leisure, sales</p>				
<p>...</p>	<p>GIS and GPS coordinates</p> <p>Pillars and beacons</p> <p>Number of Garbage bins installed</p>				

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
Total Cost				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

## **2.4 Project Activities**

- Re-establishing or naming of all roads/streets in the City - LCC shall develop guidelines on Street naming
- Installation of road/street signs -Streets and roads shall be identified with approved signs. Signs shall be of an approved size, weather resistant and shall be well maintained.
- Introduction of an approved reference system for all new and existing buildings and enforcement of road signage and plot numbers by the property and agencies as provided for in the Physical Planning Act 2020.
- Creation of the Slum Upgrading Fund and slum upgrading project.
- Developing of an integrated human settlement plan that includes not just houses, but all community facilities such as sports facilities, utilities, roads and libraries;
- Providing incremental housing, starting with the provision of adequate services through PPP
- Creation of land banks and open spaces.
- Development and implementation of relocation program for slum improvement Promotion of joint ventures in upgrading un- planned settlements
- Identify areas where urban low cost housing estates can be constructed



## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal					
2.Outcomes					
2.1 Increased number of roads and streets in the city named	Number of roads and street in the city named.	Installed number of roads and streets names in the city photos	1,200	5,000	Easy road identification and titling
2.2 Increased Number of roads/street signages installed.	Number of roads/street signage's installed	Installed number of roads/streets signages. Photos.	1500	2million	Easy identification of property and location
2.3 Increased Number of land banks created.	Number of land banks created.	Titled land inventory	47	200	Secured land for development
2.4 Increased number of new and existing approved buildings	Number of new and existing buildings approved.	Plan approval register Minutes			
2.5 Increase in the number of housing and services provided	Number of housing and services provided	Built houses and number of services extended	20	500	Better standards of living
2.6 Increase in the number of action and relocation area plans developed	Number of action areas plans and relocation plans developed.	Plans prepared Reports	12	50	Better living conditions
2.7 Increase in the number of physical, local and action area plans prepared	Number of physical, local and action area plans prepared.	Plans prepared Reports	0	1	Planned city with orderly and organized development.
3.Outputs					
3.12.2 Project Outcomes					
3.1 All roads/streets in the City named					
3.2 Installed road/street signage					
3.3 Introduced approved reference system for all new and existing buildings and enforcement of road signage and plot numbers by the property and agencies as provided for in the Physical Planning Act 2020.					
3.4 Slum Upgrading Fund created					
3.5 Developed an integrated human settlement plan that includes not just houses, but all community facilities such as sports facilities, utilities, roads and libraries;					
3.6 Provided incremental housing, starting with the provision of adequate services through PPP					
3.7 Land banks created					
3.8 Developed action plan and implementation					

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity	<b>All roads/streets in the city named</b> Meetings minutes	Meetings minutes	Meetings minutes	5bn
Output 2 Activity	<b>Installed roads/ street signages</b> Install road names Install plot numbers	sensitization Install road names Install plot numbers	Install road names Install plot numbers	15 bn
Output 3	<b>Approved reference system for all new and existing buildings and enforcement.</b>	Site inspection Picking coordinates Overlaying data on the plan	Site inspection Picking coordinates Overlaying data on the plan	10bn

### Section 4: Attachments

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### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Environment and Natural Resources
Vote	858
Vote Function	Wetland and Green Belt Management
Vote Function Code	08
Project Title	<b>Gazetting, Mapping and developing of Wetland inventories and green belts</b>
Project Duration (Financial Years)	5 YEARS
Estimated Project Cost	1 BILLION
Officer Responsible	ENVIRONMENT OFFICER
Date of Submission	16/10/2020
<b>Section 1: Project Background</b>	
<p><b>1.1 Situation analysis</b></p> <p>Wetlands Conservation and Management Project:</p> <p>Over 15% of Lira City constitutes of either permanent or seasonal wetlands, a significant proportion of which has been converted to industries, commercial establishments, settlements (formal and informal) and public infrastructure. The current spatial analysis (based on the 2010 satellite image) indicates that the remaining patches of wetlands constitute approximately 9% of the total Lira City surface area. The major wetland systems include; Olira, Wii Amwon, Kulu Ayap, Kulu Ahali and Omodo, Odokomit, etc. The wetland degradation activities in Lira City are currently related to on-going and proposed infrastructure that involve filling of wetlands with marram, clearance of wetland vegetation, and encroachment/clearance of buffers and green belts areas that has resulted in the creation of additional channels. On a spatial scale has greatly reduced Lira City's green space coverage, compromising the potential to develop its attractiveness in terms of environmental quality enhancement and resilience to climate change impacts. In addition, indiscriminate disposal of waste (including wastewater) is currently chocking the wetland areas. These mainly come from the industries, illegal dumping, settlements and commercial establishments within the city. Consequently, the degradation of Olira wetland, especially during the past decade has polluted the neighbourhood, hence increases in costs of water treatment.</p>	

The establishment of Wetlands Conservation and Management Laws, policies, regulations and eco-efficient infrastructure solutions will create an urban landscape that is livable, environmentally resilient and sustainable.

Major project Components • Develop a wetland conservation and Management strategy (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment management plan, monitor and enforce compliance) • Develop green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs) • Gazette and restoration of critical wetlands that support the city drainage system • Building check dams with slow release, terracing and contouring the Landscape • Greening of the channel banks to reduce de-silting of channels

Drainage channel construction and widening Project in the next five years, Lira City plans to re-construct one major primary channels and a number of secondary drainages. Some of the drainage channels to focus on will include the main Anti-Malarial Drain.

### **1.2 Problem Statement**

Wetland degradation has escalated in Lira City due to the increasing population and demand for land for construction. The increase in population leads to high demand for food, increasing the fragility of wetlands which over encroached for agricultural activities.

As a result, increase in flooding and declining green spaces are witnessed, hence leading to climate change effects and vulnerability.

The lack of adequate funding from the central government, subjection local governments to utilize local revenue to address the matter exhibited limited success.

### **1.3 Relevance of the Project Idea**

The project is directly link to strategic objective 1: to Enhance value addition in Key Growth Opportunities; Water, Climate Change, Environment and Natural Resource Management (NRM), hence promoting tree planting, and reduction on impacts of climate change and disaster risk reduction, while promoting health, safety and enhancing the quality of life and ecological sustainability.

#### **1. Stakeholders**

This shall involve National Environment Management Authority, Ministry of Water and Environment, Ministry of Lands Housing and Urban Development, Ministry of Health, Civil Society organization (CSO), the business community, church leaders, cultural leaders, PWDS, Elderly, Youth, Vulnerable groups, women groups, opinion leaders and the private sector, Development Partners/Donors.

Health, safety and security of persons shall be enhance as a results of improved places for leisure, relaxation, recreation and entertainment.

### **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

#### **2.1 Project Goal**

This shall involve National Environment Management Authority, Ministry of Water and Environment, Ministry of Lands Housing and Urban Development, Ministry of Health, Civil Society organization (CSO), the business community, church leaders, cultural leaders, PWDS, Elderly, Youth, Vulnerable groups, women groups, opinion leaders and the private sector, Development Partners/Donors.

Health, safety and security of persons shall be enhance as a results of improved places for leisure, relaxation, recreation and entertainment.

#### **2.2 Project Outcomes**

- Developed wetland conservation and Management strategy and Action plan (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment management plan, monitor and enforce compliance)
- Developed green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs)
- Gazetted and restored of critical wetlands that support the city drainage system
- Constructed check dams with slow release, terracing and contouring the Landscape
- Trees planted and Greening of the channel banks to reduce de-silted of channels completed

### **2.3 Proposed Project Interventions**

Develop maps and pick coordinated with GPS handset to compile inventories. Use of GIS software to generated maps, procurement of pillars to demarcated wetlands boundary.

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## **2.4 Project Activities**

- Developing wetland conservation and Management strategy and Action plan (Wetland environment Audit, mainstream the Ramsar convention on conservation of wetlands, protection of vital wetlands, Public outreach and community environment management plan, monitor and enforce compliance)
- Developing and designing green parks integrated with ecotourism, recreation and sustainable urban drainage systems (SUDs)
- Gazetting and restoring of critical wetlands and catchment areas that support the city drainage system
- Constructing check dams with slow release, terracing and contouring the Landscape
- Trees planting and Greening of the channel banks to reduce de-silted of channels

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## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal					
2.Outcomes 2.1 2.2 2.3 ...					
3.Outputs 3.1 3.2 3.3 ...					
4.Activities 4.1 4.2 4.3 4.4 ...					



### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
Total Cost				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Environment and Natural Resources
Vote	858
Vote Function	City Drainage Management
Vote Function Code	08
Project Title	<b>Designing and implementing City Drainage Master plan</b>
Project Duration (Financial Years)	5
Estimated Project Cost	10 BILLION
Officer Responsible	CITY ENVIRONMENT OFFICER
Date of Submission	16/10/2020
<b>Section 1: Project Background</b>	
<b>1.1 Situation analysis</b>	
<p>Lira city Sustainable Urban Drainage master plan was designed and has one major anti-malarial drain, primary drainage channels and a number of secondary and tertiary channels with Channels as the largest wetland covering a surface area of 10.29 km<sup>2</sup>, with a total catchment extending over 20 km<sup>2</sup>.</p> <p>However, limited investment in upgrading the drainage channels, rapid urbanization and increased informal settlement in the low-lying areas has increased the volume of water runoff due to reduced capacity to rain storm water.</p>	

## **1.2 Problem Statement**

Addressing the drainage challenge in the city requires a multiplicity of interventions from policies, regulations and capital investments to support the transition towards a water sensitive city and achieve greater resilience towards climate change. Drainage Improvement Initiative draws from the City Drainage Master Plan which is a 5-year plan that was developed to address the drainage challenges in the city and the flood risk assessment, strategies and Actions report by UN Habitat under cities and the climate change initiative. Various studies on climate change and flood risk assessment have recommended Specific interventions in the near term and medium term that need to be implemented to address flooding in the city. These interventions have been mainstreamed in the strategic plan and integrated in the Lira City Drainage Master Plan. Over the next 5 years, LCC will focus on the following projects • Review and Update the Lira City Drainage Master Plan; • Wetlands Conservation and Management Project • Drainage channel construction and widening Project.

Review of the Lira City Drainage Master Plan is still underway to meet the growing pattern of floods. However, the drainage pattern in the city has changed due to general increase in built up areas and increased informal settlements in the lowlands. This has resulted in the need to have a number of tertiary channels be re-designed and re-constructed.

### **1.3 Relevance of the Project Idea**

The project is directly link to strategic objective 1: to Enhance value addition in Key Growth Opportunities; Water, Climate Change, Environment and Natural Resource Management (NRM), hence promoting tree planting, and reduction on impacts of climate change and disaster risk reduction, while promoting health, safety and enhancing the quality of life and ecological sustainability.

#### **1. Stakeholders**

This shall involve National Environment Management Authority, Ministry of Water and Environment, Ministry of Lands Housing and Urban Development, Ministry of Health, Civil Society organization (CSO), the business community, church leaders, cultural leaders, PWDS, Elderly, Youth, Vulnerable groups, women groups, opinion leaders and the private sector, Development Partners/Donors.

Health, safety and security of persons shall be enhance as a results of improved places for leisure, relaxation, recreation and entertainment.

### **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

#### **2.1 Project Goal**

A resilient City Free from hazards and flooding

#### **2.2 Project Outcomes**

- Reviewed and Update the Lira City Drainage Master Plan;
- Wetlands Conservation and Management and action plan in place
- Drainage channel constructed and widened.

### **2.3 Proposed Project Interventions**

To manage floods within the CBD by establishing storm water drainage channels.

Capacity building, re-tooling and training in climate change and disaster risk reduction and recovery.

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be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources.

## 2.4 Project Activities

- Review and Update the Lira City Drainage Master Plan;
- Wetlands Conservation and Management Project
- Drainage channel construction and widening Project.

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator should be supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal					
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3.Outputs 3.1 3.2 3.3 ...					
4.Activities 4.1 4.2 4.3 4.4					

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
Total Cost				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

**STANDARD GRANT APPLICATION FORM FOR**

**"COMPTETIVE GRANTS FOR AN ACTION TO MITIGATE DISATER IN URBAN CITIES"**

*(Monobeneficiary)*

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<b>PROGRAMME CONCERNED</b>
<b>WASTE DISPOSAL AND MANAGEMENT &amp; TREE PLANTING AND BEAUTIFICATION OF URBAN AREAS, STORM AND WATER DRAINAGE MANAGEMENT</b>
<b>[REFERENCE NUMBER OF THE CALL FOR PROPOSALS]</b>
UGA/URBAN/2019-201A
<b>SUMMARY OF THE APPLICATION</b>
Title: <i>'Towards A prosperous, equitable/inclusive, clean, healthy, green, safe and resilient Lira City</i>
<b>Identity of the applicant:</b> LIRA CITY COUNCIL
<p><b>Summary of the action:</b></p> <p>To improve the quality of life and health of all the residents of Lira City, by ensuring sustainable generation, collection, transportation, disposal and recovery of waste.</p> <p>To enhance the beauty of town by re-greening (beautification), tree planting, regeneration and restoring of degraded areas.</p> <p>To manage floods within the CBD by establishing storm water drainage channels.</p> <p>Capacity building, re-tooling and training in climate change and disaster risk reduction and recovery.</p>
Duration (in months): 36
Requested amount (in \$):1,500,000

[Before filling in this form, please read carefully the relevant call for proposals, the guide for applicants and any other reference documents related to this grants programme availed on request.

[Please make sure that your application:

- is submitted on the correct form, completed in full and dated;
- is signed by the person authorised to enter into legally binding commitments on behalf of the applicant;
- presents a budget in conformity with the funding rules;

- meets the submission arrangements set out in the call;
- is submitted by the deadline.]

The evaluation committee or, where appropriate, the authorising officer responsible may ask an applicant to provide additional information or to clarify the supporting documents submitted in connection with the application, provided that such information or clarification does not substantially change the proposal.

By submitting a proposal, the applicant accepts that in case of award certain data like its name, locality and amount (amongst others) will be published.

**NOTE: Grant proposals will run for 2-3 year Strictly. The Minimum grant per entity is \$600,000 and maximum \$1,500,000.** (40% of the grant will be allowed for software activities including research and consultancies)

## I. INFORMATION ON THE APPLICANT

<b>1 REFERENCES OF THE APPLICANT</b>
<b>1.1 IDENTITY OF THE APPLICANT</b>
Official name in full: <b>LIRA CITY COUNCIL</b>
Acronym: (if applicable) <b>LCC</b>
Official legal form: (Not applicable if the applicant is a natural person)
Legal personality <sup>5</sup> : (Reply by "YES" or "NO") <b>YES</b>  (In case you answered with "NO"):  For entities with no legal personality under national law please indicate the representative empowered to sign contracts and take part in court proceedings on their behalf: N/A
Place of establishment or registration: (Address and country) <b>LIRA CITY COUNCIL, PLOT 1-3 CIRCUS DRIVE, OBOTE AVENUE, P O BOX 199, LIRA</b>
Entity registration number: N/A  (Not applicable if the applicant is a public-sector body. For natural persons, the applicant should indicate the number of his/her identity card or, failing that, of his passport or equivalent.)

<sup>5</sup> Legal personality is understood as applicant's capacity to sign contracts and constitute a party in court proceedings under the applicable national legislation.

**VAT number (if applicable): TIN-1000816952**

The legal details will be indicated in the Legal Entity Form (LEF) which will be provided only once the applicant has been informed of the results of the evaluation of the proposals.

## 1.2 CONTACT DETAILS

Street address: **PLOT 1-3, CIRCUS DRIVE-OBOTE AVENUE**

Postcode: **+256 P O BOX 199, LIRA**

City: LIRA CITY

Region (if applicable): NORTHERN UGANDA

Country: UGANDA

Telephone: - Mobile: **+256 772 60 22 33**

Fax: N/A

**E-mail address:** samuelahabwe2@gmail.com/liracitycouncil@gmail.com

**Website:** liracitycouncil.ug

Any change in the addresses, phone numbers, fax numbers or e-mail, must be notified in writing to the Authorising Officer. The Authorising Officer will not be held responsible in the event that it cannot contact an applicant.

## 1.3 CONTACT PERSON RESPONSIBLE FOR THE PROPOSAL

Family name: OTIKA First Name: LEONARD

Position/Function: ENVIRONMENT OFFICER

Telephone: Mobile: **+256 772 68 99 77 / 704 68 99 77**

Fax: N/A

**E-mail address:** leonard.otika5@gmail.com/otikaleonard@yahoo.com

## 1.4 LEGAL REPRESENTATIVE (PERSON AUTHORISED TO SIGN THE AGREEMENT)

Family name: AHABWE First Name: SAMUEL

Position/Function/Mandate: TOWN CLERK	
Telephone:	Mobile: +256 772 60 22 33
Fax: N/A	
E-mail address: samuelahabwe2@gmail.com	

<b>1.5 IDENTITY OF THE AFFILIATED ENTITIES</b>
(This box shall be filled in by all affiliated entities, including the case where several entities satisfy the criteria for being awarded a grant and together form ONE entity, to be treated as the <u>sole beneficiary</u> .)
1.5.1 AFFILIATED ENTITY (No 1 - to be repeated for each affiliated entity)
Official name in full:
Acronym:
(if applicable)
Official legal form:
(Not applicable if the applicant is a natural person)
Legal personality <sup>6</sup> :
(Reply by "YES" or "NO")
(In case you answered with "NO":)
For entities with no legal personality under national law please indicate the representative empowered to sign contracts and take part in court proceedings on their behalf:
Place of establishment or registration:
(Address and country)
Entity registration number:
(Not applicable if the applicant is a public-sector body. For natural persons, the applicant should indicate the number of his/her identity card or, failing that, of his passport or equivalent.)
VAT number (if applicable):
Legal or capital link with the applicant, if applicable:

<sup>6</sup> Legal personality is understood as applicant's capacity to sign contracts and constitute a party in court proceedings under the applicable national legislation

The affiliated entity should provide a short description of the legal or capital link with the applicant and provide the statutory documents and/or consolidated accounts.

## 2. BANK DETAILS

The bank details will be indicated in the Bank Account Form (BAF) which will be provided only once the applicant has been informed of the results of the evaluation of the proposals.

## 3 PROFILE OF THE APPLICANT

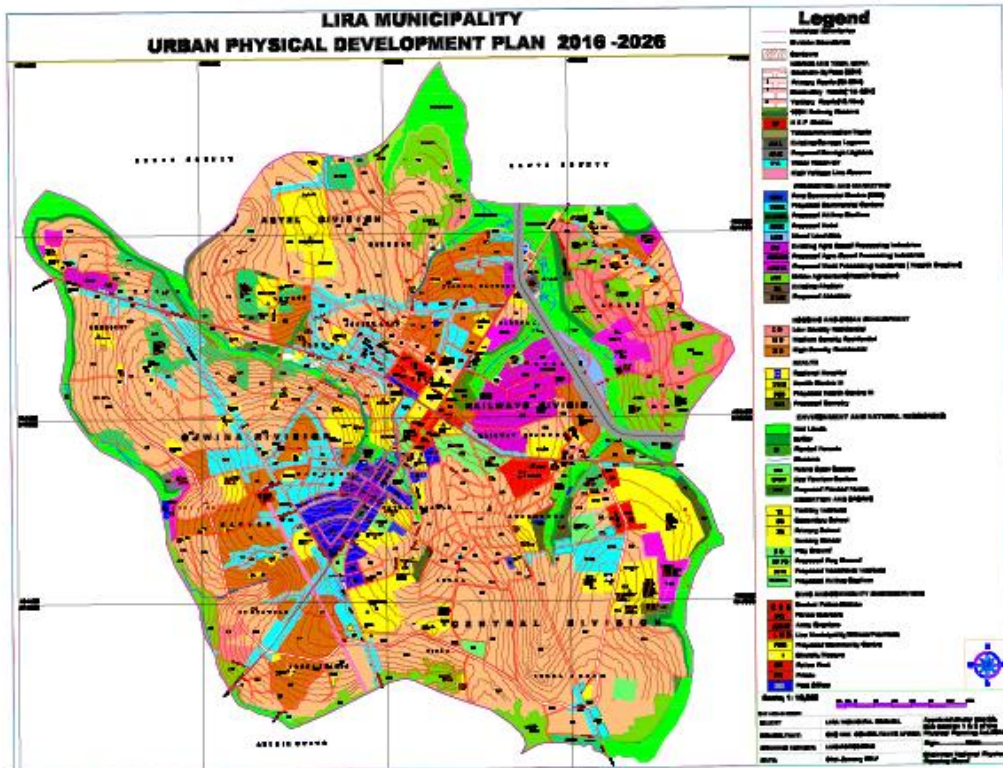
### 3.1 PROFILE OF THE APPLICANT — GENERAL AIMS AND ACTIVITIES

[Year of foundation]:

Lira City is located in northern Uganda. It is the chief Town of Lira City. It is located 110 kilometres southeast of Gulu, the largest city in the northern region. It is 320 kilometres north of Kampala. The City derived its name from the Lango tribe called “lira” clan who first settled in the area. The present Town of Lira was established as a trading center in 1919. Township in 1933 became a Town Board in 1954, it was promoted to a Town Council in 1962 and elevated to a City in 1985 and today Lira City Council has four Divisions (Ojwina Division, Railways Division, Central Division and Adyel Division), twenty-two wards (22) and sixty-four cells (64). There are 47 councilors in the Lira of whom, 27 are male and 20 are female, however, there are 3 vacant positions in the council. There are 2 councilors representing the youth and 2 representing the PWDs in the council. Lira was one of the Cities, in Northern Uganda that suffered the wrath of the Lord’s Resistance Army which resulted in an influx of people from other areas.

Lira City has a population of 101,600 persons according to the National Census, 2014 and it is experiencing a population growth rate of 1.9%. Lira has a proportion of the entire City that lives in the City at 24.1%. The City has a land area totaling to 7,745 hectares and a population density of 15 persons per hectare. (Alliance, 2015). Originally it was only the Central Business City (CDB) which was planned with Detailed Plans, however today 80% of the town is planned, the City has a 10-year physical development plan, a 5-year detailed physical development plan (2015/16-2019/20), one-year capacity building plans (e.g. for 2010/11-2014/15) and a 10- year Physical Development Plan. Though the implementation of these Plans remains a big challenge. Lira has an approved structure plan of 2008 which is still on though about to expire by 2018 and the City is reviewing the City Master Plan in order to accommodate the increasing population demands as well as rapid growth.

The City is surrounded by swamps, hence a big land cover is low lying making it prone to flooding caused by poor drainage channels, blocked by garbage. The development of storm water master plan was aimed at addressing this challenge, but inadequate funds makes it impossible.



## PROBLEM STATEMENT

The original vegetation of Lira City was intermediate savannah grassland with scattered trees has been destroyed in many places and replaced with exotic species of trees, shrubs and grasses like elephant grass for grazing livestock. Green space has been greatly encroached on including sections of the Mayor's park. There is need for a greening campaign and undertaking by the City. Problems with drainage channels often cause flooding - most channels have not yet been properly stoned pitched and sometimes when it rains heavily, there is flooding of the nearby environment and destruction of the road crossings. Management of effluent most remains a big challenge to the City and this includes urban storm water that is always heavily polluted.

Most factories do not have any treatment facilities for their waste waters that are generated by the plant. This poses a danger of environmental degradation as the wastes are directly discharged into the environment without prior treatment. There are two factory treatment facilities in Lira City - an oil mill located at Odokomit and a treatment facility constructed by UNDP for treatment of refuse from the brewing of the liquid molasses before it can be discharged into Olira wetland. This is a cleaner production method that ensures that the waste meets some environmental standard before it is disposed into the environment to reduce pollution.

Other environmental challenges include; absence of green and greenery initiatives consequently the City is too dry, over encroachment on environmentally sensitive areas by the ever increasing population, natural places for example green and public open spaces, wetlands ,poor drainage and frequent flooding, degradation/pollution of water, air, pollution (natural cover depreciation) as a result of presence of factories, high rates of firewood and charcoal utilization Environmental degradation, poor mind-set and attitude towards conservation and proper Environmental management, absence of disaster risk management strategies/hazard for example preparedness, relief early warning and response mechanism , high levels of pollution and natural cover depreciation and manifestation of climate change effects and absence of an adaptation strategy are common problems envisaged in Lira City.

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### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

Project Summary				
Sector	Environment and Natural resource			
Vote	858			
Vote Function	Sustainable Urban Development			
Vote Function Code	08			
Project Title	1. Address infrastructure in slums; undertaking slum upgrading operationalization; Design and build inclusive housing units; and Establish and develop public open spaces.			
Project Duration (Financial Years)	2020/2021 – 2024/2025			
Estimated Project Cost	1.UGX, 10bn			
Officer Responsible	Mr. Alfred Ogwang Mr. Geoffrey Omara Mr. Nelson Okello Mr. Levi Omara			
Date of Submission	16 <sup>th</sup> Oct, 2020			
Section 1: Project Background				
1.1 Situation analysis				
Table 39: Analysis of City Potentials, Opportunities, Constraints and Challenges by Department				
No.	Potentials	Opportunities	Constraints	Challenges
1. Inadequate Government land for Investments	<ul style="list-style-type: none"> <li>• Competent staff</li> <li>• Available equipment for survey</li> <li>• Functional physical planning committee</li> </ul>	<ul style="list-style-type: none"> <li>• Land availability</li> <li>• Availability of the land act</li> <li>• Land fund</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds for land acquisitions</li> <li>• Land compensation not prioritized in the previous budget</li> </ul>	<ul style="list-style-type: none"> <li>• Land speculators</li> <li>• Encroachment on land</li> <li>• limited available government land</li> <li>• Attitude and perception of people</li> </ul>



2. Developments which has overtaken planning	<ul style="list-style-type: none"> <li>• Existence of a physical development plan</li> <li>• Existence of road equipment</li> <li>• Existence of land acquisition committee</li> </ul>	<ul style="list-style-type: none"> <li>• Existence and functional National physical planning board</li> <li>• Existence of a National physical development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Land fragmentation</li> <li>• Illegal developments.</li> <li>• Encroachment on ungazetted area for development</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing Demand for utilization of natural resource i.e. land, wetlands</li> <li>• Increase in Population</li> <li>• Lack of a land fill.</li> <li>• Over dependence on central/donor funding.</li> <li>• .poor attitude and perception on waste management</li> <li>• Use of fuel wood as a main source of energy which adversely affects the environment.</li> </ul>
3. Poor waste management	<ul style="list-style-type: none"> <li>• A functional compost plant with trained workers</li> <li>• Existence of a solid waste by law in place.</li> <li>• Existence of garbage trucks</li> <li>• Existence of Aler compost plant</li> <li>• Available of garbage trucks, a tractor, wheel loader and drivers.</li> <li>• Poor management of domestic waste</li> </ul>	<ul style="list-style-type: none"> <li>• Support from funders like NEMA and World bank</li> <li>• Available radio stations for sensitization.</li> <li>• Available waste management laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate enforcement team</li> <li>• Wetland encroachment and degradation</li> <li>• Regular break down of trucks</li> <li>• Un Skilled truck operators and knowledge gaps in operations.</li> <li>• Poor methods of waste disposal.</li> <li>• Inadequate transport for final disposal.</li> <li>• Extension of the city boundary</li> <li>• Unplanned annexed areas</li> <li>• Illegal constructions</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate information on planning and environment</li> <li>• Communal land ownership</li> <li>• Unwillingness of people to accept planning</li> <li>• Need for a land bank</li> <li>• Develop a city master plan</li> <li>• Enforcing the planning standards</li> <li>• Unregistered land</li> </ul>
4. Illegal developments		<ul style="list-style-type: none"> <li>• Conflicting laws on land ownership</li> <li>• Political interventions</li> </ul>		
5. Wider unplanned and annexed areas				

<p>6. Increased Slum Development</p> <p>7. Inadequate piped water supply in the annexed sub counties</p>	<ul style="list-style-type: none"> <li>• Available road equipment</li> <li>• Available detailed plans</li> <li>• Available technical staff</li> <li>• Available land for planning</li> <li>• Need for sensitization on planning</li> <li>• Available land to attract investment</li> <li>• Search for greener pasture jobs</li> <li>• Availability of land</li> <li>• Young and productive population</li> <li>• Existence water reservoir at lake kyoga</li> </ul>	<ul style="list-style-type: none"> <li>• People not compliant with plan approvals</li> <li>• The whole country is declared a planning area</li> <li>• Existing planning and environmental laws, guidelines, regulation and standards</li> </ul>	<ul style="list-style-type: none"> <li>• Proper planning should be done for orderly development</li> <li>• Value for land is still affordable</li> <li>• Limited funding</li> <li>• Lack of mind-set change</li> </ul>	<ul style="list-style-type: none"> <li>• Poor land policy and housing development strategy</li> <li>• Unregistered land and poor land administration</li> <li>• Poverty</li> <li>• In adequate funds to connect to new areas</li> <li>• Resistance from some land owners</li> <li>• Existence of other cheaper alternative water sources</li> <li>• High cost of acquiring land</li> </ul>	
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<p>8.Existence of boreholes and pit-latrines against urban policy</p>	<ul style="list-style-type: none"> <li>Existing infrastructure</li> <li>Availability of market</li> <li>Presence of land for connectivity</li> </ul>		<ul style="list-style-type: none"> <li>Illegal connection</li> <li>High water bills</li> <li>Cost of connection</li> </ul>	<ul style="list-style-type: none"> <li>Limited un-gazetted land for cemetery</li> </ul>	
<p>9.Rampant burial in town</p>	<ul style="list-style-type: none"> <li></li> </ul>			<ul style="list-style-type: none"> <li>Land ownership status</li> <li>High demand for land for development</li> <li>Poor enforcement</li> <li></li> </ul>	
<p>10.Wetlands degradation and encroachment in the City</p>	<ul style="list-style-type: none"> <li>Existence of by-laws to regulate establishment</li> </ul>		<ul style="list-style-type: none"> <li>Inadequate land</li> <li>Culture and perception</li> </ul>		
<p>11.Flooding and siltation of drainage system</p>	<ul style="list-style-type: none"> <li>Availability of land</li> <li>Availability of</li> </ul>	<ul style="list-style-type: none"> <li>Increase in housing and industrialisation</li> <li>Increase in</li> </ul>	<ul style="list-style-type: none"> <li>Attachment to culture and tradition</li> </ul>	<ul style="list-style-type: none"> <li>Too much rain and change in weather pattern</li> <li>Lack of meteorological data</li> <li>Limited funding</li> </ul>	<ul style="list-style-type: none"> <li>Limited understanding of the land use</li> <li>Political intervention</li> <li>Temporal construction in open spaces</li> </ul>

<p>12. Encroachment in Public open spaces</p>	<p>swamps and wetlands</p> <ul style="list-style-type: none"> <li>• Increase in construction sites</li> <li>• High cost of acquiring land in the city</li> <li>• Urban agriculture</li> </ul>	<p>revenue</p> <ul style="list-style-type: none"> <li>• Increase in infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Over utilisation and exploitation</li> <li>• Illegal developments</li> <li>• Cheap and free</li> </ul>	<ul style="list-style-type: none"> <li>• Political intervention</li> <li>• Translation of laws to local language</li> <li>• Allocation of funds for compliance enforcement</li> </ul>	
<p>13. Limited enforcement mechanism</p>	<ul style="list-style-type: none"> <li>• Pillars and beacons for demarcation</li> <li>• Existence of natural drains and catchment areas</li> <li>• Storm water drainage master plan</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for piped water</li> <li>• Treatment plant in place</li> <li>• Electricity to pump water</li> </ul>		<ul style="list-style-type: none"> <li>• Communal land ownership</li> <li>• Existence of intrinsic natural resources that hinder development</li> </ul>	
<p>14. poor land use and insecurity of tenure;</p>			<ul style="list-style-type: none"> <li>• Lack of baseline data and geological information</li> <li>• Narrow drainage channel</li> <li>• No regular and periodic de-silting</li> </ul>	<ul style="list-style-type: none"> <li>• Regular change in climate</li> <li>• Lack of climate monitoring information</li> <li>•</li> </ul>	
<p>15. limited capacity for climate</p>	<ul style="list-style-type: none"> <li>• Availability of open spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Cheaper source</li> </ul>			

<p>change adaptation and mitigation; 16.low disaster risk planning and mapping 17.Rampan t degradatio n of the environme nt and natural resources caused by low enforceme nt capacity</p>	<ul style="list-style-type: none"> <li>• Unprotec ted open spaces</li> <li>• Existence of landscapi ng, greening and beautific ation strategy</li> <li>• High demand for leisure and recreatio nal areas</li> <li>• Existence of the enforce ment structure</li> <li>• Laws in place</li> <li>• Presence of land tenure system</li> <li>• Laws and policy related to relocatio</li> </ul>	<p>of water</p> <ul style="list-style-type: none"> <li>• Urban policy and public health act</li> <li>• Out breaks of epide mics</li> <li>• Urbani sation</li> <li>• Innova tion and techno logy</li> <li>• Irrigati on</li> <li>• Fish farmin g</li> <li>• Gazett ed in physic al develo pment plan</li> </ul>	<ul style="list-style-type: none"> <li>• Illegal develop ment</li> </ul> <p>Conflicting land uses</p> <ul style="list-style-type: none"> <li>• Noncom pliance to the physic al develop ment plan</li> </ul>		
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	<p>n and compensation</p> <ul style="list-style-type: none"> <li>• Existence of climate change policy and adaptation</li> <li>• City resilience guidelines and strategy</li> <li>• Partnership with global disaster risk reduction</li> <li>• Existence of climate smart data and portal</li> </ul>	<ul style="list-style-type: none"> <li>• Hydrological surveys and mapping</li> <li>• GIS based mapping and georeferencing</li> <li>•</li> <li>• High demand of land in urban areas</li> <li>• Limited recreational facilities</li> <li>• Competing land uses</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcing the laws</li> <li>• Lack of good will</li> </ul> <p>Limited capacity and knowledge</p> <ul style="list-style-type: none"> <li>• Lack of national land use policy</li> <li>• Insecurity</li> </ul>		
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		<ul style="list-style-type: none"><li>• Support from government</li><li>• Formulation of laws by parliament</li></ul>	<ul style="list-style-type: none"><li>• Lack of awareness and knowledge on climate change</li><li>•</li></ul>	
		<ul style="list-style-type: none"><li>• Land fragmentation</li><li>• Insecure land tenure system</li></ul>		

		<ul style="list-style-type: none"> <li>• Climate Change Framework and policy</li> <li>• Climate change policy committee and working group</li> <li>• Mainstreaming climate change in all MDAs</li> </ul>		
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### 1.2 Problem Statement

In order to increase service delivery, the Government of Uganda has granted City status to Ten Municipalities including Lira Municipal Council, Despite the above, there has been rapid development which has overtaken planning and this has led to slum developments in areas of Tesobar, Central park, Ober, Kakoge, Barogole etc.

All these has been caused by ;

- Population influx in the City
- Financial constraints to carry out planning
- Inability by the land owners to develop land to city standard etc.



These could result into the following consequences if the above problems are not addressed

- High Urban immoral rates, phonographic literature, tonnage pregnancies drug abuse theft etc.
- Increase in slum development
- Insecurity
- Poor housing leading to collapse of buildings
- Illegal developments etc.

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### **1.3 Relevance of the Project Idea**

If slums are upgraded, this will lead to the following:

- Improved urban livelihood
- Improved local revenue generation
- Improved law order etc.

#### **Stakeholders**

(i) Direct beneficiaries include:

1. Urban slum dwellers
2. Land owners
3. Those in gainful employment
4. The urban poor
5. The business community

(ii) Indirect beneficiaries includes the following:

1. Uganda Revenue Authority
2. Financial institutions
3. Lira City Council
4. Corporate bodies
5. Political leaders
6. Government
7. Donors

#### **(iii) Project Affected Persons.**

These includes:

1. Land owners
2. Urban poor
3. Slum dwellers
4. Informal sector

The positive impact on the stakeholders is to improve the livelihoods of the stakeholders and the negative impact includes loss of property and lives.

## **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

## **2.1 Project Goal**

Consolidate & increase stock and quality of Productive Infrastructure

The indicators of the project includes:

- Number of housing units constructed
- Number of access road constructed
- Number of utilities provided
- Number of sanitation facilities provided

## **2.2 Project Outcomes**

After the project completion the following are the outcomes:

1. Improved housing unit
2. Improved local revenue collection to the city council
3. Improved access to financial institutions
4. Improved tax revenue by Uganda Revenue Authority
5. Improved standard of living
6. Improved access to transport facilities

- Improved housing unit
- Improved local revenue collection to the city council
- Improved access to financial institutions
- Improved tax revenue by Uganda Revenue Authority
- Improved standard of living
- Improved access to transport facilities

For each project outcome identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained.

## **2.3 Proposed Project Interventions**

Describe the direct/tangible results that the project is expected to deliver. These outputs shall be the basis for the components around which the project shall be built.

Some examples of project deliverables could be: trainings equipment purchased, ICT backbone developed, infrastructure built / renovated and etc. Outputs are usually the immediate and concrete consequences of the implemented activities and resources used.

With the exception of the project management, monitoring and evaluation components, the project outputs should relate to physical assets and must contribute at-least 70% of the total project.

For each project output identified, you will be required to define at least one indicator that will

be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources.

## 2.4 Project Activities

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

## 2.5 Results Matrix

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1. Goal Consolidate & increase stock and quality of Productive Infrastructure The indicators of the project includes:	Number of housing units constructed	Reports Photos	0	500	Funds from donors Potential investors Availability land
	Number of access road constructed	Reports Photos Minutes Meetings held	0	250km	Government funding Donor support
	Number of utilities provided	Photos, Physical	0	500 Units of water and electricity	Government funding

	Number of sanitation facilities provided	stand point Photos	0	300 units	Donor support Government funding Community engagement
<b>2.Outcomes</b>					
Improved housing units	Number of housing units constructed	Reports Photos	0	500	Community engagement
Improved tax revenue	Percentage increase in revenue generated	Minutes of meetings Report on final accounts	0	50%	Identification of new revenue source
Improved access road	Number of access roads constructed	Monitoring reports Photos.	0	470 km	Strict internal control system
proved access to financial institutions	In household income	Household survey reports	0	500	Donor funding Government interventions
Improved standard of living	Percentage increase in the number of transport facilities	Survey reports	0	50%	Community engagement
Improved access to transport facilities					
<b>3.Outputs</b>					
Increased number of housing units	Number of housing units constructed	Reports Photos Minutes of meetings	0	500 units	Donor funding Government
Increase in percentage of tax revenue	Amount of revenue Collected	Report on final accounts	0	50%	Government interventions
Increase in the number of access road	Number of access road constructed	Monitoring reports Photos.	0	470km	Donor funding
Increase in the number of people accessing financial institutions	Number of people accessing financial institutions	Records from financial institutions	0	30%	Improved access to finances
Increase in the percentage of peoples' standard of living	Number of people whose standards of living have improved	Household survey reports	0		Improvement in road network
Increase in the number of people accessing transport facilities	Number of people accessing transport facilities	Survey reports	0	80%	Increase in the number of public transport
<b>4.Activities</b>	Number of	Reports			

Sensitization and consultation	sensitization and consultation conducted	Attendance list	O	80%	Community involvement
Roads opening	Kilometers of roads opened	Reports of community engagement meetings	O	470kms	Government intervention
House construction	Number of houses constructed	Household survey reports	O	500	Corporation from the community
Installation and extension of utilities	Number of utilities installed	Reports on the number of installations	O	500	Donor funding

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**Section 3: Estimated Project Cost and Activity Plan**

**3.1 Project Cost**

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

**Section 4: Attachments**

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

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	Year 1	Year 2	Year 3	Year 4	Year 5	Total cost
Increased number of housing units	2bn	2bn	2bn	2bn	2bn	2bn

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### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	ENVIRONMENT AND NATURAL RESOURCES
Vote	858
Vote Function	Waste and Garbage Management
Vote Function Code	08
Project Title	<b>Improving waste and garbage management in the city</b>
Project Duration (Financial Years)	
Estimated Project Cost	20 billion Uganda Shillings
Officer Responsible	City Environment officer
Date of Submission	16/10/2020
<b>Section 1: Project Background</b>	
<b>1.1 Situation analysis</b>	
<p>The situation analysis for solid waste management in Lira City was comprehensively investigated through a multi- professional approach that included the Environment Management Specialist, Sanitary Engineer, Development Economist, Environmental Lawyer, Physical Planner, Sociologist and the Mass Communication Expert.</p> <p>The major sources of solid waste in Lira City include: - households, shops, offices, institutions, religious places, schools, colleges, market places, industries (predominantly grain milling, oil processing and cotton spinning), roads, and abattoir. Trade is the major generator of wastes in Lira City Council; this is followed by service delivery like restaurants, hotels and then households. Although the City Council estimates that 80 tonnes of waste is collected per day, the total amount of garbage generated on a daily basis remains unknown. Household survey findings estimate that the households generate about 30 tonnes of solid waste per day. Segregation of waste at the municipal level is mainly done at composing plant. During the study, it was noted that at household level, there is little or no sorting of waste reason being that they are not told to sort and they consider everything to be waste and so there is no need to separate it. In addition, the dumping areas also don't provide for that option of separating waste according to its type, so whatever generated is stored in one dust bin dumped at the skips or the truck. Households in Lira do not sort waste because it is time consuming, they are not told to do so by their</p>	

service provider, lack of knowledge on how to do it and other reason that include their regard of waste as having no use and having small plots to gazette areas to sort this waste. All markets in LCC store their wastes in the skips. Some commercial enterprises and schools seek permission from Council and have fabricated their skips with guidance from the City Council. There are 21 skips located at various places within Lira Municipality. The skips are however being avoided by the community because of inconveniences caused by the delay to pick them and design; it is too high for children and women who do most of the dumping of the wastes. 61.2% of the households in the municipality have access to collection points /skips while 38.8% have limited access to skips. Prior to door-to-door collection, most households in the municipality store their waste in plastic bags (kaveera) or sacks. The Division skips are not strategically situated and the distribution is skewed towards the CBD. Even then, skips are placed where space can be available regardless of physical plans. This explains the many open dumping areas in the Municipality. Every business entity is encouraged to have a waste bin in their premises, though not effectively supervised. The cleaning and sweeping of streets is done through gangs. The solid waste collected from the secondary collection points is taken to Aler Compost Plant. Collection of waste is minimal especially in Adyel and Railway Divisions in Lira City East Division. During the time of the study, it was reported that the municipal council has spent 5 months without collecting waste from the collection centers because of truck break downs and also due to the financial challenges; the Divisions were unable to fuel the truck to collect waste. It was also reported that there is private sector collection, though there are informal collectors which cover a small area of the municipality especially in the Eastern Division. Page | ix Transportation of wastes in LCC is carried out by the Divisions. The equipment is stationed at the municipal yard. The equipment is procured and maintained by LCC as stated in the Local Government Act. The Divisions fuel the equipment and pay the drivers allowances; they also do minor repairs like changing engine oil and replacing tires. All the equipment is licensed by NEMA to transport wastes; it includes one truck, compressor truck and skip loaders. The skip loader is currently down; hence LCC is using a compressor truck, one tractor and the truck for transporting wastes. The big hotels contact Council whenever their skip is full; Council then sends the truck to transport the wastes to the compost plant. The hotel fuels the truck and pays the driver allowance. They also do minor repair for example busted tire if it occurs when taking their wastes. Reuse and recycling of wastes is done privately/individually by the community members. Some of the wastes that can be reuse and recycled are plastic bottles, boxes, sacks, polyethylene bags, straws, glass bottles, sawdust, metallic pieces and rubber mainly from used tires. Statistics from the household survey indicate that only 14.7% of the households have made attempts to recover waste and especially organic waste (potato and banana peelings) which is fed to animals for instance goats, rabbits and pigs. Some households have also donated some of their used clothes to churches and relatives. Final disposal of wastes in LCC is still wanting. This is mainly because the communities think it is the work of the municipal to dispose of the wastes. For example, people collect wastes from their homes and dump them along the roads and drains. All the schools that the consultant visited uses rubbish pit for final disposal of the wastes generated. They don't sort wastes; however dry wastes like kaveera, papers, boxes, litter of trees and plastics are burned in the open. All solid waste collected by the Municipal Council is transported to Aler Composting and Landfill Site located in Ngetta sub- County that is a newly commissioned project constructed with support from the World Bank through NEMA under the clean development mechanism to generate and sell carbon credits. At the site, recyclable materials mainly glass and plastics are recovered, the organic fraction is composted and the rejects are landfilled. SWM activities are executed under the Public Health Department. The Public Health Department works closely with the Works and Technical Services Department particularly in fleet maintenance; with the Natural Resources Department on issues of environment and management of the compost plant; with the Community Department on community mobilization, with the Finance and Planning Department on issues of finance and planning, and other departments in their respective roles, whenever needed. For the solid waste management, the Municipal Public Health Department works very closely with the Division Local Governments particularly on the operations and technical aspects of solid waste. Respective Division Health department staff collaboratively and closely work with the City Headquarter staff. There is symbiosis relationship. Lira City Council together with the Divisions is faced with a task of raising local revenues to meet the financial demands of service delivery and the general solid waste

management. The local revenue is reportedly low. The contribution of locally generated revenue to the budget highest recorded in the last three years was 10.2%. Therefore, local revenue collection remains a key challenge to the Council attributed partly to low tax base, poor financial management practices and poor response from the potential taxpayers. There is also lack of an updated revenue database that can enable to track taxpayers. Lira City is yet to operationalize the solid waste management byelaw that was passed ten (10) years ago. In 2006, the Lira City council passed the solid waste management by law that sought to regulate the collection, removal and disposal of garbage within the municipality. The byelaw provides for door to door garbage collection, introduction of waste management scouts at household levels and provision of the public with information and incentives to make environmentally sound choices about consuming resources and generating waste. The byelaw was also meant to ensure that each family collects, sort and dump its garbage at specific locations. The byelaw also proposed a fine of not less than UGX 40,000 or a three months' jail sentence for those found guilty of violating its provisions. Physical Planning is necessarily one of those critical actions that has to promote desirable condition for human living. A number of Physical Planning challenges in regard to solid waste management are identified. These include; integrating solid waste management system and other sectors with the Physical Planning Frame work; the capacity of Physical Planning to cope up with rural-urban migration, the increasing rate of slums and informal settlements with corresponding generated solid waste; Council's inability to have easy access to land planned for solid waste disposal at both neighborhood and Municipality wide level; and involvement of communities on partnership basis to own garbage and plan sites for solid waste disposal. Private sector participation in municipal solid waste management is another way on bringing in resources, expertise, efficiency and effectiveness in solid waste delivery. There is limited private sector participation in solid waste management in Lira City. A company has been contracted by Council to clean the streets. Community members hire people informally to collect wastes at a fee. The attitude of the community towards waste management is negative; they believe waste is a sole responsibility of the City Council. 46.8% of the households in Lira municipality participate in community environmental cleaning programmes while 53.25 do not participate in cleaning programmes. Waste management at home is the responsibility of mainly the women in Lira City. 64.5% of the respondents reported that solid waste management issues are a responsibility of the housewife, 12.2% reported that it is the responsibility of the children, of waste, 18.2% reported it to be the role the husbands, 1.0% indicated it to be the role of maids, while 12.2% reported it to be collective responsibility for every household. Mass media in Lira municipality plays a big role in disseminating information on solid waste management and public health, followed by political leaders, family members and religious leaders respectively. Lira has 7 radio stations namely: Radio Unity; Radio Waa; Q FM; Radio Rhino; Radio North; Radio Lira and Lango FM. Radio programs on public health are usually aired in the mornings from 9 - 10am. They are either sponsored by any willing NGO or through the time allocated to the District Heads and RDC to air government programs. The main problem is that apart from the heads of departments at the municipal council being aware of their access to radio for public sensitization, most of the staff at the divisions are not aware and therefore do not utilize such opportunities. It is only the RDC that has access to the one hour per week on all the radio stations to articulate government programs. In conclusion, the solid waste management situation in Lira still requires a lot of effort, adequate physical planning, and commitment from the political leaders, resources including equipment and more public participation and ownership of the solid waste they generate.

The City Planned to Procure 4 garbage trucks at a cost of 720,000,000, 4 tri-cycles and 50 garbage skips to further improve garbage collection, • initiated street sweeping and cleaning programme to improve garbage management; • Procured 10 additional acres of land to increase the capacity to current compost plant in Aler . To further enhance garbage collection, Lira City has developed a comprehensive solid waste management strategy that includes utilization of the waste resource, Bye-Laws, IEC Strategy.

Lira City is proposing to address waste from an integrated perspective to include the development of integrated waste disposal and treatment systems, and solutions that simultaneously address waste issues and the city's need for reliable, affordable energy. Actions that relate to a focus on waste management

through addressing the waste hierarchy (through both reduction and recycling) will go a long way, particularly when supported by education (with emphasis placed on support in respect of separation at source, and similar interventions). Further propositions also include the provision of greater support and guidance (with increased control, where needed) to assist the informal recycling industry, and an elevated prioritization of engagement with various role players in respect of waste (e.g. business, the community and others), to raise the issue and encourage the adoption of different approaches.

## **1.2 Problem Statement**

Solid Waste Management is everyone's problem and it impacts on the daily experience of all people of Lira City. And, it is one of the pressing challenges facing Lira City today especially in realization that the only available Dumping Site/landfill/ Composting Plan is getting filled up at an alarming rate. It is estimated that Lira City's average waste generation is 1kg per capita per day. Therefore, with a given population of 285,000 people, daily tonnage is about 70,000 tons and expected to increase to 80 000 tons by 2023, or an increase of 43%. It is estimated that about three quarters of waste generated is organic in nature, with plastics (12%) and paper and board (11%) making up the next largest categories. The small remainder includes glass, textiles, and metal. It is further estimated that two thirds of waste is disposed by means other than use of a Composition/dumping/landfill site. These means include burning of refuse, illegal dumping of waste by refuse collectors or building contractors, household dumping of waste into storm water channels, sewers or public areas, and incineration of waste. These disposal practices manifest themselves in health problems, blockage of drainage systems, air pollution, odours, and degradation of the urban environment. Lira City has over the past three years undertaken a number of measures to improve on solid waste management that have included

- Increase in garbage collection by over 100% from a monthly average of 20,000 tons in April 2016 to over 40,500 tons by June 2020.
- Plan to distribute over 5000 litter bins in the Central Business District, schools and Hospitals to promote responsible solid waste management.

### **1.3 Relevance of the Project Idea**

- Improving sanitation and hygiene in the city, Linked to Human Capital Development
- Improving garbage management in the City, Linked to Lands and Environment

#### **1. Stakeholders**

This shall involve National Environment Management Authority, Ministry of Water and Environment, Ministry of Lands Housing and Urban Development, Ministry of Health, Civil Society organization (CSO), the business community, church leaders, cultural leaders, PWDS, Elderly, Youth, Vulnerable groups, women groups, opinion leaders and the private sector, Development Partners/Donors.

Health, safety and security of persons shall be enhance as a results of improved places for leisure, relaxation, recreation and entertainment.

### **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

#### **2.1 Project Goal**

To Improve, safety, health, sanitation, Hygiene and maintain a clean and green City

#### **2.2 Project Outcomes**

- increased solid waste collection to over 90% by 2021
- Increased the number of garbage skips and waste bins across the City;
- Increased the number of garbage trucks to serve all the urban divisions
- Rolled out of the planned comprehensive waste handling and disposal system that will include involvement of the private sector;
- Specified hierarchy of collection, sorting and disposal facilities which promotes sorting at source, diversion to recycling as early in the process as possible, and minimization of collection and transport costs;
- Increased awareness campaign on waste management;
- Undertaken initiatives to convert the waste to energy and other uses;
- Expanded and Improved Management of the Solid waste landfills.
- Acquisitioned for solid waste landfill

### **2.3 Proposed Project Interventions**

Procure garbage trucks, bins, skip loaders, tri-cycles, motorized brooms, PPEs,

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Collection of information shall be done through surveys or Primary and secondary data sources.

## **2.4 Project Activities**

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

- increasing solid waste collection to over 90% by 2021
- Increasing the number of garbage skips and waste bins across the City;
- Increasing the number of garbage trucks to serve all the urban divisions
- Rolling out of the planned comprehensive waste handling and disposal system that will include involvement of the private sector;
- Specifying hierarchy of collection, sorting and disposal facilities which promotes sorting at source, diversion to recycling as early in the process as possible, and minimization of collection and transport costs;
- Increasing awareness campaign on waste management;
- Undertaking initiatives to convert the waste to energy and other uses;
- Expanding and Improving Management of the Solid waste landfills.
- Acquisitioning for solid waste landfill
- Dissemination of IEC Strategies, Solid waste by laws and strategic plans

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal					
2.Outcomes 2.1 2.2 2.3 ...					
3.Outputs 3.1 3.2 3.3 ...					
4.Activities 4.1 4.2 4.3 4.4					



## **Section 3: Estimated Project Cost and Activity Plan**

### **3.1 Project Cost**

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

## **Section 4: Attachments**

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at PAP@finance.go.ug

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
Total Cost				

LIRA CITY PROPOSED WASTE MANGAEMENT PLAN AND BUDGET

Program/Project title WASTE MANAGEMET

For the period (month and year).....JULY 2020..... to (month and year).....JULY 2023.....

Key PRIORITY Areas	Activity Description	Linkage of Activity with Identified Challenge	Planned Number	Evidence of preparedness <sup>7</sup>	Budgeted Cost	Planned Expenditures				Sources of Funds	
										(indicate used funds by source)	
						Q1	Q2	Q3	Q4	MDG	Others
<b>1. 1. Physical Planning Assessments, Solid Waste Data Surveys, WIS Design and Equipment; Undertake a comprehensive solid waste data collection, mapping and gazettement of sites:</b>	1.1) Baseline survey of solid waste quantities generated, collected, transported and disposed and the composition  1.2 (ii) Facilitating inventorying the solid waste disposal sites (a) Identification of open waste collection and disposal sites, (b) identification of current locations for skips and compatibility with land use  1.3) Gazettement of suitable SWM collection and disposal sites.	Waste volume, quantity and weight established	1	Data Clerk and technical staffs recruited	10,000,000		5,000,000	5,000,000			

<sup>7</sup> Stakeholder mapping, etc.

<b>2. 2. Design and operate a Waste Information System</b>	3.1) (ii) Hp-Computers and printers 8 No. (Site Manager ( 1 No) Data Clerk (1 No.), Health Dept (1 No.), Engineering Dept (1 No.), Environment Office (1 No.), Planning Office (1 No.), Finance Dept (1 No.) and Physical Planning Office (1 No.)		8		100,000,000			100,000,000				
	3.2) (iii) 8 Computers and printers for the Divisions i.e. (@Divisions-2 sets											
<b>3. 3. Implement sustainable waste minimization, separation at source, reuse, recovery and recycling programmes</b>	5.1) (i) Develop IEC materials on minimization, source segregation and the 3Rs ( murals, artistic hand impressions, videos, as per the IEC Strategy  (ii) Disseminate IEC materials and undertake continuous sensitization	Inadequate awareness	4		100,000,000		50,000,000	50,000,000				

	<p>programmes on segregation and the 3Rs</p> <p>(iii) Establish and popularize the Waste Exchange visit and campaign to link waste generators to those interested in reusing it (annually)</p> <p>(iv) Develop working partnerships with institutions such as schools in promoting waste reduction and recycling (annually)</p> <p>(v) Promote Home Composting programs- Campaigns and demonstration (annually)</p>											
5.2)												

<b>4. Procure coloured bins for source segregating</b>	7.1) (i) Red bins for plastics (300 No.)  (ii) Blue for paper (300 No.)  (iii) Green for glass (300 No.)		900		200,000,000			200,000,000				
<b>5. 6. Promote and ensure effective delivery of solid waste services to all generators within the municipality</b>	8.1) Develop a Service Area Map and collection route map for LMC and identify areas where service needs improvement  Develop and publicise waste collection schedules for each Cell, Street or Ward (annually)		4		20,000,000	5,000,000	5,000,000	5,000,000	5,000,000			
<b>6. Procurement of collection and transport equipment:</b>	(i) Procurement of 4 Compressor Trucks (TATA LPK 1618 TC/36 LHD 14CUM GARBAGE COMPACTOR)  (ii) Procurement of 4 skip Loader (TATA 7 Cu.M LPT 1618)  (iii) 40 skips (Size: 2.56m x 1.60m x 1.51m)  (iv) Assorted tools (Wheel barrows, spades, forks, rakes and brooms)  (v) Litter bins  (vi) Protective Gears (masks, gumboots, overalls, gloves)  Develop a SWM Equipment and Tools		4		1,200,000,000			1,200,000,000				

	<p>Management Policy and Maintenance Schedule</p> <p>Develop of Standard SWM Equipment and Tools Specifications List</p> <p>Support collection in informal and slum areas (annual)</p> <p>Tri-cycles 10</p>		10		120,000,000			120,000,000			
<b>7. To safely handle and dispose of solid waste through best practices</b>	<p>Develop and disseminate IEC materials on solid waste management environmental and health risks and how to mitigate them (annually)</p> <p>Develop and disseminate IEC materials on "Household Hazardous Solid Waste Management"</p> <p>Develop and disseminate IEC materials on "Household Hazardous</p>		8		80,000,000	20,000,000	20,000,000	20,000,000	20,000,000		

	<p>Solid Waste Management"</p> <p>Feasibility, design review and Environmental Impact Assessment for expansion of Aler Compost Plant to capacity of 120 tonnes/day and construction of sanitary Landfill</p>											
<p><b>9. Civil works for expansion of Aler Compost Plant</b></p>	<p>(i) Procurement of the contractor</p> <p>(ii) Construction (compost plant, administration block, shredder house, washing and changing rooms and pit latrine)</p>				40,000,000							
<p><b>10. Procurement of spare equipment and tools for Compost Plant:</b></p>	<p>(i) Leachate Pump</p> <p>(ii) Sieving equipment</p> <p>(iii) Digital Thermometer</p> <p>(iv) Oxygen meter</p> <p>(v) Moisture meter</p> <p>(vi) Assorted tools (wheel barrows, spades, brooms, rakes</p> <p>(vii) Protective gear (gloves, gumboots, masks, and overalls</p>				100,000,000							



<b>11. Promote public participation and inclusion in the solid waste management system</b>	<p>Facilitating planning and coordination (Solid Waste Working Group, coordination meetings, etc.) on annual basis</p> <p>Full cost accounting exercise and determine optimal garbage fees.</p> <p>Preparation of strategy and plan for collection of garbage fees</p>				20,000,000							
<b>13. Staffing, remuneration and capacity building for solid waste management</b>	<p>Staff capacity building</p> <p>1. Development of recruitment plan (facilitate the process)</p> <p>ii Skills development, Exchange Visit and training plan ( facilitate the process</p> <p>General sensitization for political and civil leaders</p>				100,000,000							
<b>14. Knowledge management</b>	<p>i. Documentation of materials (Manuals and Guides) i.e. funds for facilitation</p> <p>ii. Procurement of Reference materials (e.g. text books)</p>		40		100,000,000							
<b>15. Training at Lira City Level</b>	<p>i. General Sensitization (Political leaders)</p> <p>ii. Technical staff</p> <p>iii. Institutions- Schools, banks, hotels, shops,</p>		4		40,000,000							

	<p>parks, churches, radios, markets</p> <p>iv. Municipal Development Forum-MDFs</p> <p>v. NGOs and CBOs- Ones operating beyond one division e.g. Slum Dwellers Association</p> <p>vi. NGOs and CBOs- Ones operating beyond one division e.g. Slum Dwellers Association</p> <p>vii. Private Sectors</p> <p>viii. Informal Sector</p>											
<b>16. Training at City Division Level</b>	<p>i. General sensitization for politicians- Division, wards and villages/cells</p> <p>ii. Community Based Organization- Division based and Street leaders</p>		4		20,000,000							
<b>17. Training at Village and Cell Level</b>	<p>i. General community sensitization</p> <p>ii. Model Households</p>		80		10,000,000							
<b>18. Training of Trainers</b>	<p>i. Consultant for ToT</p> <p>II. ToTs for Informal sector, Household waste management and Community waste management</p>		36 LEC		50,000,000							

<b>19. Specialized Training</b>	i. Shredding ii. Data Management, Record keeping and documentation iii. Composting iv. Landfill operations		2		10,000,000							
<b>10. Promoting the participation and involvement of the private and informal sectors in the municipal waste management system</b>	Promotion of the Private Sector i. Developing a cost model ii. Developing of operational documentation and mechanisms iii. Support to private sector (annual) Promotion of the Informal Sector i. Carry out a census of waste pickers and dealers ii. Support formation of Waste Pickers' Association iii. Support to informal sector (annual)				200,000,000							
<b>11. Customization of Model Solid Waste Byelaws and</b>	Customization of the Model Byelaws		4		10,000,000							

<b>Training and in Enforcement</b>	i. Customizing of the law by sectoral committee and technical  ii. Seating allowances for Council  iii. Stake holder Consultations (ward and village/ cell consultations at ward level)  iv. Sensitization on the law per Ward											
<b>12. Training</b>	i. Training of the enforcement team  ii. Training of private and informal sector		22		5,000,000							
<b>13. Equipment</b>	(i) Enforcement communication and surveillance system (camera (12 No.) and hotline telephone set (1No.)  Procurement of Bajaj Motorcycles (12 No.)		8		100,000,000							
<b>Maintenance of Equipment</b>	Garbage Trucks  Computers and office furniture  Renovations				1,000,000,000							

<b>Total</b>													

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### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Finance and planning
Vote	858
Vote Function	Revenue Management
Vote Function Code	02
Project Title	<b>Implement electronic tax systems to improve compliance both at National and LG levels.</b>
Project Duration (Financial Years)	2020/21-2024/5
Estimated Project Cost	Quote figures in Ugx <b>400,000,000</b> and give (in brackets) the exchange rate used where funds are in a foreign Currency
Officer Responsible	Preferably give the contact office in the MDA that is well versed with the history and developments of the project. This is intended to ease flow of information and allow for quick and reliable inquiries as need may arise. <b>Head of Finance</b>
Date of Submission	This should tally with the date of the letter submitting the profile to the PS/ST and PAP will in-turn capture this viz-a-viz the date of receipt at the MFPED registry and the date of registration into the Integrated Bank of Projects. <b>16<sup>th</sup>.october 2020</b>
<b>Section 1: Project Background</b>	

### **1.1 Situation analysis**

Provide a background to the project idea or the problem your project will focus on by; (i) describing the current situation including past and on-going interventions, recent developments in the area of interest, achievements and challenges if any.

Quote official statistics to support your narrative. (ii) Explaining projected trends using published forecasts

Currently we are using manual serially numbered and carbonated copy receipts. The receipts are printed by contracted supplier and are distributed to the Divisions. The system needs a lot of space for storage of both new receipt books and the used ones. It has a weakness in that it can be printed by any person with the same serial numbers hence giving weak control system. Physical controls like supervisions have been tried but it's not yielding adequate results. We have been introduced to IFMIS system but it's limited to payment processing and report generation only. It's being used in the Headquarters only leaving Divisions with the manual system yet revenue collection in at Division level. Low level of revenue performance improvement

### **1.2 Problem Statement**

Provide an explicit definition of the problem to be addressed in terms of challenges, constraints or gaps that the market or private sector cannot resolve and:

- v. Mention the likely causes of the problem both direct and indirect and  
Tracking revenue defaulters is very difficult. The revenue leakages is substantial.  
Management cost is very high. Prompt reporting is very difficult. Delays on the speed of transaction processing security features/seal of the document is not foolproof.
- vi. Give a brief insight of the likely consequences if no government intervention is

made.

Over reliance on Central Government transfers. Low level of development. Failure to achieve planned projects.

### **1.3 Relevance of the Project Idea**

Justify the need for the proposed project by: (i) linking the project to the NDP through a description the national development objective(s) that the proposed project is expected to contribute to; (ii) Linking the proposed project to sector strategic objectives by describing the sector outcomes that the project is expected to impact on. **Increased local revenue to improve service delivery like good road network, street lighting, better facilities for schools.**

#### **1. Stakeholders**

Identify the key stakeholders that are likely to be affected by the interventions including: (i) Direct Beneficiaries (ii) Indirect Beneficiaries (iii) Project Affected Persons. Give a brief description of the likely impact of the project on the stakeholders

Local Government, tax payers, business community, children, women, person with disabilities, youth.

Better services are provided, reduced complains from tax payers. improved customer care. Better accountability to public.

## **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

### **2.1 Project Goal**

Describe the project goal. This should be in relation to the development objective that the project is designed to contribute to. Identify an indicator that will be used to measure success of the project against the goal and briefly explain how information on this indicator shall be obtained. **To improve the roles of state in development.**

### **2.2 Project Outcomes**

Define the project outcomes to include the effects that will follow from the utilization of products or services delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people will be able to do better, faster, or more efficiently, or what they could never do before.

For each project outcome identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained.

### **Financing the development plan implementation**



### **2.3 Proposed Project Interventions**

Describe the direct/tangible results that the project is expected to deliver. These outputs shall be the basis for the components around which the project shall be built.

Some examples of project deliverables could be: trainings equipment purchased, ICT backbone developed, infrastructure built / renovated and etc. Outputs are usually the immediate and concrete consequences of the implemented activities and resources used.

With the exception of the project management, monitoring and evaluation components, the project outputs should relate to physical assets and must contribute at-least 70% of the total project.

For each project output identified, you will be required to define at least one indicator that will

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be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources. **Equipment purchased i.e. projectors, computers acquired, internet connectivity ICT backbone developed, LAN/WAN infrastructure built and renovated. proper data Centre is well established.**  
**-All the staff is well trained in the use of the system- Like electronic tax management system.**

#### **2.4 Project Activities**

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained. **Purchase hardware, software, and construction of the server reserve, install the ICT equipment. Staff capacity building/trainings in electronic tax system. 1 WAN server, 8 LAN servers, 30 revenue staff trained on e-tax system.**

## **2.5 Results Matrix**

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

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Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal-Strengthen the role of the State in development					
2.Outcomes 2.1Imprved own source revenue generation 2.2 2.3 ...	% increase in local revenue	Financial Statement, reports	2.4b	6b(60%)	Tax payers will comply
3.Outputs 3.1functional automated revenue system in place  3.2 staff trained and equipped to manage automated system  3.3automated generated revenue reports in place ...	Availability of a functional automated revenue system  number of staff trained and equipped to manage a automated reports available	Availability of a functional automated revenue system  No of staff  Number of reports available	No automated revenue system  None  none	a functional automated revenue system  30 staff  All registers in place Monthly, quarterly biannual and annual reports	Shall have competent staff, stable network and power, technical support from the Centre  Staff can be trained, all the trained staff will be retained. Competent consultant will be hired to train staff The system will be effective and efficient. Staff will master the system,
4.Activities 4.1purchase of hardware 4.2purchase of software 4.3staff training 4.4 purchase of equipment ...	Available computers, laptops and accessories, equipment, available software installed and backups.	computers, laptops and accessories, equipment, in place, software installed and backups.	none	10computers	Funds will be available The system will be efficient

**Section 3: Estimated Project Cost and Activity Plan**

**3.1 Project Cost**

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n	150,000,000	50,0000	50,000,000	250,000,000
Output 2 Activity 1 Activity ... Activity n	25000000	25000000	50m	
Output n Activity 1 Activity... Activity n	50m			
<b>Total Cost</b>				

**Section 4: Attachments**

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at PAP@finance.go.ug

### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study.

<b>Project Summary</b>	
Sector	Planning Department
Vote	858
Vote Function	MIS
Vote Function Code	10
Project Title	<b>Develop ICT centres of excellence within Lira City.</b>
Project Duration (Financial Years)	3 years
Estimated Project Cost	1,000,480,000= (270,400 USD)
Officer Responsible	Town Clerk, City Senior Economic Planner and Economic Planner.
Date of Submission	16 <sup>th</sup> October, 2020
<b>Section 1: Project Background.</b>	
<p><b>1.1 Situation analysis.</b></p> <p>Currently Lira City do not have good, constant and stable internet connectivity, no ICT hub to help both staff and community to have access to online information.</p> <p>The City has two Divisions with a population of 249,900 people as per 2014 Census, about 70,000 are school going persons and over 4,500 are staff of Lira City Council who needed better ICT services.</p> <p>We do have a Public Library with internet connectivity but the network do not cover every offices due to its weak signal strength, sometimes officers are forced to go to Hotels, café to get better internet connectivity while doing office work, sometimes Officers used their personal telephones to provide internet connectivity in their respective Offices.</p> <p>Currently, Planning Department had procured some small routers but its capacity cannot handle the pressure of down loading/ uploading documents from various offices.</p> <p>Students, academicians, researchers and public are supposed to conduct their studies using internet provided by Lira City Public Library but due to its limited number of people to use at the</p>	

same time, the above-mentioned categories of people could not get quality services provided by Lira City Council.

Amidst all the above, there are also challenges such as thieves who always remove internet routers, financial constraints to subscribe internet services on time,

Therefore, there is need for the construction of ICT Centre for Excellence that would benefit both Lira City staff and the Community.

It is against the above background that an ICT Centre of Excellence be Constructed and equipped with ICT equipment that would serve the entire Lango sub region and beyond.

### **1.2 Problem Statement.**

The ICT Centre of Excellence will be used to train youth and other well-wishers on how to use computers since not everybody could use computer.

It will provide free internet services to the Community of Lira City currently there is no ICT hub in the City apart from some few small internet café, if this ICT centre for excellence is built, Businessmen and women would use the same ICT centre to source for markets for their goods and services, money will be saved in terms of transport, accommodation etc.

The Centre will be an ICT skilling centre whereby everybody will be trained and allow to access the facility as long as one adhere to COVID-19 Government of Uganda standard operating procedures of hand washing with water and soap, use of sanitizer frequently, wearing of mask, social distancing etc.



### **1.3 Relevance of the Project Idea**

The project would impact a lot on the Community of Lira City by saving money that businessmen and women would have spent in transport from and to Kampala in search of market for their products, they would be using internet to source for market, order goods and services for their businesses online.

Students will use the same internet facility to carry out their studies especially with the current outbreak of COVID-19 pandemic; most academic institutions have resorted to online studies that requires students to have access to ICT which is not easy for our people in Lira City.

The UN agenda states that internet is for all humankind, once the ICT hub is built and made fully functional, all Community will have access to free internet services.

The NDP II emphasizes on free internet services in certain areas in major Towns and Cities, it was mainly being practice in Kampala Capital City by MTN Uganda and Kampala Capital City Authority using hotspot system, other Towns, and Cities were not able to provide free internet to its community due to limited funding.

#### **1. Stakeholders.**

The stakeholders in this project will be Technical staff of Lira City Council and its Divisions staff, students, researchers, Businessmen and Women and any other persons who feel like utilizing the ICT Centre.

The project may affect some few internet cafés in Town but most of them do involve in various businesses in one place such as printing and photocopying services.

### **Section 2: Project Framework**

The ICT centre for excellence and Vocational institutions will be a training ground for ICT services for the whole Lango sub region.

The Centre will have a building with fully equip with ICT computers and its accessories. There will be an ICT specialist fully employed by the Government of Uganda, his/her work will be to train the community on Computer knowledge, take care of the equipment at the facility, maintenance of every tools and assets for facility.

The goal of the project is to equip everybody from the community with computer/ ICT knowledge as long as the person can read and write English since Uganda's official language is English and most of computers are programed in English.

The outcome of the project will be free ICT services provided by Lira City to its community, what Lira City is doing is easily communicated to community through ICT.

The output will be the number of community members trained on ICT and using the facility as

per daily attendance, there will be daily attendance register at the facility to track records of users.

The major activity will be providing free internet services to community, training those without computer knowledge; both secondary, primary schools and institutions of higher learning will use the same ICT Centre to train their students.

### **2.1 Project Goal**

The goal of the project is to equip everybody from the community with computer/ ICT knowledge as long as the person can read and write English since Uganda's official language is English and most of computers are programmed in English.

We are targeting 65,000 school going children, at least 190,000 community members who will be visiting the ICT centre, all must register in an attendance book that would capture their names, contacts, addresses etc.

### **2.2 Project Outcomes.**

65,000 targeted school going children and 190,000 community members be trained and able to use the ICT centre.

20,000 businessmen and women will be able to use the facility very well as per training and free services that would be offered by the ICT centre, they will be registering on daily basis in an attendance register.

There will be statistical data generated from that very register to inform planning and decision-making.

### **2.3 Proposed Project Interventions**

The ICT centre has to be constructed, 50 Computer desktop with accessories will be bought and install, fully connected to internet, ICT equipment bought and install, Furniture will be bought and delivered to the ICT centre.

Training, this will be conducted by specialized ICT experts who will conduct the training.

## **2.4 Project Activities**

Construction of ICT Centre of Excellence and Vocational institute.

Purchase of Computers and accessories.

Purchase of Internet equipment.

Purchase of heavy-duty central printer.

Purchase of large format colored printer.

Purchase of Furniture.

Purchase of filing cabinets.

Purchase of 75 inches smart TV set and satellite dish.

5 years subscription of satellite TV.

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal	To train community members those who can read and write English on computer & ICT skills.	Number of students & Community members trained.		65,000 students and 190,000 community members.	
2.Outcomes 2.1 2.2 2.3 ...	The trained community members & students can use ICT services well.	Number of trained people who comes back to access services from ICT centre.		20,000 business persons, researchers, students etc.	
3.Outputs 3.1 3.2 3.3 ...	The trained people				
4.Activities 4.1 4.2 4.3 4.4 ...					

**Section 3: Estimated Project Cost and Activity Plan**

**3.1 Project Cost**

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
<b>Total Cost</b>				

**Section 4: Attachments**

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug).

### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Works and Technical Services
Vote	858
Vote Function	Lighting Lira City
Vote Function Code	07
Project Title	<b>Lighting Lira City ((150 Units of Street Lights(10m) + Maintenance))</b>
Project Duration (Financial Years)	2020/2021-2024/2025
Estimated Project Cost	Ugx, 4,200,000,000/=
Officer Responsible	City Engineer
Date of Submission	15 <sup>th</sup> /10/2020
<b>Section 1: Project Background</b>	
<p><b>1.1 Situation analysis</b></p> <p>Lira City had one street which was well lit using grid power right from the colonial time. At African Quarters, Russian Quarters and Senior Quarters, there were also street lights. Over time, the town expanded, population increased more streets were opened, and these lamps became old and difficult to maintain by local authority due to cost of electricity. Corporate bodies such as banks also provided some lamps in form of Corporate Social Responsibility. There were few lamps which could give light up to 2013, when a world Bank funded USMID project was introduced. USMID constructed 7 km of Asphalt Concrete roads, beautified Coronation park and installed 289 street lamps run by solar energy along these roads. The City has had a big challenge of limited funding to light up all the key roads, poor community attitude towards street light that led to vandalism, Poor maintenance crippled the pervious existing street light in the CBD, etc.</p> <p>The installation of street lights has improved the on security and enhanced commercial activities with the city centre. Additional installations in key strategic commercial areas such Markets Bus Parks and Roads e.t c will greatly improve competitiveness in our commercial city.</p>	

## **1.2 Problem Statement**

Lira City grew from a small town in 1974 in to a Municipality in 1984 and into a city in 2020. As it grew, population grew, crime rate increased, industries sprung up, and commercial activities increased significantly.

As the town grew, there were urban challenges such as crime, reduction in green cover, poor health care system, unplanned settlements, etc. became eminent. The town expanded, and yet street lights installed during colonial time remained at the Central Business District (CBD).

With time, regimes changed, priorities changed, area coverage changed and there was need to curb the growing urban challenges, one of which was introduction of street lights.

The introduction of streetlight will reduce crime rates among city dwellers thus improvement in security, and enhanced commercial activities.

### **1.3 Relevance of the Project Idea.**

**To Consolidate & increase the stock and quality of Productive Infrastructure.**

#### **1. Stakeholders.**

- Business communities
- City dwellers
- Police
- Night commuters.
- Politician
- Urban authority
- Street kids.

#### **Likely impact**

- This will improve the safety and security and
- Improvement in businesses of the city dwellers.
- Extends the operating time of businesses
- Increased own source revenue

### **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

#### **2.1 Project Goal.**

Develop a seamless, safe, inclusive and sustainable multi-modal transport system.

#### **Indicators:**

The Number of street lights installed

#### **2.2 Project Outcomes.**

- Conducive safe working environment for the city dwellers. Percentage increase in income as time for operation is extended. Data obtained from business proprietor.
- Increased productivity. Percentage increase in income. Source of information: business register.
- Improved Road Safety. Decrease in number of road accidents. Source of information: Police report.



### **2.3 Proposed Project Interventions.**

- **Installation of street lights and traffic lights within and the peri-urban areas of the City**
- **Maintenance of existing and installed street Lights.**

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## 2.4 Project Activities

- **Procurement of contractor/service provider**
- **Implementation. Indicator: number of activity reports**
- **Monitoring and evaluation. Indicator: number of monitoring reports**

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal:					
2.Outcomes 2.1: 2.2 2.3 ...					
3.Outputs 3.1: 3.2 3.3 ...					
4.Activities 4.1 4.2 4.3 4.4					

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
<b>Total Cost</b>				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Works and Technical Services
Vote	858
Vote Function	Sustainable Road Development
Vote Function Code	07
Project Title	<ul style="list-style-type: none"> <li><b>Sustainable Road Equipment unit</b></li> </ul>
Project Duration (Financial Years)	2020/21 to 2024/25
Estimated Project Cost	Quote figures in Ugx and give (in brackets) the exchange rate used where funds are in a foreign Currency
Officer Responsible	City Engineer
Date of Submission	15 <sup>th</sup> October 2020

### **Section 1: Project Background**

#### **1.1 Situation analysis**

The entity currently has 1 old grader issued in 2009, one tractor with trailer, one old pedestrian roller, one old pickup truck and one new asphalt cutting machine. The entity has recently been elevated to city status, meaning more length of roads and therefore more reliable sets of roads equipment both for gravel and paved roads maintenance.

The roads equipment all are old and frequently breaks down meaning high cost of repair. The grader needs complete engine replacement and this cannot be supported by the meager city budget.

The City had 66 km of earth roads representing 42% of the total road network, 55 km of gravel roads representing 35% of the total road network, and 36 km of paved roads representing 23% km of the total road network.

After the elevation to city status, the network increased from 157 km to 384 km with earth road being 196 km, gravel taking 144 km and tarmac roads taking 44 km.

This means that the city now requires two complete new sets of roads equipment to maintain both paved and unpaved road network.

#### **1.2 Problem Statement**

The public has continued to observe Gully, ruts, pot holes, poor drains, and general crossing by storm water whenever it rains. This has raised concerns among communities in the city, and yet there is only one grader without a roller to use on these roads. The entity was previously advised to borrow from the Lira District Local Government but the district has its challenges of

completing all its projects first, and also complete sub-county works before releasing the equipment to the council. In many instances, the Council is forced to complete its roads maintenance work in the following financial year.

The city has an old grader, an old tractor with trailer, an old pickup truck, an old pedestrian roller which is to maintain 384 km of the roads.

The entity has been planning for periodic maintenance of approximately 2 km and routine mechanized maintenance of 40 km per year and yet the demand for motor able roads has been for about 5 km for periodic maintenance and 80 km yearly for unpaved roads. This leaves a huge gap in the motor ability of the roads, which can only succeed when reliable equipment are in place. Some roads require shaping twice a year and if not done, the roads remain unmemorable.

The primary function of the entity is to ensure there is access to all places within the city and this can only be sustained using good roads equipment.

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### 1.3 Relevance of the Project Idea

Road works cannot be maintained without equipment. The equipment does huge earth moving, shaping carriageway, back-sloping, compaction, watering, and others. This will contribute to NDPIII objective of **Consolidation & increase in stock and quality of Productive Infrastructure.**

**Sector outcomes are**

- **Improved accessibility**
- **Reduced repair and maintenance cost for vehicles**
- **reduced travel time**
- **improve road safety**

#### 1. Stakeholders

- **Community/Residents along the roads – Likely impact: Easy access to places,**
- **City Authority - Likely Impact: cost of maintenance**
- **Motorists – Likely impact: Reduce vehicle maintenance cost, Lower accident risk,**
- **Traders - Likely impact: more business opportunities**
- **Police – Likely impact: Improved adherence to law and order**

### Section 2: Project Framework

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

#### 2.1 Project Goal

Develop a seamless, safe, inclusive and sustainable multi-modal transport system.

**Indicators:**

- The Number of equipment procured.

**Source of information:** Asset register

## **2.2 Project Outcomes**

**Well maintained roads to boost business, reduced time spent travelling, improved motor ability,**

**Source: Reports, data collection and analysis.**

## **2.3 Proposed Project Interventions**

- Sets of roads equipment purchased
- Number of equipment purchased

**Source of information:** Board of survey report



## 2.4 Project Activities

- **Activity: Procurement of contractor/service provider. Means of measurement: Procurement work plan.**
- **Implementation. Number of equipment procured. Indicator: number of activity reports**
- **Monitoring and evaluation. Means of measurement: Availability of monitoring reports. Indicator: number of monitoring conducted.**

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at PAP@finance.go.ug

## SUSTAINABLE ROAD EQUIPMENT

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal: Sustainable Road Equipment unit					-GoU continues allocate fund for road maintenance -Political will
2.Outcomes					

<p>2.1: More road network is motor able 2.2 2.3 ...</p>	<p>- Length of roads motor able</p>	<p>- Report on road condition survey - Monitoring reports</p>	<p>-50% of 384 km motor able road</p>	<p>-100% (384 km) of the road network</p>	<p>-funds available and budget -GoU continues send funds -Political will -community acceptance to provide land for roads construction</p>																																																									
<p>3.Outputs 3.1:List of service provider available 3.2: Equipment Delivered</p> <table border="1" data-bbox="164 604 380 1575"> <thead> <tr> <th data-bbox="164 604 380 695">Name of equipment</th> <th data-bbox="753 604 927 695">Quantity Available</th> <th data-bbox="1013 604 1175 695">Quantity Required</th> </tr> </thead> <tbody> <tr><td data-bbox="164 695 380 743">Grader</td><td data-bbox="753 695 927 743">1</td><td data-bbox="1013 695 1175 743">2</td></tr> <tr><td data-bbox="164 743 380 791">Roller</td><td data-bbox="753 743 927 791">0</td><td data-bbox="1013 743 1175 791">1</td></tr> <tr><td data-bbox="164 791 380 840">Water bowser</td><td data-bbox="753 791 927 840">0</td><td data-bbox="1013 791 1175 840">2</td></tr> <tr><td data-bbox="164 840 380 888">Tipper trucks</td><td data-bbox="753 840 927 888">0</td><td data-bbox="1013 840 1175 888">4</td></tr> <tr><td data-bbox="164 888 380 936">Wheel loader</td><td data-bbox="753 888 927 936">0</td><td data-bbox="1013 888 1175 936">1</td></tr> <tr><td data-bbox="164 936 380 984">Low bed</td><td data-bbox="753 936 927 984">0</td><td data-bbox="1013 936 1175 984">1</td></tr> <tr><td data-bbox="164 984 380 1033">Excavators</td><td data-bbox="753 984 927 1033">0</td><td data-bbox="1013 984 1175 1033">1</td></tr> <tr><td data-bbox="164 1033 380 1081">Bitumen distributor</td><td data-bbox="753 1033 927 1081">0</td><td data-bbox="1013 1033 1175 1081">1</td></tr> <tr><td data-bbox="164 1081 380 1129">Pneumatic roller</td><td data-bbox="753 1081 927 1129">0</td><td data-bbox="1013 1081 1175 1129">1</td></tr> <tr><td data-bbox="164 1129 380 1178">Chip Spreader</td><td data-bbox="753 1129 927 1178">0</td><td data-bbox="1013 1129 1175 1178">2</td></tr> <tr><td data-bbox="164 1178 380 1226">Pedestrian roller</td><td data-bbox="753 1178 927 1226">1</td><td data-bbox="1013 1178 1175 1226">1</td></tr> <tr><td data-bbox="164 1226 380 1274">Pickup truck</td><td data-bbox="753 1226 927 1274">1</td><td data-bbox="1013 1226 1175 1274">3</td></tr> <tr><td data-bbox="164 1274 380 1323">Mechanical broom</td><td data-bbox="753 1274 927 1323">0</td><td data-bbox="1013 1274 1175 1323">1</td></tr> <tr><td data-bbox="164 1323 380 1371">Motor bikes</td><td data-bbox="753 1323 927 1371">0</td><td data-bbox="1013 1323 1175 1371">4</td></tr> <tr><td data-bbox="164 1371 380 1419">Back hoe</td><td data-bbox="753 1371 927 1419">0</td><td data-bbox="1013 1371 1175 1419">1</td></tr> <tr><td data-bbox="164 1419 380 1467">Crane</td><td data-bbox="753 1419 927 1467">0</td><td data-bbox="1013 1419 1175 1467">1</td></tr> <tr><td data-bbox="164 1467 380 1516">Tractor and trailer</td><td data-bbox="753 1467 927 1516">1</td><td data-bbox="1013 1467 1175 1516">2</td></tr> <tr><td data-bbox="164 1516 380 1564">Bitumen boiler</td><td data-bbox="753 1516 927 1564">0</td><td data-bbox="1013 1516 1175 1564">1</td></tr> </tbody> </table>	Name of equipment	Quantity Available	Quantity Required	Grader	1	2	Roller	0	1	Water bowser	0	2	Tipper trucks	0	4	Wheel loader	0	1	Low bed	0	1	Excavators	0	1	Bitumen distributor	0	1	Pneumatic roller	0	1	Chip Spreader	0	2	Pedestrian roller	1	1	Pickup truck	1	3	Mechanical broom	0	1	Motor bikes	0	4	Back hoe	0	1	Crane	0	1	Tractor and trailer	1	2	Bitumen boiler	0	1	<p>- Displayed list</p>	<p>- PDU record - Equipment inventory -Asset register</p>	<p>- Grader, tractor, pedestrian roller, wheel loader</p>	<p>- 2 complete units of roads equipment delivered to City</p>	<p>-funds available and budget -GoU continues send funds -Political will -community acceptance to provide land for roads construction</p>
Name of equipment	Quantity Available	Quantity Required																																																												
Grader	1	2																																																												
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Bitumen boiler	0	1																																																												
<p>4.Activities 4.1:Procurement of service providers 4.2: Inspection of procured equipment 4.3: Testing the performance  4.4 Certifying payment ...</p>	<p>- Availability of Agreement signed - Availability of inspection report  - Availability of testing reports - Availability</p>	<p>- PDU Agreement list -Contract agreement signed record - LPO issued -Payment vouchers</p>	<p>- Grader, tractor, pedestrian roller, wheel loader</p>	<p>-2 sets of Roads Equipment procured by December 2021</p>	<p>-funds available and budget -GoU continues send funds -Political will -community acceptance to provide land for roads construction</p>																																																									

	Payment certificate				
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### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

Project Summary	
Sector	
Vote	858
Vote Function	
Vote Function Code	7
Project Title	<b>Construct, upgrade climate proof strategic transport infrastructure (USMID, UNRA, URF and Others )</b>
Project Duration (Financial Years)	
Estimated Project Cost	Quote figures in Ugx and give (in brackets) the exchange rate used where funds are in a foreign currency
Officer Responsible	City Engineer
Date of Submission	15 <sup>th</sup> October 2020
Section 1: Project Background	
<p><b>1.1 Situation analysis</b></p> <p>Lira City has a total road network of 384 km. Out of this, only 44 km is paved climate proof and this represents 11% of the total network. This means 89% of the road network is not climate smart.</p> <p>The city has one bus terminal, which has old poorly paved surfacing with damaged storm water drains. On top of the narrow concrete drains are steel covers, which are bent in most parts. Taxi park also exists but the surfacing is graveled. Some gravel on the surfacing are peeled off and require a rework.</p> <p>Boda-boda cycle stages are not provided for in most of the climate proof roads infrastructure as such they end up using part of the roads to wait for passengers. On gravel roads, the boda-bodas use the roads anyhow since there is no demarcations of where to stop.</p> <p>The City has roadside drains, cross drains and few miter drains that lead storm water out of the roads. The drains are structures that support the roads infrastructure by removing water from the road surface. Water is known to be an enemy number one of the road.</p> <p>If more road surfaces, bus terminal and taxi parks are strategically paved, there will be better City with better plans and organized transport infrastructure.</p> <p>Currently, USMID is providing support to Local Government through construction of roads, parks, beautification of open spaces, commercial activities. So far, 6.9 km of roads have been</p>	

constructed, beautification of Coronation park, renovation of administration block, fencing of City yard, all under USMID.  
Low cost sealing technology was also utilized to pave 600 m of road.

## 1.2 Problem Statement

The current status of the City transport infrastructure reveals that Earth roads is 52%, gravel road is 37% and paved roads accounts for 11% of the total network.

Results from the City annual roads inventory data reveals that earth and gravel roads which has the biggest percentage composition (89%) of our roads network, have huge challenges especially in rainy season. This makes is disadvantageous to our farmers who use these roads to access markets in the city. Similarly, trading activities is significantly reduced during wet season because of the degraded roads arising from rains. The city has no equipment to construct the new roads which are climate proof. The funds received in the city is also inadequate to address the challenges of climate proof transport infrastructure

Limited movement of goods, higher prices due to poor access, lack of innovative ideas due to limited exposure, and many other factors are consequences of poor transport infrastructure.

In the 1980s there used to be trains that transport goods across the country and as such farmers, traders, manufacturers, etc., were not affected by poor roads infrastructure that is frequently affected by rains.

Therefore, lack of climate proof strategic infrastructure is a big hindrance to economic development of the City and hence great need to prepare and upgrade the roads to climate smart state.

Provide an explicit definition of the problem to be addressed in terms of challenges, constraints or gaps that the market or private sector cannot resolve and:

- vii. Mention the likely causes of the problem both direct and indirect and
- viii. Give a brief insight of the likely consequences if no government intervention is

made.

### **1.2 Relevance of the Project Idea**

**Without an upgraded climate proof transport infrastructure, there would be huge disruption in trade, movement of goods, personnel, poor health through dust, vehicle smoke, and general inconvenience to flow of goods and services.**

**Economic slowdown may result.**

Justify the need for the proposed project by: (i) linking the project to the NDP through description the national development objective(s) that the proposed project is expected to contribute to; (ii) Linking the proposed project to sector strategic objectives by describing the sector outcomes that the project is expected to impact on

#### **1. Stakeholders**

- City Authority
- Elected leaders
- Community/Residents of Lira City
- Professional Bodies e.g. Lawyers, Engineers, Accountants, Social Workers, CSOs,
- Corporate bodies
- Ministries e.g. MoWT, MoLHU, MoLG, PoPS, MoFPED,
- 

Identify the key stakeholders that are likely to be affected by the interventions including: (i) Direct Beneficiaries (ii) Indirect Beneficiaries (iii) Project Affected Persons. Give a brief description of the likely impact of the project on the stakeholders

## **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

### **2.1 Project Goal**

Describe the project goal. This should be in relation to the development objective that the project is designed to contribute to. Identify an indicator that will be used to measure success of the project against the goal and briefly explain how information on this indicator shall be obtained.

## 2.2 Project Outcomes

- Improved trade
- Improved household income
- Increased access to markets
- Faster movement of goods and services
- Efficiency in carrying out activities

Define the project outcomes to include the effects that will follow from the utilization of products or services delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people will be able to do better, faster, or more efficiently, or what they could never do before.

For each project outcome identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained.

## 2.3 Proposed Project Interventions

- **Pave roads, bus terminal, bus stops, constructed**
- **Green areas along the roads observed**
- **Transport infrastructure built**

Describe the direct/tangible results that the project is expected to deliver. These outputs shall be the basis for the components around which the project shall be built.

Some examples of project deliverables could be: trainings equipment purchased, ICT backbone developed, infrastructure built / renovated and etc. Outputs are usually the immediate and concrete consequences of the implemented activities and resources used.

With the exception of the project management, monitoring and evaluation components, the project outputs should relate to physical assets and must contribute at-least 70% of the total project.

For each project output identified, you will be required to define at least one indicator that will



be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources.

## **2.4 Project Activities**

- **Procurement of service providers**
- **Procurement of equipment**
- **Contracting**
- **Monitoring and evaluation**

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

## **2.5 Results Matrix**

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

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## Result Matrix

Objective Hierarchy and Description	Indicator	Means of verification	Baseline	Target	Assumptions
1. Goal: <b>Construct, upgrade climate proof strategic transport infrastructure</b>	Proportion km of roads upgraded to bitumen standards	Roads condition survey report	6%	50%	GoU continues funding infrastructure
2.Outcome 2.1 City Roads in Motorable conditions 2.2 Reduction in roads traffic accident 2.3 Reduction in travel time and traffic jam in the city	Proportions of roads in motorable conditions  % reduction in roads traffic accident  % Reduction in travel time and traffic jam in the city	Roads condition survey report  Police Report, Hospital report  Survey report	50%  50%  50%	100%  2%  2%	
3.Output 3.1 The following roads upgraded to bitumen standards under USMID, UNRA, URF):  <b>USMID</b> Design and Upgrade to Bituminous Standard: <ul style="list-style-type: none"> <li>• Boundary-2.117,</li> <li>• Olwol -0.532,</li> <li>• Obanagakene-0.163,</li> <li>• Noteber-0.254,</li> </ul>	Availability of paved roads, bus terminals, taxi stages  Availability of paved roads, bus terminals, taxi stages	Records and reports, infrastructure inventory  Records and reports, infrastructure inventory	7.6 km of paved roads,  25 of paved roads under UNRA	50 KM  50 km	

<ul style="list-style-type: none"> <li>• Aber-0.380,</li> <li>• Won-nyaci to Oyam-0.400,</li> <li>• Oyam III-0.3, Agoro-0.4,</li> <li>• Kamdini-0.7,</li> <li>• Post Office-0.3,</li> <li>• Ayer-0.4, Ojwina-1,</li> <li>• Aputi -0.3,</li> <li>• Uhuru Road</li> <li>• Agoro Road</li> <li>• Ojwina Road</li> <li>• Constructing and equipping Road/Multipurpose material testing Laboratory</li> <li>• 4 Garbage trucks</li> <li>• Oyam</li> <li>• Bala Road</li> <li>• Aputi Road</li> <li>• Inomo Road</li> <li>• Coronation park completion</li> <li>• Procurement of 4 garbage trucks</li> <li>• Kamdini Road</li> <li>• Post Office</li> <li>• Drainage</li> </ul>	<p>Availability of paved roads, bus terminals, taxi stages, green belts</p>	<p>Records and reports, infrastructure inventory</p>	<p>100km</p>	<p>500km</p>	
<p><b>UNRA</b></p> <ol style="list-style-type: none"> <li>1. Ogwal Achonga Road to Orlando 3km</li> <li>2. Independence road 1.1 km</li> <li>3. Rwot Nyaci Road 2km</li> <li>4. Anai Primary School- Airfield road, 2.5km (Apac road-Anai Airfield)</li> <li>5. Ojwina Road 1.2 km</li> <li>6. Lumumba Ogengo Road 3km</li> <li>7. Ayer-Ogwanguzi-Teso bar (Obote Avenue replacement)-2km</li> <li>8. Ireda Shamba roads 2.6km</li> </ol>					

<p>9. Juba Road to Ober to Odokomit 3km</p> <p>10. Lira University link Road(8km)</p> <p>11. Police Road(2.5km)</p>				
<p>3.2 The Following roads maintained to Gravel standard:</p>				
<p><u>URF</u></p> <ul style="list-style-type: none"> <li>• Dokolo Rd patching 0.6k</li> <li>• Enviromental mitigation Measures ,Social Issues and Physical Planning</li> <li>• Manual maintainance of Church Rd 0.5km,bala Rd 0.4km,Ayago Rd 2.5km,Agoro Rd0.6km,Karadali Rd0.3km,Noteber Rd0.2km and Lumumba ogengo Rd 2.7km</li> <li>• Manual maintenance of Ayira Rd 1.0km,Otyek Rd 1.0km,Inomo Rd 0.6km,Agwatta Rd 0.6km,Oyite Rd 0.35km</li> <li>• Ogwanguzi Rd 1.0km</li> <li>• Pothole patching of Moroto Rd 0.6km</li> <li>• Resealing of Ayago Rd 0.4km</li> <li>• Routine Manual Maintainance of Imat maria of 0.4km, Aduku Rd 0.42km,Maruzi Rd 0.6km,Awangamole Rd 0.2km Ambobhai Rd 0.2km and Rwot aler Rd 0.4km</li> <li>• Ameto Awang Rd 0.6km,Epok Yovani 0.7km,Omonya Yakobo Rd0.8km,Elio Olet 0.3km, Police Rd 1.2km</li> </ul> <p>6800000</p>				

<ul style="list-style-type: none"> <li>• Grading and compaction of Ameto Awany road, Ocira Alonso road, Alai road, Aliro Omara road, Station Drive</li> <li>• Manual maintenance of AROMA LANE 0.2KM,Soroti Rd 0.53km,Obote Avenue 1.33km,Kwania Rd0.85km,Kirombe Rd 2.0km,Tebira Rd 0.8km</li> <li>• Manual maintenance of Lango College 1.00km,Ober Rd 0.9km,Bua Yeko 0.9km,Akitenino Rd 0.8km,okello Degree1.0km,Ekiii Erifasi Rd0.6km,Omito Rd0.6km</li> <li>• Mechaniced maintenacne of Ocen ben RD 0.5km</li> <li>• Mechanised maintainaence of Ogwal Patrick Rd o.5km</li> <li>• Mechanised Mainteance of Ado polino 0.8km and Jackson Oyuku Rd 1.0km</li> <li>• Mechanised Mainteance of Engola Sam 1.0km</li> <li>• "Mechanised Maintenance of ireda Shamba to Lumumba Rd 1.2 km</li> <li>• Mechanised Manitance of Nubi Unpaved section 0.3km and Ambala Rd0.25km</li> <li>• mechanised maintenance of Industrial Rd 0.5km and Mukwano Rd 0.5km</li> <li>• Mechanized Maintenance of Temogo-okole Rd 1.0km</li> </ul>					
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<ul style="list-style-type: none"> <li>• Mechanized Maintenance of - Amulam</li> <li>• Ogwang Road Ireda Shamba (1.5km)</li> <li>• "Mechanized Maintenance of Abdullatif Ogut road(1 km), Ogwang Edola (0.5 km)</li> <li>• Mechanized Maintenance of Fr. Leo (0.6km), Independence road (1.2)</li> <li>• "Mechanized Maintenance of Opolo Apelo road (0.8km)</li> <li>• "Mechanized Maintenance of Salim Omachara road (1.2km)</li> <li>• "Mechanized Maintenance of Wilson Alol road (0.6km), Ayira road (1 km)</li> <li>• Periodic maintainenace of Akitenino Rd 0.9km</li> <li>• Periodic maintenance Ireda Agali Rd 0.5km</li> <li>• Periodic Maintenance of Owiny Rd 0.3km</li> <li>• "Periodic maintenance of Ogwal Achonga road (1.5km)</li> <li>• Road conditional Survey Assessment ,traffic Counts,Road Inventory Assesment</li> <li>• Routine Maintenance of (Father Oyang-Nyekorach rd, Kyiria Misaki-Barogole, Ambrov Atwoko, Alito Camp-Barogole, Juba through Radio Unity</li> <li>• Routine maintenance of Koni Yubu , Oleng Alisandro, and Byagarozo roads</li> </ul>				
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<ul style="list-style-type: none"> <li>• Routine maintenance of; (Akodo road-0.6, Daniel Omara road-1, Ogwang Jackson-0.6 LR at 2.5M, John phoeby ogwang 2, Ayago-Aloi -2,)</li> <li>• Routine manual maintenance of Anywalonino RD 1.8km, Starch factory. 1.0km, Wonyaci Rd 1.7km,prof Okot 0.5km,Moroto Rd 0.6km</li> <li>• Routine manual maintenance of Jepenia Okae Road (1.2km)</li> <li>• Routine manual maintenance of Okot Ogong Rd 0.7km,Yona okoth 0.5km, Bishop Oyanga, Nubi Rd0.5km,Opio Ajoka 0.5km</li> <li>• Routine manual of Erute 2.0km,Independence Rd1.3km,Adekokowk Rd 2.5km,Jackson Oyuku Rd,1.0km,mathew Alunga Rd0.5km,Railway Rd 0.6km</li> <li>• "Routine Mechanized Maintenance of Elia Olet (0.3 km) Daniel Erweny road (0.3 km)</li> <li>• "Routine Mechanized Maintenance of Latigo Olal road and Hajji Angim road</li> <li>• Stone Pitching of Okori Olero Rd(1km).</li> </ul> <p><b>UDDEG Roads</b></p> <ul style="list-style-type: none"> <li>• 3.3</li> </ul>				
<p>4. Activities</p> <p>4.1 Procurement Processes</p> <p>4.2 Producing Workplan and budgets</p>				



4.3 Holding Quarterly Works Committee Meetings 4.4 Conducting joint monitoring and super vision					
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**Project Cost**

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>Output 1</b>						
Activity 1						
Activity 2						
Activity 3						
<b>Output 2</b>						
Activity 1						
Activity 2						
Activity 3						
<b>Output 3</b>						
Activity 1						
Activity 2						
Activity 3						
<b>Output 4</b>						
Activity 1						
Activity 2						
Activity 3						
	<b>Total Cost</b>					

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
Total Cost				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Health
Vote	858
Vote Function	Health Facilities and Waste Management
Vote Function Code	05
Project Title	1. Promoting conducive living environment in health facilities and 2. Improving medical waste management in the city and health facilities
Project Duration (Financial Years)	2020/21 to 2024/25
Estimated Project Cost	Quote figures in Ugx and give (in brackets) the exchange rate used where funds are in a foreign currency
Officer Responsible	PMO
Date of Submission	Friday 16 <sup>th</sup> October 2020
<b>Section 1: Project Background</b>	
<b>1.1 Situation analysis</b>	
<p>The city boasts a total of 26 licensed health facilities duly reporting to the national web-based health information reporting system (DHIS2). Twelve (12) of these are government owned, five (5) private not for profit (PNFP) or faith based, and nine (9) are private for profit.</p> <p>Two of the government facilities; Lira Regional Referral Hospital and Lira University Hospital are regional referral hospitals providing specialist services to the population of Lira City and the sub-region and reporting directly to the central government.</p> <p>PAG Mission Hospital, a PNFP facility has just been upgraded to a hospital status, qualifying it for a substantial increase in PHC funding support and specialist health personnel to enable it provide the minimum package of care for the level.</p> <p>There are eleven (11) level III health facilities; eight (8) of these are government owned and directly reporting to the City Council Health Office, two (2) government owned but report to the line ministries (UPDF -Army barracks HC and UPS -Lira Prisons HC) while three are private not for profit health facilities (Faith based). IN accordance with the Ministry of Health guidelines, two level III facilities will be upgraded to level IV, one in each of the divisions. For this reason, processes for this elevation have already started for Ober HC of Lira City West division.</p> <p>There are a total of three (3) level II facilities, two government owned and one private not for</p>	

profit. The City council is cognizant of the deliberate drive to elevate all level II facilities to level III and this will constitute our commitment for the next five years.

A total of nine licensed private for profit facilities augment the health services deliveries within the City.

Access to quality health services within Lira City is overseen by a thin but committed team at the City Health Office. The staffing level for professional health care workers (Municipal staffing norm) here is at 33% (1/3), the gap being bridged by personnel in acting capacity. Staffing at the facility level for the government facilities directly supervised by the City health office is at 83% (104/125), the bulk of this arising from Adyel HC III, which is operational but without any staff specifically recruited for it.

The City health Office located at the current City Council Headquarters has sufficient space for the health department staff and in a secure environment. It is however challenged by lack of transport for conducting the relevant health services logistical, managerial and supervision responsibilities. The department is also lacking in important IT equipment including computers, printers, photocopiers, scanners and internet connectivity.

Facility out-patient department (OPD) inventory shows that; 53% (8/15) facilities (government and private not for profit) have secure fencing for the entire facility infrastructure, 80% (12/15) have adequate OPD space, 53% (8/15) have additional space for ART Clinic, TB unit and Adolescent friendly services and 40% (6/15) have adequate OPD space for Laboratory services. Additionally, 53% (8/15) have adequate space for Health Management Information Systems functions while 40% (6/15) also have adequate space available for Young Child Clinic services. A total of 11 (73%) of the 15 facilities have out-patient gender sensitive toilet facilities.

The in-patient capacity varies by facility, 27% (4/15) have gender and age sensitive in-patient general wards, 73% (11/15) have maternity blocks that appropriately provide for antenatal, decent labor, and postnatal wards. Only 13% (2/15) of the facilities have permanent cooking shelter in place for in-patient attendants and again 13% (2/15) facilities have in-patient gender sensitive bath shelter and toilet facilities. At least twelve facilities (80%) have reliable supply of piped water while 13% (2/15) have incinerators in place for medical waste disposal.

Staff housing remains a major challenge affecting the City health system with space available for only 25% (68/268) of the total staff planned for the health facilities. Again, only 12% (31/268) toilet units are in place for the planned staff at the different government facilities.

Availability of essential medical equipment pose major challenges to the city as well; with delivery beds only at 27% (16/60) of the target of four per facility and with again 27% (4/15) of them being manually height adjustable for the convenience of disabled and unusually short mothers. Only four facilities (PNFP) have Oxygen concentrators, 33% (5/15) have functional autoclaves for medical equipment sterilization and 60% (9/15) facilities with at least one functional newborn weighing scales.

Please refer to the Lira City Health infrastructure data annex attached for details.

## 1.2 Problem Statement

**Low facility delivery rates:** Infrequent availability of essential equipment, medicines and medical commodities coupled with the poor infrastructure do not attract mothers for facility based delivery. This is exacerbated by high burden of competing priorities placed on the thin staffing that attend to the mothers seeking facility based delivery.

**Low vaccination coverage:** The cold chain and availability of transport for delivering vaccination services across the have been very unreliable. This is exacerbated by high burden of competing priorities placed on the thin staffing that attend to the children and mothers seeking vaccination services

**Low OPD utilization:** The infrequent availability of essential equipment, medicines and medical commodities coupled with the poor infrastructure do not attract clients for OPD services. This is exacerbated by high burden of competing priorities placed on the thin staffing that attend to the clients seeking OPD services.

**Poor state of health infrastructure:** Lira City, and previously Lira Municipal and by extension, the annexed sub-counties from Lira district have had very minimal funding for improving the health infrastructure. That explains the lack and the sorry state of staff housing, General wards, Maternity Wards, OPD blocks, Incinerators, transport availability across the facilities and at the City health Office.

Improvements of all the problems identified will necessitate deliberate, relevant and specific investments. It is important that interventions are directed at enabling reliable accessibility of essential medicines, medical commodities and equipment as well as bridge the infrastructural and personnel gaps highlighted.

## 1.3 Relevance of the Project Idea

Promoting a conducive living environment in health facilities contributes to increased productivity, inclusiveness and wellbeing of the population

### 1. Stakeholders

The successful implementation of the interventions should directly benefit the population of Lira City including pregnant mothers, the newborn, young children, adolescents, youth, adults, the elderly and the special interest groups. The different population will have better access to quality and convenient health services that should improve their wellbeing and productivity.

## Section 2: Project Framework

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

### **2.1 Project Goal**

To improve productivity of labor, for increased competitiveness and better quality of life for all

### **2.2 Project Outcomes (Refer to the Results Matrix table below)**

Define the project outcomes to include the effects that will follow from the utilization of products or services delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people will be able to do better, faster, or more efficiently, or what they could never do before.

For each project outcome identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained.

### **2.3 Proposed Project Interventions (Refer to the Results Matrix table below)**

Describe the direct/tangible results that the project is expected to deliver. These outputs shall be the basis for the components around which the project shall be built.

Some examples of project deliverables could be: trainings equipment purchased, ICT backbone developed, infrastructure built / renovated and etc. Outputs are usually the immediate and concrete consequences of the implemented activities and resources used.

With the exception of the project management, monitoring and evaluation components, the project outputs should relate to physical assets and must contribute at-least 70% of the total project.

For each project output identified, you will be required to define at least one indicator that will be used to measure performance of the project against the relevant output and briefly explain how information on this indicator (s) shall be obtained. This could be through surveys or secondary data sources.

## 2.4 Project Activities

For each output defined in 2.3 above, identify and describe the major tasks that need to be carried out to deliver the planned results. To obtain the results of a project a number of activities have to be undertaken.

For each activity identified, you will be required to define at least one indicator that will be used to measure performance of the project against the work planned to be undertaken and briefly explain how information on this indicator(s) shall be obtained.

## 2.5 Results Matrix

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a frame work for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
<b>1.Goal:</b> To improve productivity of labor, for increased competitiveness and better quality of life for all					
<b>2.Outcomes</b> 2.1. Improved OPD and In-patient attendance	Rate of OPD attendance Rate of Facility deliveries	City annual HMIS reports City annual HMIS reports	Xxx OPD attendance for the year 2019/20 Xxx% Facility delivery attendance in 2019/2020	Xxx OPD attendance by 2024/25 Xx% Facility delivery rates by 2024/24	Substantial progress made towards achieving the desired outputs
<b>3.Outputs</b> 3.1. Vehicles	Number of vehicles	Office Inventory	No vehicle available	Three vehicles	Funding is available



	purchased and made available specifically for Health Systems strengthening at the City Health Office and the divisions	specifically available to the City Health Office for Health Systems Strengthening works		at the City Health Office for Health or at the divisions	available to the City Health Office and the City division Health Offices	
3.2.	Laptop computers purchased and supplied to the City and division Health offices	Number of Laptop computers available	Office Inventory	No lap top is available for Health Services department	12 laptop computers available for City and division Health Offices	Funding is available
3.3.	A heavy duty printer with scanning and photocopying abilities purchased	Number of heavy duty printer available	Office Inventory	No Heavy duty printer available to the City Health Office	One Heavy duty printer available to the City Health Office	Funding is available
3.4.	Staff houses constructed	Number of staff houses constructed	Facility inventory	68 staff housing units in place	268 staff house units in place	Funding will be available, Land is available
3.5.	Toilets constructed for health facility staff house units	Number of toilets available for health staff house units	Facility inventory	31 toilets available for staff house units	268 staff house toilets in place	Funding will be available, Land is available
3.6.	Health facilities fenced	Number of health facilities fenced	Facility Inventory	8 health facilities fenced	15 health facilities fenced	Funding is available
3.7.	Health facilities with OPD blocks renovated and expanded	Number of health facilities with OPD blocks renovated and expanded	Facility Inventory	8 health facilities have adequate OPD space for the level of care	15 health facilities with OPD blocks with adequate space for basic OPD services	Funding will be available, Land is available
3.8.	Health facilities with Incinerators constructed	Number of health facilities that have Incinerators constructed	Facility Inventory	2 health facilities with functional incinerators	15 health facilities with Incinerators constructed	Funding will be available, Land is available
3.9.	One giant public medical waste incinerator constructed	Number of public medical waste incinerators	Facility Inventory	No public medical waste incinerators in place	One public medical waste incinerator constructed	Funding will be available, Land is available
3.10.	Health facilities with maternity blocks that have adequate space for ANC, labor and PNC wards	Number of facilities with maternity blocks that have adequate space for ANC, labor and PNC wards	Facility Inventory	11 facilities with maternity blocks that have adequate space for ANC, labor and PNC wards	15 facilities have maternity blocks with adequate space for ANC, labor and PNC wards	Funding will be available, Land is available
3.11.	Health facilities have general wards with gender and age appropriate segregation	Number of facilities with gender sensitive and age appropriate general wards in place	Facility Inventory	4 facilities have gender sensitive and age appropriate general wards	15 facilities have gender sensitive and age appropriate wards in place	Funding will be available, Land is available
3.12.	Health adequate space for Laboratory services	Number of facilities with adequate laboratory space available	Facility Inventory	6 facilities have adequate laboratory space in available	15 facilities have adequate laboratory space in available	Funding will be available, Land is available
3.13.	Health facilities with gender sensitive OPD toilets	Number of facilities with gender sensitive OPD toilets	Facility Inventory	11 facilities with gender sensitive OPD clients	15 facilities with gender sensitive OPD clients	Funding will be available, Land is available
3.14.	Health facilities with gender sensitive OPD toilets	Number of facilities with placenta pit available	Facility Inventory	11 facilities have placenta pit available	15 facilities have placenta pits available	Funding will be available, Land is available
3.15.	Health facilities have at	Number of facilities with at least 20 functional beds and mattresses for in-patient services	Facility Inventory	73 beds and mattresses available in 10 facilities (Gov HC III and HC II) in Lira City	200 beds and mattresses available in 10 facilities (Gov HC III and HC II) in Lira City	Funding will be available,
3.15.	Health facilities have at	Number of delivery beds available at 14	Facility Inventory	17 delivery beds available at 14	60 delivery beds available in 14	Funding will be available,

	<p>least 20 in-patient beds with mattresses</p> <p>3.16. Health facilities have functional delivery beds for mothers in labor</p> <p>3.17. Health facilities have adequate delivery sets available</p> <p>3.18. Health facilities have Fridges for EPI services</p> <p>3.19. Health facilities have computers for facility IT functions</p> <p>3.20. Health facilities have functional motor bikes available</p> <p>3.21. Health facilities with cooking shelter for in-patient attendants</p> <p>3.22. Health facilities with in-patient gender sensitive bath shelter and toilets</p>	<p>health facilities (Exclude PAG Mission Hosp.)</p> <p>Number of delivery sets available at the 15 facilities of Lira City (Gov and PNFP)</p> <p>Number of health facilities with fridges for EPI cold chain systems</p> <p>Number of computers available at 14 health facilities for IT functions</p> <p>Number of facilities with at least one functional motor bike available</p> <p>Number of facilities with cooking shelter for in-patient attendants</p> <p>Number of facilities with in-patient gender sensitive bath shelter and toilets</p>	<p>Facility Inventory</p> <p>Facility Inventory</p> <p>Facility Inventory</p> <p>Facility Inventory</p> <p>Facility Inventory</p> <p>Facility Inventory</p>	<p>facilities (Exclude PAG Mission Hosp.)</p> <p>29 delivery sets available at the 15 facilities of Lira City (Gov and PNFP)</p> <p>12 Facilities have fridges for EPI cold chain system</p> <p>12 computers available at 14 facilities for IT functions</p> <p>10 facilities have at least one functional motor bike available</p> <p>2 facilities with cooking shelter for in-patient attendants</p> <p>2 facilities with in-patient gender sensitive bath shelter and toilets</p>	<p>facilities (Exclude PAG Mission Hosp.)</p> <p>150 delivery sets available at the 15 facilities of Lira City (Gov and PNFP)</p> <p>15 facilities have fridges for EPI cold chain system</p> <p>42 computers available at 14 facilities for IT functions</p> <p>15 facilities have at least one functional motor bike available</p> <p>15 facilities with cooking shelter for in-patient attendants</p> <p>15 facilities with in-patient gender sensitive bath shelter and toilets</p>	<p>Funding will be available,</p> <p>Funding will be available,</p> <p>Funding will be available,</p> <p>Funding will be available, Land is available</p> <p>Funding will be available, Land is available</p> <p>Funding will be available,</p>	
	<p><b>4.Activities</b></p> <p>4.1. Procure and supply 3 Vehicles to the City Health department and division health offices</p> <p>4.2. Procure and supply 12 Laptop computers to the City and division Health offices</p> <p>4.3. Procure and supply a heavy duty printer with scanning and photocopying abilities to the City Health Office</p> <p>4.4. Construction of staff houses</p> <p>4.5. Construction of Toilets for health facility staff house units</p> <p>4.6. Construction of fences about health facilities</p> <p>4.7. Renovation and expansion of OPD blocks</p> <p>4.8. Construction of incinerators at health facilities</p> <p>4.9. Construction of a giant public medical waste</p>						

	<p>incinerator</p> <p>4.10. Construction of maternity blocks that have adequate space for ANC, labor and PNC wards</p> <p>4.11. Construction of general wards with gender and age appropriate segregation at Health facilities</p> <p>4.12. Construction of adequate space for Laboratory services</p> <p>4.13. Construction of gender sensitive toilets for OPD</p> <p>4.14. Construction of placenta pits</p> <p>4.15. Procure and supply hospital beds and mattresses to health facilities</p> <p>4.16. Procure and supply delivery beds for mothers in labor</p> <p>4.17. Procure and supply adequate delivery sets available</p> <p>4.18. Procure Fridges for EPI services</p> <p>4.19. Procure and supply 2 Desk top and one lap top computers for facility IT functions</p> <p>4.20. Procure and supply motor bikes available</p> <p>4.21. Construction of cooking shelter for in-patient attendants</p> <p>4.22. Construction of in-patient gender sensitive bath shelter and toilets</p>						
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### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity... Activity n				
Output2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
Total Cost				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

Health Priorities in Lira City

N S	Item	Ongica HC	Anyangatir HC	Barapwo HC	Ngetta HC	Boroboro HC	Amuca SDA HC	St. Francis HC	PAG Mission Hosp.	Ober HC	Ayago HC	Adyel HC	LMC HC	Army Barracks HC	Police HC	Prisons HC	Total	Minimum package	Current state (%)	Number of Planned Projects
1	Staffing House Units	12	12	14	3	4	9	0		5	5	2	2	0	0	0	68	268	25%	200
2	Staffing Toilet Units	5	6	6	1	2	4	0		1	2	2	2	0	0	0	31	268	12%	237
3	Facility Fencing	0	0	0	0	0	1	0	1	1	1	0	1	1	1	1	8	15	53%	7
4	OPD Block (Consultation rooms, Procedure rooms, Dispensing rooms, Store)	1	1	1	1	1	1	0	1	1	0	1	0	1	1	1	12	15	80%	3
5	Special OPD Unit; ART Clinic, TB Unit, Adolescent Unit,	1	0	0	1	0	1	0	1	1	0	0	0	1	1	1	8	15	53%	7

6	Laboratory Unit	0	1	0	1	1	1	0	1	1	0	0	0	0	0	0	6	15	40%	9
7	HMIS Unit	1	1	1	1	0	0	1	1	1	1	0	0	0	0	0	8	15	53%	7
8	OPD Patient Toilets (Male and Female)	1	1	1	0	1	1	1	1	1	1	1	1	0	0	0	11	15	73%	4
9	Maternity Block (Labor ward, PNC, ANC)	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	11	15	73%	4
10	Young Child Clinic	1	1	0	1	1	1	0	1	0	0	0	0	0	0	0	6	15	40%	9
11	General Ward (Separate sections; Male, Female and Children)	0	0	0	1	1	0	0	1	1	0	0	0	0	0	0	4	15	27%	11
12	In-patient bathing shelter and toilet (Male and Female)	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	2	15	13%	13
13	In-patient attendant cooking shelter	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	2	15	13%	13

14	Facility medical waste incinerator	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	2	15	13%	13
15	Piped water	0	0	1	1	1	1	0	1	1	1	1	1	1	1	1	1	12	15	80%	3
16	IT facilities (No. of functional computers)	0	0	1	3	3	1	1	0	2	1	0	0	0	0	0	12	42	29%	30	
17	Number of functional in-patient beds (with mattresses)	4	8	8	0	0	0	0	0	36	4	13	0	0	0	0	73	200	37%	127	
18	Number of delivery beds	1	3	2	2	2	2	1	4	2	1	1	0	0	0	0	17	60	28%	43	
19	Number of height adjustable delivery beds	1	0	0	1	1	0	0	1	0	0	0	0	0	0	0	4	15	27%	11	
20	Number of functional Oxygen concentrators	0	0	0	1	1	1	0	1	0	0	0	0	0	0	0	4	15	27%	11	
21	Number of functional autoclaves	0	0	0	1	0	1	0	1	1	1	0	0	0	0	0	5	15	33%	10	

2	Delivery																			
2	Sets	0	1	0	5	2	3	2	10	1	5	0	0	0	0	0	29	150	19%	121
2	Functional																			
3	new born																			
3	weighing	0	1	1	1	1	1	0	1	0	3	0	0	0	0	9	15	60%	6	
2	Functional																			
4	child																			
4	weighing	1	2	1	1	1	1	1	1	1	1	0	1	0	0	12	15	80%	3	
2	Functional																			
5	Motor																			
5	Cycles	1	1	1	1	1	1	1	1	2	0	0	0	0	0	10	15	67%	5	
2	Walk ways																			
6	between																			
6	facility																			
6	units	0	0	0	1	0	0	0	1	0	0	0	0	0	0	2	15	13%	13	
2	Placenta																			
7	Pit	1	1	1	1	1	1	1	1	1	1	1	0	0	0	11	15	73%	4	
2	Ambulance																			
8		0	0	0	1	1	0	0	1	0	0	0	0	0	0	3	15	20%	12	
2	Operation																			
9	Theater	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	3	33%	2	
3	EPI Fridge																			
0		1	1	1	1	1	1	1	1	1	1	1	1	0	0	12	15	80%	3	



### Annex 3: Template for project profile

Purpose of the template: To enable the Development Committee assess whether the proposed project is backed by a logically sound framework for monitoring implementation and evaluation of intended outcomes and if so obtain approval for the project sponsor to undertake a prefeasibility study

<b>Project Summary</b>	
Sector	Human Capital Development
Vote	858
Vote Function	Education
Vote Function Code	06
Project Title	Promoting conducive accommodation and learning environment in primary, secondary and tertiary institutions
Project Duration (Financial Years)	2020/21-2024/25
Estimated Project Cost	21,897,000,000
Officer Responsible	Town Clerk Lira City, City Education Officer, inspectors of schools, education officers, school management committee members, PTA members, Board of Governors, Political leaders, NGOs, CBOs,
Date of Submission	16 <sup>th</sup> October, 2020
<b>Section 1: Project Background</b>	
<b>1.1 Situation analysis</b>	
<p>Lira City has 43 government aided primary, 06 secondary and 03 tertiary institutions which are Government aided. There are 50 private primary schools, 33 private Secondary schools, All the 7 BTVET institutions are private, 7 Teacher training institutions and three Universities, which are Uganda Christian University Ngetta, and All saints University Lango, which are private, and Lira University, which is Government, aided.</p> <p>These schools and institutions have inadequate classrooms, administration blocks, desks, chairs, dilapidated teachers' houses and classroom blocks, workshops, libraries, laboratories.</p> <p>The total Enrollment in the Government aided primary schools is 46,133 pupils.</p> <p>There are few Classrooms in Schools compared to Enrollment. There are supposed to be 1,153 Classrooms in schools compared to the existing 272 Classrooms. 872 Classrooms are needed to support teaching and learning in schools. There is a deficit of 76% of Classrooms in Schools.</p> <p>There are few latrine stances in schools. There are 363 Latrines to be used by 46,133 learners going by the ratio of 1:40 these means there are supposed to be 1,154 latrine stances in schools</p>	

compared to the existing 363 stances, this means there is a deficit of 891 stances in schools. This is This is a deficit of 77%.

There are 7,802 Desk to be used by 46,133 learners This means the Desk to pupil ratio is 1: 6 Compared to the standard 1: 3. This means 50% of the learners do not have desks to sit on. This is a big challenge.

There are 129 staff house in schools in schools to be used by .775 teachers. Only 17% of the teachers have staff houses. 83% of Teachers do not have staff houses. They operate from their homes. This affect service delivery.

10% of the schools within the city do not have adequate land for expansion and football field e.g. Aduku Road, Elia Olet, Ober, Starch Factory, Akwiaworo and others. There is need to buy more land for schools.

Secondary schools are not exceptional schools Like Lira Town College, Comboni College Lango college, Dr Obote College and St Katherine Girls School have dilapidated structures like Dormitories, Classrooms, Workshops Staff houses. Latrines and libraries which are ill stocked. Only 4 Schools in both Primary and Secondary schools within the city have got administrative blocks.

The Education of special needs learners is highly affected. There are over 1,000 special need learners in the city with only 4 schools for both primary and secondary learners. There is need to revamp this area. Nancy Secondary School is not coded but it is a community school. This affects special needs education.

There is need to build capacity of SMCs, PTA executives, Teachers and Pupil council in schools as most of them do not know their roles.

School feeding is challenge as 80% of the Learners do not have Midday meal from schools. This affect their attention span. There is need for community engagement meetings with stakeholders.

There is high school drop out in the city as most of the families are affected by Domestic violence and Poverty. There is need for community engagement meetings.

Some schools in the are still academically down there is need for close inspections, monitoring and mentoring.

Education department needs to be supported financially in order for Education standard to improve.

## **1.2 Problem Statement**

Lira City is located in Northern Uganda, which was affected by LRA insurgency, which negatively influenced schools infrastructures and facilities. This leaves schools infrastructures in dilapidated conditions similarly with staff houses in traditional schools like Lango College, Lira Town College, Comboni College, V.H Public school, Elia Olet PS, etc.

made.

### **1.3 Relevance of the Project Idea**

When facilities in schools are improved, desks supplied, teachers' and classroom blocks renovated, trees planted, land acquired, there shall be effective teaching and learning hence improved performance, reduced absenteeism among teachers and learners, reduced school dropouts among learners. Increased number of learners passing in Grade one which all shall lead to improved accommodation and conducive learning in the primary, secondary and tertiary institutions.

### **1. Stakeholders**

The stakeholders that shall directly benefit from this project shall include pupils/learners, teachers, SMC, PTA, BoG. The following shall indirectly benefit from the project; the community, local government, NGOs, CBOs and service providers. The project impact are community disturbance by students due increased enrolment, waste disposal from schools/institutions, accidents caused by vehicles delivering materials, sound pollution, defilement of girls in the community by builders.

## **Section 2: Project Framework**

This section is intended to help present the project in a logical manner with a detailed description of the objectives which include: the project goal, outcomes, outputs and activities.

### **2.1 Project Goal**

Increase productivity, inclusiveness and wellbeing of the population. This shall be attained through community mobilization, constructions of classroom blocks, administration blocks, libraries, teachers' houses where the performance of the project shall be measured through physical facilities, improvement in the qualities of education, improved teachers accommodation and learning environment.

### **2.2 Project Outcomes**

Improved teachers' welfare due improved accommodation leading to timely completion of syllabus hence improving quality and standard of education.

Reduced absenteeism among teachers

Reduced absenteeism and dropout among learners

Timely completion of syllabus

The indicators that shall be used to identify improvement in staff absenteeism shall be the arrival book. Timely completion of syllabus indicator shall be got in supervision/inspection reports, reduced absenteeism and dropout among learners shall be obtained from the class registers

### **2.3 Proposed Project Interventions**

The project interventions shall include; construction and renovation of teachers' houses, classroom blocks, administration blocks, latrines, incinerators , supply of desks, text books, laptops, planting trees, supply of office chairs

## **2.4 Project Activities**

The activities shall include planning, support supervision, site meetings, Environmental impact assessment, monitoring project progress, inspections; with the indicators being the physical facilities constructed, reports, minutes of site handover/meetings, delivery forms, vouchers used for payments of contracts.

## **2.5 Results Matrix**

In addition to the detailed description of the logical relationship between the project objectives and planned activities project sponsors shall be expected to develop a framework for measuring success of the proposed project. This shall involve; the identification of measurable indicators for every objective, setting targets to be achieved for each indicator, disclosure of the baseline level against which the target is to be measured.

It is also requirement that each indicator is supported by a disclosure of the sources of information that will be used to verify performance and the assumptions underlying the attainment of each objective. A sample matrix is as reflected below.

### Section 3: Estimated Project Cost and Activity Plan

#### 3.1 Project Cost

Give an estimate of the total project cost and disaggregate by year for each activity or intervention described in 2.3 above. The project period should correspond to the period it takes to have the physical infrastructure in place and ready to be operated.

	Year 1	Year 2	Year n	Total cost
Output 1 Activity 1 Activity ... Activity n				
Output 2 Activity 1 Activity ... Activity n				
Output n Activity 1 Activity... Activity n				
Total Cost				

### Section 4: Attachments

Please attach to this submission the minutes of meetings at vote level in support of the approval of the project profile.

In addition to the formal submission, forward soft copies of the profile, profile template and supporting documents to the DC Secretariat at [PAP@finance.go.ug](mailto:PAP@finance.go.ug)

Objective Hierarchy and Description	Indicator	Means of Verification	Baseline	Target	Assumptions
1.Goal Increase productivity, inclusiveness and wellbeing of the population					
2.Outcomes 2.1 increased enrollment 2.2 increased pass rate 2.3 ...	% school children enrolled	Class register, survey report	46,133	55,000	Parents will continue to send learners to school
3.Outputs 3.1 Classroom blocks constructed  3.2 Classroom block renovated  3.3 Teachers Houses constructed  3.4 Teachers Houses renovated  3.5 Latrine constructed  3.6 Administration blocks constructed  3.7 Incinerators Constructed  3.8 Desks Supplied	Number of classroom blocks constructed  Number of classrooms renovated  Number of teachers' houses constructed  Number of teachers' houses renovated  Number of latrines constructed  Number of administration blocks constructed  Number of incinerators constructed  Number of desks supplied	Inventory register Inventory Asset Register Inventory register Asset Register Inventory register Asset Register Inventory register Asset Register Inventory register Asset Register Inventory register Asset Register Inventory register Asset Register Inventory register Asset Register Delivery Notes Asset Register	272  02  12  00  00  10  04  00  7802	492  52  149  20  403  98  45  50  19802	Government to continue funding constructions  Government to support renovation works in schools  Budgeted for  Government to continue funding constructions in schools  The government to continue funding construction of latrines

3.9 Trees Planted	Number of trees planted	Asset Register	00	80000	Should be budgeted for
3.10 School Land Purchased	Pieces of land purchased	Inventory register	00	10	
3.11 Vehicles Purchased	Number of vehicles purchased	Asset Register	01	04	
3.12 Motorcycles Purchased	Number of motorcycles purchased	Inventory register	00	15	
3.12 Laptops Purchased	Number of laptops purchased	Asset Register	01	04	
3.13 Ipads purchased	Number of Ipads purchased	Inventory register	00	04	
		Delivery Notes			The government to continue funding purchase of desks
		Asset Register			
		Inventory register			
		Delivery Notes			
		Asset Register			
		Inventory register			
4. Activities					
4.1 Planning and Budgeting	Budget prepared	PBS prepared	02	05	Plans and budgets are prepared
4.2 Project implementation	Projects implemented	Assets inventory, payment vouchers	02	28	Procurement done
4.3 Project monitoring	Monitoring reports prepared	Reports, photos and attendance list	04	30	Teams created
4.4 Project Evaluation ...	Evaluation report prepared	Evaluation reports	02	32	Projects were monitored.

## Education Priorities FY 2020/21-2024/25

DISTRICT	SCHOOL NAME	EMIS	FACILITIES	No. of Classrooms	No. of Latrines	No. of Desks	No. Laboratories	Teacher accommodation
		<b>PRIMARY SCHOOLS</b>						
<b>LIRA CITY COUNCIL</b>	Aduku Road PS	20007	Existing	10	09	123	0	02
			No. in need of rehabilitation	10	00	25	0	02
			No. of new facilities required`	03	06	50	0	02
	Adyel PS	004926	Existing	30	31	480	01	18
			No. in need of rehabilitation	06	10	80	01	06
			No. of new facilities required`	10	05	100	01	05
	Ambalal PS	004931	Existing	20	04	168	0	09
			No. in need of rehabilitation	20	04	40	0	09
			No. of new facilities required`	04	04	142	0	10
	Otim Tom PS	004927	Existing	14	25	217	0	06
			No. in need of rehabilitation	12	15	100	0	04
			No. of new facilities required`	04	10	100	01	08
	Ayago PS	004950	Existing	14	10	140	0	08
			No. in need of rehabilitation	14	05	39	0	08
			No. of new facilities required`	06	10	160	03	13
	Elia Olet PS	004936	Existing	13	10	182	0	02
			Facilities required	13	10	50	0	02



DISTRICT	SCHOOL NAME	EMIS	FACILITIES	No. of Classrooms	No. of Latrines	No. of Desks	No. Laboratories	Teacher accommodation
			No. in need of rehabilitation	13	10	118	0	0
			No. of new facilities required	13	10	35	0	01
	Erute PS	004944	Existing	15	19	92	0	06
			No. in need of rehabilitation	08	10	00	0	00
			No. of new facilities required`	04	05	88	0	12
	Ireda PS	004942	Existing	20	27	250	0	13
			Facilities required	22	42	80	0	26
			No. in need of rehabilitation	14	17	100	0	04
	Lira Army PS	004933	Existing	07	02	101	0	02
			Facilities required	21	06	67	0	16
			No. in need of rehabilitation	07	00	200	0	02
	Lango Quran PS	004934	Existing	12	10	93	0	03
			No. in need of rehabilitation	08	10	85	0	06
			No. of new facilities required`	04	05	85	0	00
	Lira Modern PS	004929	Existing	24	19	217	0	08
			No. in need of rehabilitation	24	09	100	0	04
			No. of new facilities required`	04	10	100	01	08
	Lira Police PS	200035	Existing	18	18	220	0	08
			Facilities required	20	20	100	0	27
			No. in need of rehabilitation	06	11	200	0	04

DISTRICT	SCHOOL NAME	EMIS	FACILITIES	No. of Classrooms	No. of Latrines	No. of Desks	No. Laboratories	Teacher accommodation
	Lira PS	004949	Existing	17	20	335	0	05
			Facilities required	27	40	485	0	25
			No. in need of rehabilitation	10	10	85	0	01
	Nancy School for the Deaf PS	200011	Existing	07	13	64	0	02
			No. in need of rehabilitation	08	02	21	0	02
			No. of new facilities required`	03	04	64	0	14
	VH Public PS	004932	Existing	17	35	436	0	22
			No. in need of rehabilitation	11	10	50	0	10
			No. of new facilities required`	23	22	310	01	12
	Ojwina PS	004941	Existing	15	04	192	0	09
			No. in need of rehabilitation	12	04	08	0	07
			No. of new facilities required`	12	24	247	0	18
	Railway PS	004952	Existing	20	06	15	0	15
			No. in need of rehabilitation	08	04	05	0	05
			No. of new facilities required`	04	03	10	0	10
	Starch Factory PS	200052	Existing	12	03	168	0	01
			No. in need of rehabilitation	10	16	20	0	01
			No. of new facilities required`	14	02	50	0	17
	Ober PS	004945	Existing	12	05	98	0	03

DISTRICT	SCHOOL NAME	EMIS	FACILITIES	No. of Classrooms	No. of Latrines	No. of Desks	No. Laboratories	Teacher accommodation
			No. in need of rehabilitation	08	02	112	0	04
			No. of new facilities required`	06	04	120	0	12
		<b>SECONDARY SCHOOLS</b>						
	Lango College	4928	Existing	12	16	250	06	18
			Facilities required	18	28	600	07	48
			No. in need of rehabilitation	04	04	120	03	08
	Lira Town College	4937	Existing	28	28	800	03	12
			Facilities required	40	60	150	06	60
			No. in need of rehabilitation	20	10	600	03	04