



RUKUNGIRI DISTRICT LOCAL GOVERNMENT

FIVE-YEAR DISTRICT DEVELOPMENT PLAN III 2020/2021 – 2024/25

District Vision

“A prosperous and Transformed Population in a Sustainable, Modern and Secure Environment by the Year 2040”

District Theme

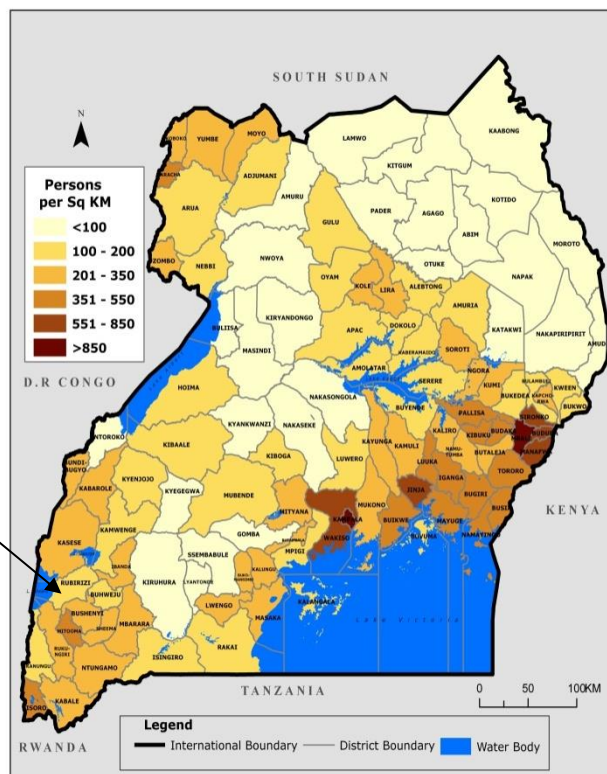
“Sustainable Prosperity through Industrialization, Wealth Creation and Inclusive Employment”



RUKUNGIRI DDPIII FINAL

NOVEMBER 2021

MAP SHOWING SUBCOUNTIES IN RUKUNGIRI DISTRICT



District Vision

A prosperous and Transformed Population in a Sustainable, Modern and Secure Environment by the Year 2040”

District Mission

Service Delivery for Socio-Economic Development

District Core values

Integrity

Objectivity

Professionalism

Transparency and Accountability

Participation and Involvement

Continuous Improvement

Loyalty

Respect for Clients Views

Fairness and Justice

Teamwork

FOREWORD

The District through a participatory, bottom-up planning, process has developed the third five (5) Year District Development Plan (DDP) with the theme; ‘‘Sustainable prosperity through Industrialization, wealth creation and inclusive employment.’’ The third five (5) Year District Development Plan provides a strategic planning framework for the achievement of the district’s Vision and Goal, and consequent development for the next 5 years starting Financial 2020/21 to 2024/2025.

The five Year District Development Plan is in line with National Development Plan (NDP) objectives and National Vision aspirations. The District in consultation with stakeholders formulated the 5-year plan. The five Year District Development Plan addresses structural bottlenecks in the district in order to ‘‘Improve household incomes and provision of life necessities for improved wellbeing of the community’’. The five (5) Year District Development Plan interventions aim at having a prosperous and transformed Population in a sustainable, modern and secure Environment.

There is tremendous development which has been realized in the implementation of DDP II which include among others; construction of primary and secondary schools, supply of furniture to schools, upper grading of health facilities. The completion of district administration block, construction of sub county administration offices, mini-irrigation schemes, maintenance and opening up of district, urban and community access roads, increased agricultural production and productivity. Economic empowerment programmes for the vulnerable groups like OVC, women, youth, people with disability & HIV/AIDS, provision of security to people and their property and a conducive working environment.

However, there are constraints that undermined development in the district during DDPII these include namely; poor road network, inadequate funding, low agricultural production, productivity and limited access to markets and financial services, high degradation of natural resources, weak public private partnerships among others. The plan will prioritize investments to address constraints these constraints and also to improve service delivery such as; job creation through agro-industrialization; value addition for increased household incomes; creation of an industrial hub with economies of scale for increased productivity in all sectors. The plan will fast track investing in tourism potential for key sites; physical infrastructure development mainly in health, education, roads, extension of power lines; water for production and domestic use, sanitation coverage, local economic development, physical development planning and first tracking Oil and gas. Implementation of this DDP III will cost us approximately **260,950,304,319,888 billion Uganda shillings of which, over 94 % is expected from central Government releases, 2 % from local revenue 2% from external financing and 2% for O& G responsibilities additional in 5 years.**

I call upon the District to embrace the programmes, projects and priorities stated in the DDPIII for the development of the District. I would like to express my appreciation to all stakeholders who contributed towards the Development of the five Year Development Plan, especially the District Planning Department & District Technical Planning Committee.

For God and my Country



KYOMUKAMA GEOFFREY-RUKAAGA
DISTRICT CHAIRPERSON-RUKUNGIRI DISTRICT

ACKNOWLEDGEMENT

This Five-Year District Development Plan (DDP III) for Rukungiri District Local Government is for the period 2020/21 – 2024/2025. It presents the continued commitment of the District leadership of Rukungiri in joining hands with the Central Government to eradicate absolute poverty and extreme hunger as set out in the SDGs. The Five-Year District Development Plan for 202/21- 2024/25 is the third edition of the Five-Year Planning Framework under the National Development Plan, whose aspirations of the people of Rukungiri and the Council are embodied in the District Vision of having “*A prosperous and transformed Population in a sustainable, modern and secure Environment by the Year 2040*”

As required by article 190 of the Constitution of the Republic of Uganda 1995, this DDP III is informed by NPA guidelines 2020, aligned to Third National Development Plan (NDPIII). The comprehensive planning framework obliges all departments, civil society, private sector and development partners in the district to follow a common strategic direction in their planning process in order to achieve faster socio-economic transformation and common results. Therefore, this Five Year District Development Plan is a product of concerted efforts of several stakeholders at various levels.

The plan provides a framework for guiding development direction in the next 5 years in order to achieve the above District Vision. The District Development Plan integrated plans of Lower Local Governments and Sectorial Plans and programmes, linking them with the BFP and the Annual Budget aligned to NDPIII programmes and Vision 2040. The District is grateful to the National Planning Authority for the technical guidance. The other Central Government MDAs, particularly the Ministry of Local Government, Ministry of Finance Planning & Economic Development, National Population Council for the hands on support & guidance to districts during formulation of this five District development Plan III and for the allocation of various grants to the district for effective implementation of this plan.

I am further indebted to the District Planning Department and the Budget Desk for facilitating the entire planning and budgeting process by way of Technical guidance, facilitation and integration of the draft programmes & LLGs interventions into the DDP. I can't fail to appreciate other stakeholders in the planning process especially LLGs, development partners in the district, FBOs, CSOs and the private sector for their input and contribution to the District.

Special appreciations go to the District Planner, Planning Department staff, Planning Task Force and all Departments for their commitment, hardworking and tireless contributions and efforts put in preparing this Five-Year District Development Plan, 2020/2021-2024/2025.

It is my sincere hope that Rukungiri District Local Government will implement this plan, and I appeal to the Central Government, Development Partners, and Stakeholders to support the implementation of this Plan.



BYAMUNGU ELIAS

CHIEF ADMINISTRATIVE OFFICER, RUKUNGIRI DISTRICT LOCAL GOVERNMENT

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ACRONYMS/ABBREVIATIONS

AAMP	Agricultural Area Based Modernization Programme
ADRA	Africa Development Relief Agency
AGODA	Albertine Graben Oil and Gas Districts Association
AIDS	Anti-Immune Disease Syndrome
AIM	Aids Integrated Management
ANC	Antenatal Care
AO	Accounting Officer
ASSP	Agriculture Sector Strategic
BFP	Budget Framework Paper
BOQs	Bills of Quantities
CAO	Chief Administrative Officer
CAs	Community Associations
CB-DOTS	Community Based Direct Observed Treatment
CBOs	Community Based Organizations
CDO	Community Development Officer
CSOs	Civil Society Organizations
DDEG	District Discretion Equalization Grant
DDP	District Development Plan
DHAC	District HIV/Aids Committee
DHMT	District Health Management Team
DP	District Planner
DTC	District Technical Committee
FBOs	Faith Based Organizations
GFS	Gravity Flow Scheme
HIV	Human Immune Virus
HMIS	Health Management Information System
HSD	Health Sub-District
IEC	Information, Education and Communication
IGAS	Income Generating Activities
LED	Local Economic Development
LGDP	Local Government Development Programme
LLG	Lower Local Governments

MoFPED	Ministry Of Finance Planning and Economic development
MoLG	Ministry Of Local Government
NARO	National Agricultural Research Organization
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NIDS	National Immunization Days
NPA	National Planning authority
OPM	Office of the Prime Minister
PAF	Poverty Action Fund
PDCs	Parish Development Committees
PHC	Primary Health Care
POCC	Potential Opportunities Challenges and Constrains
PPAs	Programme Priority Areas
PWDs	Persons with Disabilities
REPAHAC	Rukungiri Effort to Promote Adolescent Health and Aids Control
ROM	Results Oriented Management
RUCOHE	Rubio Community Initiative to Promote Health
RUDIFA	Rukungiri District Farmers Association
RUDINET	Rukungiri District Network of people living positively with HIV/Aids
RUGADA	Rukungiri Gender and Development Association
SDG	Sustainable Development Goals
SFG	School Facilities Grant
SMCs	School Management Committees
STDs	Sexual Transmitted Diseases
TBAs	Traditional Birth Attendants
TDMS	Teacher Development Management System
UNFPA	United Nations Fund for Population Activities
UPE	Universal Primary Education
VCT	Voluntary Counseling and Testing
WES	Water and Environmental Sanitation

EXECUTIVE SUMMARY

This Five-Year Development Plan is a people centered plan, prepared through a bottom-up approach. It integrates sub-county and sectorial plans. It spells out the District Vision, Mission statement, goals, objectives, and priorities.

Rukungiri District will implement its third five-year Development Plan (DDP III 2020/21-2024/2025) in line with NDP III emphasizing achieving the Uganda Vision 2040. The Vision aims at transforming Uganda from a predominantly peasant and low-income country to a competitive, upper middle-income country. Therefore, this Plan builds on the achievements registered under the first and second District Development Plan (DDPII 2015/16- 2019/20) and takes into consideration the challenges encountered and lessons learnt during its implementation. The Plan also seeks to leverage opportunities presented by emerging developments at the community level. DDP III aims to increase overall competitiveness, create additional wealth and employment while emphasizing inclusive and sustainable growth. Overall, the Plan prioritizes key development programs, opportunities and fundamentals envisaged in the NDPIII and the Ugandan Vision 2040.

It highlights the main cross-cutting issues like poverty, gender, environment, Nutrition, Climate change , mindset change, governance and integrates the activities of sub-counties, NGO's and CBOs into programs as aligned to NDPIII. It also captures the issues raised in the HIV/AIDs District Strategic Plan, Forrest Management Plan, DEAP and Statistical strategic plan.

In order to achieve the District mission and vision, the council has developed the following goals/strategic objectives.

- Identifying and collecting sufficient local revenue in order to ensure that service delivery standards through increasing revenue mobilization campaigns, proper enumeration, and assessment and tendering out market fees and licenses collection.
- Contributing to the sustainable growth of the economy, through increased Agricultural Production and Productivity and private sector strengthening.
- Increasing the level of basic education in the District, through provision of educational facilities; infrastructure, scholastic materials, training of schoolteachers, intensifying school inspection and mobilization of parents and other stakeholders.
- Improving and increasing accessibility to basic Health Services by the Committees, through upgrading of Health Centres and facilitating the NGO Health facilities.
- Improving the District Infrastructure, through increased school classrooms staff accommodation especially for teachers and Health workers, office space, increased length of motorable road network and water for production.
- Increasing access to safe water and sanitation through construction of boreholes, springs, community water tanks, shallow wells, gravity flow schemes etc.
- Improving democracy accountability, through strengthening council operations by training and sensitizing councilors, facilitating Internal Audit Systems, and financial management and strengthening planning at both the District and Lower Local Governments.

District Vision “A prosperous and transformed Population in a sustainable, modern and secure Environment by the Year 2040”

District Mission “Improved Service Delivery for Socio-Economic Development”

District Theme “Sustainable prosperity through Industrialization, wealth creation and inclusive employment”

Goal: “Improved household incomes and provision of life necessities for improved wellbeing of the community”

Achievements and lesson learnt

DDPII implementation registered successes in the following areas: 1) Improvement in health service delivery due to recruitment of health workers for providing preventive and curative services, 2) Increased agricultural productivity. This has been due to improved extension services delivery through the NAADs programme; 3) Improvement in education service delivery due to enhanced inspection, supervision and construction of school infrastructure; 4) Maintenance of District, Urban and Community access road network with financing from the Road Fund; and 5) Increased access to safe water supply in rural areas.

Key Lessons learnt

During the implementation of DDPII (2015/16- 2019/20), generally mixed progress in the implementation of broad strategic objectives. The sectors that attained progress were production, education and health where the district were on target to attain few Human Development Indicators. The implementation of DDPII registered significant progress in Strategic Infrastructure Improvement and increase in productivity.

- Strategic decisions for local revenue enhancement were not fully implemented especially fast tracking promotion of tourism, upgrading of Bwanga stock farm, Establishment of Tea Factory in the district, Paper Factory and continuous oil exploration in the district as well as strengthening local revenue collection systems. This has slowed progress in the attainment of local revenue enhancement broad objectives for sustainability.
- There was limited collaboration between development partners, the district and the private sector during the implementation of the plan.
- Some of the strategic interventions in water and sanitation especially from the central government were not documented and integrated during the design of the plan especially Kahengye project and Rukungiri – Kihiihi/ Ishasha road. This somehow compromised ownership and the pace of the project.
- The plan adequately addressed the crosscutting issues. Strategies to address HIV/AIDS, unemployment, Gender, Human rights, Population and environment, good governance, Nutrition and climate change were planned for and implemented.
- The plan did not implement deliberate efforts in boosting local revenue through local economic development (especially development of tourism potential through public private partnership, value addition like upgrading of bwanga stock farm, tea factory).

- The design and implementation of the LED strategy through huge investments of PPP was lacking in the plan however support to farming groups and developing key infrastructure has been implemented with a view of improving service delivery rather than business development.

Challenges Encountered.

- There was very low funding to financing the implementation of the plan, the annual plans and budgets do not reflect adequate financing and commitment of the DDP.
- Local revenue collections dwindled as the result of creation of the new administration units of new Town Councils (Rwerere, Kebisoni, Buyanja and Bikurungu) because of spiriting the existing local revenue sources with minimum efforts to exploit new ones and the global outbreak of covid -19 leading to limited funding not only development priorities but also management efforts.
- Changes in the key development grant from LGMSD to DDEG, which reduced substantially in size compared to LGMSD.
- Funding constraints slowed down the attainment of a reduction in the pupil classroom ratios, desk ratio and OPD attendance further slackened the chance of boosting human capital development in the district.
- Inadequate monitoring of development outcome bred laxity among the leadership to meet the plan objectives. Acting decisively on the Inadequate OWC inputs distributed to farmers with limited sustainable support to tea farming in the district and water for production would have increased production of tea in the district. This would have relatively improved household incomes as well as local revenue collection and addressed service delivery deficits.

The focus of the DDPIII will be to consolidate the achievement of DDPI &II as a highlighted above and in addition to service delivery; this plan commits to promoting local economic development through public private partnership arrangements. The District Council has the responsibility of setting priorities and objectives within the available resources focusing on local needs but in accordance with National Development Plan priorities. Stakeholder's and lower local governments will be empowered to identify their own local needs and set feasible solutions within their means and in a democratic manner.

Key priorities during the plan period 2020/2021 to 2024/2025.

During the Plan period, the key priority areas of the District will include; Job creation through agro-industrialization, value addition for increased household incomes; Development of Bwanga stockfarm as a study center and commercial center; Creation of an industrial park with economies of scale for increased productivity in all sectors; Completion of District Administration Office Block; Construction and upgrading of Health Centres/Health Infrastructure; Delivery of all components of Uganda National Minimum health care package (UNMHCP); Improving staff welfare, retention and motivation; Vaccination, Establishment of demonstration sites and follow-up visits; Training of farmers in post-harvest handling; nutrition, banana management and livestock (animal husbandry); Supply of better-quality agriculture inputs to farmers, improving and multiplication of high value crops; Improving Adult learning and Literacy levels; Improving maintenance and rehabilitation of feeder roads, community access roads, and buildings; Mainstreaming cross cutting issues like environment, gender, climate change, good governance, HIV/AIDS, Population, Nutrition, Disaster management into all development programmes; Facilitating and coordinating the process of development planning; Strengthening the implementation of UPE& USE; Strengthening the co-operative movement and micro-finance schemes; Construction of new water sources and rehabilitation of non-functional boreholes; Supervision/monitoring of development projects; Identifying and developing tourism sites, & Establishment of LED partnerships; Support establishments of industrial parks & Support establishment of ICT structures and utilization.

Achieving these goals/strategic objectives and priorities will be mainly through attainment of the following key outputs.

- Sufficient Local Revenue collected
- Donor funds identified
- Pupils enrolled, attending school and completing primary education,
- Primary Health care services delivered
- Farmers advised, trained and improved productivity
- Feeder roads constructed and maintained
- Crimes detected and solved
- Communities participating in development planning and participatory development plans and budgets produced.
- Accessible safe water sources provided.
- Projects monitored and evaluated

The District development plan will be implemented with revenue/resources that include the locally generated revenue, the central government transfers (Condition/Unconditional Grants, DDEG) and the Donor funds/NGOs.

Unfinished activities

- Construction of Headquarters Hospital
- Completion of the District Administration building for the New established administration Units.
- Establishment of a District
- administration block
- Primary Health Care Fund (PHC) is a challenge.
- Local revenue to finance council priorities.
- Putting Bwanga stock farm to better use.
- Extension of rural electricity lines.
- Developing the District local tourism potential.
- Purchase of vehicles to departments.

Financing Strategy:

In line with the NDP III, the District will require more innovative strategies for mobilizing resources both domestic, lobbying from central government and other development partners. The Local Revenue Enhancement Plan for the FY (202/21-2024/2025) will guide the district in the identification of more sources of revenue, and strategies of how to collect more revenues.

Implementation of this DDP III will cost us approximately 260,950,304,319,888 billion Uganda shillings of which, over 94 % is expected from central Government releases, 2 % from local revenue 2% from external financing and 2% for O& G responsibilities additional in 5 years, at the annual growth projection of 5% and financing deficit of Shs. 64,705,303,000 billion.

Implementation Strategy

Implementation of the plan will be through the Medium-Term Expenditure Frame Work (MTEF) through the Annual work plans, budgets framework papers, and budgets. The key elements of the implementation strategy are to ensure responsibility for developing and implementing the plans under different programs.

During the five years, the following will be critical for the successful implementation of the plan:

- Prioritising, Profiling and sequencing of project implementation to achieve efficiency in resource use.
- Use of Public Private Partnership in gearing development.
- Ensuring alignment of all planning and budget instruments to the DDP III & NDPIII programmes..
- Emphasising Joint monitoring and evaluation at all levels by all stakeholders.
- Ensuring good governance and physical accountability

Implementation will be both participatory approach and public private partnership in monitoring the implementation of the district development plan. Implementation will be coordinated by the office of Chief Administrative officer assisted by planning department. There are number of institutions that will be involved in the implementation of the district development plan that include district departments, Lower Local Governments, Implementing partners, Civil Society organizations and the private sector. Departments, Lower Local Governments and Civil Society organizations will be responsible for initiating procurements and contracting out of projects, supervision, monitoring and reporting. While the members of private sector (contractors and service providers will be responsible for implementing the contracted works and services. The district executive committee and office of the Resident District Commissioner will oversee the implementation of the plan over the five-year period

M&E Arrangements

A well-coordinated district wide M&E system for effective tracking evaluation and feedback on DDPIII implementation and result framework to be established. A participatory approach that entails the involvement of all key actors to fully internalize and own the system as well as use the results framework to inform their actions. The M& E strategy will be developed and linked to PBS for ensuring effective implementation of planned outputs. There will be multi-sectoral monitoring on quarterly basis and lesson learnt from field monitoring to be shared during stakeholder activity review meetings at the district level, involving LLG representative, Private sector, CSOs, opinion leaders, DEC members and councilors. Progress reports compiled under PBS on quarterly basis shared in DTPC and other stakeholders in the submitted to the relevant Ministries.

CHAPTER ONE: INTRODUCTION

1.1 Background

This third, five year District Development plan (2020/21 – 2024/2025) was prepared in accordance with the 1995 constitution, article 125, article 176 (2b), article 190. This was also in line with NPA Act 2002, the local government Act cap243, the Physical planning act 2010, National Population Policy 1995, National NGO policy 2010, the Local Government Development Planning Guidelines 2020 and any other piece of legislations applicable. The plan aligned to the five years National Development Plan III designed to propel the country to a Sustainable Industrialization for inclusive growth, employment and wealth creation and the Vision 2040.

In line with the Comprehensive National Development Planning Frame work (CNDPF) for government of Uganda and 30 year National Vision. The vision is being implemented through three 10-year development plans, 6 five-year sector/ local government development plans and 30 annual plans and budgets, Rukungiri district is coming up with this 5 year development plan as part of the comprehensive National Planning Development Frame Work.

This plan is a guiding tool to support implementation of the District development activities and strategies to achieve the **District Vision** ‘‘A prosperous and transformed Population in a sustainable, modern and secure Environment by the Year 2040’’. It highlights the main cross-cutting issues like gender, environment, Nutrition, Climate Change, Poverty, Population issues, HIV change Good governance and integrates the activities of sub-counties, NGO’s and CBOs into programs as aligned to NDPIII. It also captures the issues raised in the HIV/AIDs District Strategic Plan, Forrest Management Plan, DEAP and Statistical strategic plan.

In order to achieve the District mission and vision, the council has developed the following goals/strategic objectives.

- I. Identifying and collecting sufficient local revenue in order to ensure that service delivery standards through increasing revenue mobilization campaigns, proper enumeration, and assessment and tendering out market fees and licenses collection.
- II. Contributing to the sustainable growth of the economy, through increased Agricultural Production and Productivity and private sector strengthening.
- III. Increasing the level of basic education in the District, through provision of educational facilities; infrastructure, scholastic materials, training of schoolteachers, intensifying school inspection and mobilization of parents and other stakeholders.
- IV. Improving and increasing accessibility to basic Health Services by the Committees, through upgrading of Health Centre IIs at parish level and facilitating the NGO Health facilities.
- V. Improving the District Infrastructure, through increased school classrooms staff accommodation especially for teachers and Health workers, office space, increased length of motorable road network and water for production.
- VI. Increasing access to safe water and sanitation through construction of boreholes, springs, community water tanks, shallow wells, gravity flow schemes etc.

VII. Improving democracy accountability, through strengthening council operations by training and sensitizing councilors, facilitating Internal Audit Systems, and financial management and strengthening planning at both the District and Lower Local Governments.

The plan goals and objectives linked to the National Development Plan objectives and vision aspirations of the community. In addition, the district has made consideration of the experiences gained in the implementation of the DDP II and lessons learnt. Based on all this and several consultations, the district was able to come up with a strategic direction **“Sustainable prosperity for all through wealth creation and inclusive employment”**

1.1.1 Context of the Local Government Development Plan

This sub chapter presents description of the past and present local Government Development context, strategies, Programmes as well as historical developments/ recent experiences that underpin/ inform / influence the current development plan, including recent achievements, unfinished activities and emerging needs and lessons learnt.

1.1.1.1 Key achievements from previous Plan

The DDPII implementation registered successes in the following areas: The District increased the percentage of motorable rural roads to 82 percent. In the water sector, the district improved access to safe and clean water from 81% to 86%. The pupil classroom ratio improved from 48:1 to 46:1 for girls and boys.

The district performed very well in the construction of District administrative block phase offices and is on course to meet target of its completion the district has planned to construct four town council & Sub-county Headquarters that will provide adequate space to observe social distancing.

On Human capital development, Under the Education Sector the District registered improved grades at primary leaving level, improved numeracy and literacy and improved learning conditions. The PLE pass rates increased from 94.7 percent in 2014 to 97.9 percent in 2019. Additionally, the number of pupils sitting PLE has also significantly increased during the period of DDPII. The number of 1st grades at PLE increased from 14.6% in 2014 to 18.4 in 2019 due to parents' involvement and ability to read among the learners. Literacy rates have also improved from 73.1 percent in 2015 to 78.2 Percent in 2019.

In the area of Health and Sanitation, the District has improved Antenatal care (ANC) attendance by expectant mothers in the first visit with slow progress registered for the second visit. District staffing levels significantly increased from 61.3% in 2014 to 76% in 2019. On sanitation, the District sanitation coverage steadily increased from 86% to 91%. Overall, the health sector performed satisfactorily over the period of DDPII due to recruitment of health workers for providing preventive and curative services & increased funding to the health sector to upgrade of HCIIIs to HCIIIs and HCIIIs to HCIVs. There was also increased antenatal care attendance in health facilities due to a number of incentives like mosquito net and Mama Kits given to expectant mothers. Increased participation of communities in HIV and AIDS prevention activities like safe male circumcision, VCTs, EMCTCs, Percentage of health units without stock out of any of the tracer medicines increased from 82% in 2015 to 98% in 2019 and Percentage of eligible persons receiving ARV therapy increased from 76% in 2015 to 89% in 2019.

The district Increased agricultural productivity due to improved extension services. There has been an improvement especially with the increase in the number of extension workers from 2015, during the implementation of DDPII, which resulted into increased output, with diseases prevented through Animal Vaccinations, Animal and crop disease control and treatment, Farmer training and radio talk shows conducted on commercial services, climate change on agriculture, and pest and disease control. The Poverty Head Count reduced from 19.5 in 2015 to 12% in 2019; improve food security and nutrition through quality extension services and control of effects of pests, parasites and disease.

The volume and diversity of agricultural produce increased due to supply of improved technology and farm inputs. OWC has supplied and distributed more than 12,127,291 million tea seedlings and at least 4,460 Bags of cassava stem to farmers 60,000 pineapple suckers, 40,370kgs of Beans, 44,755 kgs of Maize, 90,000 mango seedlings, 155,000 apple seedlings, 19,112 banana suckers 34,370, 60,596kgs Fish seed (cut 4968, tilapia 46628), 2,341kgs Fish Feeds (stat 1170.5kgs, grower 1170kgs). Regarding livelihoods, there is increased community participation in income generation activities (IGAs) though there was no quantified evidence for this most stakeholders agreed that income levels are improving as observed from household consumption patterns and better housing facilities indicated in the Demographic and Health Survey, 2019 indicating a reduction in poverty head count.

The focus of the DDPIII will be to consolidate the achievement of DDPI & II as a highlighted and in addition to service delivery; this plan commits to promoting local economic development through public private partnership arrangements.

1.1.1.2 Challenges

During the implementation of the plan, the Local Government experienced challenges/constraints that hindered the proper execution of the planned activities and delayed the attainment of its planned achievements. Critical constraints encountered included:

There was very low funding to financing the implementation of the plan, the annual plans and budgets do not reflect adequate financing and commitment of the DDP. Central government transfers have been inadequate to finance all of the district's priorities. Most of the transfers were conditional grants which could not be easily reallocated to the execute council's pressing needs. Limited central government transfers occurred due to the unfair criteria used by the central government to distribute and allocate financial resources and pressures arising out of the ever increasing and creation of new administrative units.

Local revenue collections dwindled as the result of creation of the new administration units of new Town Councils Rwerere, Kebisoni, Buyanja and Bikurungu because of splitting of the existing local revenue sources with minimum efforts to exploit new ones and the global outbreak of covid -19 leading to limited funding not only development priorities but also management efforts.

The district also heavily relies on rain fed agriculture, which remains an unpredictable and non-changeable factor. The farmers lack access to adequate water for production due to limited practice of irrigation systems. The unreliable rainfall in both quantity and timing is still a big challenge to

farmers. The adverse weather conditions often resulted into crop failure and loss of livestock hence contributed to increased households' food insecurity and monetary poverty

High population growth rate and environmental degradation. The average annual population growth rate between 2002 and 2014 of the district was 3.7% compared to the national average annual population growth rate of 3.2%. This population structure will continue to be youthful for the next 15 years and this poses a big population problem of high dependency ratio. Hence, Rukungiri population is young, typically for a developing country. This also means that the district has a high dependency ratio and a high demand for services for infants.

The environment degraded due to constant encroachment on the forest reserves for building materials or due to other livelihood activities such as farmlands because of the increasing population. Due to high poverty levels in the district, which has forced many people to rely on natural resources for their livelihoods. The district faces the challenge of meeting the demands of this ever-increasing population, ensuring sustainable use, protection and management of natural resources amidst the high population growth rate.

Changes in the key development grant from LGMSD to DDEG, which reduced substantially in size compared to LGMSD. Funding constraints slowed down the attainment of a reduction in the pupil classroom ratios, desk ratio and OPD attendance further slackened the chance of boosting human capital development in the district.

Inadequate monitoring of development outcome bred laxity among the leadership to meet the plan objectives. Acting decisively on the Inadequate OWC inputs distributed to farmers with limited sustainable support to tea farming in the district and water for production would have increased production of tea in the district. This would have relatively further improved household incomes as well as local revenue collection and addressed service delivery deficits.

Negative attitudes, cultural practices and beliefs, certain elements in culture and religious norms are not supportive of modern living approaches in society and therefore, limited economic growth and socioeconomic transformation. In the District, there is still discrimination against women. Traditional rules and practices that exclude women form a key constraint in women's empowerment and economic progress. For instance, at the community and household level, women are often restricted from participating in important decision-making such as resource use, family planning and securing access to services such as health and education. Women marginalized in access to ownership and control over land, education, business ownership, skills development, access to financial resources, employment and inheritance rights. The culture of early marriages amongst girls increases the rate of early pregnancies and is partly responsible for the high maternal mortality rate and high fertility rate.

1.1.1.3 Lessons Learnt

During the implementation of DDPII (2015/16- 2019/20), generally mixed progress in the implementation of broad strategic objectives. The sectors that attained progress were production, education and health where the district were on target to attain few Human Development Indicators. The implementation of DDPII registered significant progress in Strategic Infrastructure Improvement and increase in productivity.

Strategic decisions for local revenue enhancement were not fully implemented especially fast tracking promotion of tourism, upgrading of Bwanga stock farm, Establishment of Tea Factory in the district, Paper Factory and continuous oil exploration in the district as well as strengthening local revenue collection systems. This slowed progress in the attainment of local revenue enhancement broad objectives for sustainability.

There was limited collaboration between development partners, the district and the private sector during the implementation of the plan.

Some of the strategic interventions in water and sanitation especially from the central government were not documented and integrated during the design of the plan especially Kahengye water project and Rukungiri – Kihiihi/ Ishasha road. This somehow compromised ownership and the pace of the project.

The plan tried to address the crosscutting issues. Strategies to address HIV/AIDS, unemployment, Gender, Human rights, Population and environment, good governance, Nutrition and climate change were planned for and implemented.

There is need to integrate environment into all programmes since it's a cross cutting issue. The productivity of other sectors like manufacturing, agriculture, fisheries and others cannot be isolated from the environment sector as their sustainability heavily depends on the health of the environment and its continued supply of the necessary sustainable resources. Environment committees, Area Land Committees, Forest Support Groups need support to perform their duties. There is an increasing interest in tree planting by individuals due to massive sensitizations by the district technical staff and politician, partners, forestry sector, private partners as indicated by the numerous tree plantations and an increasing demand for tree seedlings by the communities.

The plan fell short of deliberate efforts in boosting local revenue through local economic development (especially development of tourism potential tourism potentials in the district is much more than just an economic sector. The potential for interactions with other economic sectors can develop sustainably forward and backward linkages through public private partnership. In order to exploit the tourism potential better, promotional activities prioritized through local, regional, national and international fairs, advertising in the media, and the promotion of cultural heritage/sites.

Value addition in agro-processing like tea factory, paper factory & upgrade of Bwanga stock farm. The design and implementation of the LED strategy through huge investments of PPP is lacking in the plan however support to farming groups and developing key infrastructure has been implemented with a view of improving service delivery rather than business development.

1.1.2 The Local Government Development planning process

The District Development Plan articulates the development priorities of the people within and out Rukungiri District. The preparation of the district development plan undertaken through a bottom up consultative process with stakeholders. The plan developed using the new NPA Local Government planning guidelines (2019), alongside other guidelines that were previously in use.

The process involved four distinct steps including; situation analysis, strategic planning, formulation of the budget framework paper and consolidating the district development plan.

1.1.2.1 Situation analysis

- Preparatory processes. The planning process started in September 2019 with the situation analysis, which included feedback to lower local governments and an assessment of the current situation in the district. An assessment of the performance under different departments/sectors was undertaken using the routine mentoring and evaluation reports.
- Feedback visits to LLGs. HoDs and LLGs mentored and prepared for the new planning cycle and planning guidelines. They were also engaged in actual discussions about strategic planning and development issues.
- Analysis of SWOT done by updating the basic data and status of crosscutting issues analyzed accordingly.

1.1.2.2 Strategic Planning

Performance review of the previous development plan this covered achievements made in relation to national and local departmental targets.

1.1.2.3 Formulation of the BFPs 2020/21

Formulation of the budget framework papers followed the issuance of the Budget Call Circular. Project proposal from Departments/Sectors and LLGs were appraised and reviewed by the District Executive Committee. The BFP compiled and presented after the District Budget Conference, held on 29 October 2019, certificate of gender and equity responsiveness obtained before its approval by MoFPED.

1.1.2.4 Consolidating the District Development Plan

All department submissions were integrated into the draft five-year District Development Plan and this process of coming up with the DDP III was coordinated by the Planning Department, assisted by planning taskforce who came with the draft Plan in January 2020. The overall formulation of the taskforce was guided and coordinated by the Planning Department and the Deputy Chief Administrative Officer, assisted by the District Planner, led the compilation process. The task force comprised of 92 (Ninety two) members 24 (26%) of whom were females. The task force included LLGs representative (SAS & LC3 CP), CSOs, NGOs, CBOs, special interest groups, and private sector purposively selected according to the presumed knowledge of the subject, as well as ability to contribute critical input to addressing cross cutting issues in DDPIII.

District Development Plan III planning task force priorities and catered for most of the crosscutting and vulnerability issues such as Orphans and Vulnerable Children (OVC), Gender Based Violence (GBV), Environment, Human Rights, Nutrition, Governance, Climate Change, HIV/AIDS, Child health / welfare, Population and Development etc. Specifically, issues of gender considered in the priorities for improving the quality of social services, like promoting of sustainable safe water and sanitation. The District also formulated an HIV/AIDS Strategic Plan with guidance from Uganda AIDS Commission to address HIV/AIDS concerns.

The first draft plan was presented to the District Executive Committee (DEC) January 2020 for their input, which was incorporated. In the second week of March 2020 presented to the council standing committees, updated with last recommendations before it was finally presented to the District Council for approval in August 2020

1.1.2.5 Details of the Planning Process

Rukungiri District fully embraces the Policy of Decentralization as mandated by the Constitution of the Republic of Uganda, 1995 under Article 196 and the Local Government Act (Cap 243). The District Local Government considers Decentralization as a powerful cornerstone in its efforts to implement the District Development Plan in line with the comprehensive national planning framework and vision 2040 of transforming Ugandan society from a peasant to modern and prosperous country.

The District reviews the Development Plan every 2 and half years. The main aim is to achieve the District Development Goals, both the Strategic and immediate Objectives through the implementation of the Medium-Term Expenditure Framework (MTEF) which is derived from the Local Government Budget Frame Work Paper.

The main steps undertaken in producing this Development Plan include among others the following.

- The District had opportunity to take stock of the major achievements registered during the implantation of previous development plan (2015/16 – 2019/20), constraints that were encountered during the implementation of programs and lessons learnt.
- The district reflected further on its strategic development framework in terms of its adequacy in responding to the development challenges and aspirations of the people.
- The District set new targets for the next five years in a participatory manner including all the Stakeholders namely all the Lower Local governments, Non-Governmental Organizations and Civil Society organizations that had representations during the Budget Conference that was held on Tuesday 29th, October 2019.
- Rukungiri District came up with a truly integrated and harmonized Plan that does not only take care of sectorial linkages and bottom-up priorities/ needs but also is consistent with the national priority programs, policies, and standards as well as crosscutting issues such as environment, HIV/Aids, population issues, gender and equity responsiveness, population dividends, poverty among others. It is also aligned to the five objectives and twenty programs under NDPIII as the country shifts focus from sectorial approach to programme approach. The problems that the district is tackling are poverty related and social economic aspects.

The appraisal aimed at screening and prioritizing investment proposals during the DDP 2020/21-2024/25 meetings for the DDP Task Force.

Table 1.1: Showing, Summary description of the planning process

Sn	Objectives	Activities	Period	Responsibility Centre
01	Promote and uphold participatory bottom up planning in the District	-Situation analysis -Dissemination of the planning guidelines and other policy issues.	August 2019	District Planning Unit
02	To have wide regional consultation on 2015/16 FY Development plans.	-Attended Regional Consultative Budget Framework workshop in Mbarara (Igongo Cultural Hotel)	September 2019	MFPED
03	Allocation of indicative planning figures for 2015/16 FY	The planning call circular and the budget call circular 2020/21 issued out	October 2019	CFO and Budget Desk
04	To have wider consultation on 2020/21 FY Development plans priorities.	District Budget Conference	29 th October 2019	CAO and Planning Unit
05	To consult the Lower local governments and other relevant Stakeholders in Development	Receive proposals above LLGs Threshold for integration into district plans	October 2019	Planning Unit and Sub-county chiefs
06	To ensure that peoples priorities get the attention \during the planning process	LLGs priorities to be integrated in the District development plans.	October 2019	HODs
07	Sector Working groups to consolidate department plans	-Sector technical staff came up with sector development plan proposals -Sector Committees discuss the departmental proposals and consolidate plans	October 2019	HODs Sector Committees
08	District Technical Planning Committee to review and appraisal the sector development plan proposals.	- Hold DTPC to discuss each sector proposals - A task force/team to integrate sector development plans and cross-cutting issues.	January 2020	District Planning Unit DDP Task Force and Planning Unit.
09	Blessing the Draft development plan	The development plan was presented to District Executive Committee	May 2020	District Executive Committee
10	District Stakeholders consensus on the development interventions	Presentation and approval of the District development plan	August 2020	Secretary Finance and Administration

1.1.3 Structure of the District Development Plan

This section comprises arrangement of plan. The plan comprises of six chapters and annexes that include the detailed annual work plans, budgets, and project profiles as annex.

Chapter 1: Presents the background information on the DDP, development planning process, LG profile, key geographical information, administrative structure, demographic characteristics, Natural endowment, and socio-economic infrastructure.

Chapter 2: Presents the sector situation analysis, Analysis of District Potentials, Opportunities, Constraints and Challenges, Capturing of key standard development indicators, Review of Sector Development Situations including constraints agriculture, health, education, water and sanitation,

etc. & CSO and private sectors). Analysis of the State of Crosscutting Issues, and Analysis of urban development, and summary of development issues informing the LGDP formulation.

Chapter 3: Contains LGDP Strategic Direction and plan; Adaptation of Broad National Strategic Direction and priorities aligned to National Development Plan III and Vision 2040. Adaptation Sector specific strategic Directions and priorities (national); Spatial Representation of the plan by sector (showing existing/baseline facilities and proposed investments) and LG priorities and results (Sector objectives, outcomes, outcome indicators and targets for the five years) program objectives, outcomes, outputs and interventions.

Chapter 4: Contains LGDP Implementation, Coordination and Partnership Framework; LGDP Implementation and coordination Strategy, LGDP Institutional Arrangements, LGDP Integration and Partnership Arrangements and Pre-Requisites for Successful LGDP Implementation

Chapter 5: Contains LGDP Financing Frameworks and Strategy; Costing of priorities and results (Sector Outcomes, outputs and Targets, annualized costs, sources- GOU, LR, DP, Private Sector), Summary of funding by source for the five years and Resource mobilization strategy

Chapter 6: Contains LGDP Monitoring and Evaluation Framework, LGDP Monitoring and Evaluation Arrangements, LGDP Progress Reporting, Joint Annual Review of LGDP, LGDP Mid-term Evaluation, LGDP End of Term Evaluation and LGDP Communication and Feedback Strategy/ Arrangements

Annexes

1.2. DISTRICT PROFILE

1.2.1: Key Geographical Information

a) Soils

The soils in the district are generally sandy clay loams. The most common soil types are greyish brown sandy loams and reddish-brown sands with sandy loams. Dark brown sandy clay loam is also common. The parent rock to these soils is rift valley sediments and volcanic ash. Pressure due to population increase and poor methods of soil management and the land tenure system have negatively affected the soils and degradation is rampant.

b) Altitude

Rukungiri District characterized by undulating hills, which are smooth in outline, with steep fluted slopes and U-shaped valleys. The hilltops continually rise to over 1,846 m above sea level. It has plateau areas deeply incised particularly within the rightward drainage with local relief dropping to 615 m above sea level.

c) Geomorphology

The geological formation of the district indicates rocks formed between 3,000 and 6,000 million years ago (pre-Cambrian era) which makes them very old. The district characterized by undulating hills with steep fluted slopes and U-shaped valleys. The hilltops continually rise to over 1,864 m above sea level. It has plateau areas, which are deeply incised particularly within the rightward drainage with local relief dropping to 615 m above sea level.

d) Agro- Ecological Zones

The district is composed of three Agro Ecological Zones: -

The first zone is the low land type dominated by the rift valley between 900m – 1300m above sea level with rainfall of less than 700mm. It is a dry area, suitable for cereals and covers mainly Bwambara and Bugangari and part of Ruhinda sub-counties (Nyarwimuka).

The second zone is Rubosta coffee-banana farming system dominated by dissected plateau of altitude 1300-1700m above sea level with rainfall over 1000mm and is also dominated by cattle. This area covers Buyanja, Nyakagyeme, Kebisoni, Buhunga, Kagunga and some part of Ruhinda sub-county.

The third zone is the montane type that lies over 1700m above sea level, similar to the Kabale district suitable for Irish potatoes, vegetables, sorghum, and Arabic coffee and temperate fruit production. The area covers Nyarushanje and Nakishenyi sub-counties.

e) Topography

There are three distinctive topographic zones namely,

The Highland Area: This is associated with rejuvenated landscapes affected by rift valley faulting. This topography deeply incised by steep slopes, which occur along fault lines and extend considerable distances beyond drainage basins. The hills characteristically encircle lowland embankments, which are broadly circular. This zone includes the sub-counties of Nyarushanje and Nyakishenyi.

The Plateau Area: It is associated with gently undulating plains merging into Lake Edward. This area gradually rises from 9,234 m (Lake Level) to slightly over 1,169 m near the escarpment. The change in level is due to lake terracing as the water receded due to up warping during late rift movements. This zone includes the sub-counties of Kebisoni, Buyanja, Ruhinda, Buhunga, Nyakagyeme and Rukungiri Municipality.

The Rift Valley Area: This is relatively flat with broad tracts of clay swamps. It is an elongated trough-like feature cutting across the district. It is extensive in Bwambara Sub-county especially the Queen Elizabeth National Park.

f) Rain fall

The district receives bimodal rainfall with long rains received from February-May and short rains from September-November. The mean annual rainfall ranges between 700 mm-1200 mm. Climatic changes have resulted into unpredictable heavy rainfall and prolonged drought. The erratic and cessation of rainfall because of climate variability makes it difficult for farmers to plan when to plant crops. There have been instances of frequent crop failures of late, hence, to reduce vulnerability to the deleterious effects of climate change and climate variability, adaptation plans including early warning systems to be put in place.

g) Relative humidity

The District is generally cool with daily temperatures ranging from 15⁰ C to 20⁰ C. There is no readily available data on humidity and winds.

h) Vegetation

The district vegetation comprises of 11% Tropical High Forests, 5.5% woodland, 2.6% bush land, 21.3% grassland, 52% farmland and 7.6% open water. The district is host to some forest reserves namely Ihimbo Central Forest Reserve (CFR), South Imaramagambo CFR and Rukungiri CFR among others. Eucalyptus and pine species constitute the biggest percentage of plantation forests. Other forest reserves in the district include Bwambara, Rushaya, Rwengiri, Kagogo, Rubio and Kebisoni with a total planted area of 355 (ha). Human activity particularly habitat destruction, deforestation, poaching and encroachment are issues of concern as they lead to loss of biodiversity.

k) Land

It has a total land area of 1,444.9 Sq. Kms (557.9 Sq. miles) and water covers 222.4 Sq. Kms (85.9 Sq. miles). The main types of land tenure existing in the District are customary, freehold and leasehold tenure. Land use in the District falls in five main categories namely grasslands, swamps, forests, small and large scale farming and built up area. Like other Districts in Uganda, most people in Rukungiri District derive their livelihood from land. However, the increasing population has created pressure on the finite land resources. Land fragmentation is rampant in the district and this has lowered land productivity, however the district has drafted a land utilization policy to ensure optimum exploitation of land resources by the local population.

l) Water

The district is endowed with a number of rivers and one major lake. Lake Edward is the main lake in the district where fishing activities take place at Rwenshama Fishing village. Other small lakes include Kimbugu in Nyarushanje Sub County and Lake Garubunda in Kebisoni Sub County. The District has both permanent and temporally wetlands (approximately 78.64 Sq km). They include Ntungwa (Birara) system, Nchwera system, and Lake Edward margins. The drainage pattern consists of rivers of Butembe, Rushaya, Kahengye, Mineera, Birara, Mitano, and Nchwera that finally drain into Lake Edward. The other small streams include Kanywa, Kihunga and Rwakiriba among others. The overall safe water coverage of the district is currently 84% for rural households, while in urban centers and rural growth centers (RGCs), it goes to 96%. National Water & Sewerage Corporation and South Western Umbrella of Water & Sanitation serve all Rukungiri Municipality, Rwerere town council, Kebisoni town council, Buyanja town council, Bikurungu town council, Karisiizo, Rwenshama, Kisiizi, Ndyegyerero, and Bwanga towns with piped water

1.2.2 Administrative Structure

At Independence in 1962, Rukungiri District was part of the Kigezi District. In 1974, Rukungiri District was created under the auspices of taking services nearer to the people. By then North Kigezi District until 1980 when the name changed to Rukungiri District. It is one of the 14 districts selected in 1993 for the second phase of decentralization. Since its creation and particularly after decentralization, the district has gone through significant successes to establish itself on a firm ground especially with regard to improved management, planning capacity and participation of communities in the development process. In 2001, the greater Rukungiri gave birth to Kanungu District thus reducing the district to only two counties of Bujumbura and Rubabo.

The district has a total of 12 departments with 1 (8%) headed by a female and 13 Lower Local/urban Governments with 4 (30.8%) headed by females. The district council is composed of 34 Councilors comprising of 20 (58.9%) males and 14 (41.1%) females and a male District

Chairperson. The Lower Local Government council comprise of 227 councilors out of which 109 (48%) are Females. Out of 13 LLGs, 2 (15.3%) have female chairpersons.

The district has 2 Counties and 1 Municipal council, 9 Sub-counties, and 3 municipal council divisions, 4 Town Councils 62 parish councils, 12 municipal wards, 13 Town council wards and 827 villages

Table 1.2: Showing Rukungiri District Administrative units by county

County	Sub county/Division	No. of Parishes /Wards	No. of Villages / cells
Rubio	Buyanja	8	71
	Nyakishenyi	9	115
	Nyarushanje	9	123
	Kebisoni	5	40
	Kebisoni TC	4 wards	26
	Buyanja TC	3 wards	9
Sub-total 1		38	384
Bujumbura	Bwambara	5	53
	Buhunga	6	77
	Nyakagyeme	7	73
	Bugangari	7	79
	Ruhinda	6	58
	Rwerere Town Council	3 wards	9
	Bikurungu Town Council	3 wards	11
Sub-total 2		37	360
Rukungiri Municipal council	Eastern Division	4	33
	Western Division	4	25
	Southern Division	4	26
Sub-total 3		12	84
Grand total		87	827

Source: Planning Department

1.2.3 Demographic Characteristics

The vision of Rukungiri district states “a healthy and wealthy population in a sustainable and secure environment”. In order to achieve the district mission and goal and strategic set objectives, the district must focus on strengthening planning as one of the main priority areas.

Population attributes like fertility, levels, birth rate, death rates and migrations have had an impact on planning delivery for services in the district. Such impacts felt in areas of health services, education and provision of safe water and sanitation facilities, food, infrastructure, and agriculture. Rukungiri district has a total population of 314,694 persons where males are 150,016(47.7%) persons and females 164,678 persons (52.3%) according to 2014 census results.

Rukungiri district population has grown from 177,901 people in 1980 to 314,694 in 2014 and is projected at the annual growth rate of 1.7% to 348,188 in 2020 and is estimated to increase further. This increase would put pressure on the district’s ability to provide social services like education, health, housing, as well as pressure on Land use and protection of the environment if the country is to achieve middle-income status by the year 2020

Table 1.3 Showing Population size of Rukungiri district over years

Census Year	Males	Females	Total
2014	150,016	164,678	314,694
2015	152,566	167,478	320,044
2016	155,160	170,325	325,485
2017	157,798	173,220	331,018
2018	160,480	176,165	336,645
2019	163,208	179,160	342,368
2020	165,983	182,205	348,188

Source of data: UBOS 2014 modified by planning Unit

Owing to the high population increase against fixed land, the average population Density of Rukungiri district has increased from 192 persons per square kilometers in 2002 to 219 in 2014. The high growth rate is due to high fertility levels and declining morbidity. Population pressure on land has serious implications such as land shortage since majority of the population entirely depends on the agriculture in general and subsistence farming in particular, domestic violence, land wrangles, and others.

Rukungiri districts population has grown from 177,901 people in 1980 to 314,694 in 2014. At current growth rate of 1.7 per annum, the population estimated to increase further. The increase in population puts pressure on the district's ability to provide social services like education, health, housing as well as pressure on Land use and protection of the environment that will undermine the country's ability to achieve 2040

Table 1.4: Showing Total Population of Rukungiri District, 2014

Sub-county	Male	Female	Total	Sex Ratio	Land Area (Sq. Km)	Population density
Bugangari	14,388	15,554	29,942	92.5	112.8	265
Buhunga	10,326	11,762	22,088	87.8	66.5	332
Buyanja	17,515	18,620	36,135	94.1	114.8	315
Bwambara	14,200	14,675	28,875	96.8	523.9	55
Kebisoni	12,390	13,558	25,948	91.4	77.1	337
Nyakagyeme	15,381	16,467	31,848	93.4	105.7	301
Nyakishenyi	15,911	18,222	34,133	87.3	132.4	258
Nyarushanje	20,874	24,009	44,883	86.9	167.8	267
Ruhinda	12,099	13,704	25,803	88.3	79.7	324
Rukungiri Municipality						
Eastern division	5,993	6,292	12,285	95.2	27.3	450
Southern Division	4,318	4,896	9,214	88.2	16.1	572
Western Division	6,621	6,919	13,540	95.7	12.4	1092
District	150,016	164,678	314,694	91.1	1436.5	219

For residential status, 43,606 persons live in urban centers while 271,088 persons live in rural areas. The District has a household population of 69,497 persons and non-household of 4,240 and average household size of 4.5 Nyarushanje Sub County has the highest population of 44,883 while southern division has the least population of 9,214 according to 2014 housing census.

1.2.3.1 Sex and age composition

Sex and age composition of a population has implications for planning. Majority of the population according to the census 2014, are females as indicated by a sex ratio of 91.1 males per 100 females. The population of Rukungiri is increasingly becoming younger with the proportion of children below (below 18 years) constituting 57% while the proportion of older persons aged 60+ constitute 5.2% of the total population.

Table 1.5: Showing Household Population by broad age groups and Sub-county

Sub-county	0-4	0-8	0-17	6-12	13-18	18-30	14-64	60+
Bugangari	5,386	9,685	18,458	7,167	5,756	7,640	19,523	2,336
Buhunga	3,942	7,132	13,693	5,361	4,228	5,129	13,639	1,606
Buyanja	6,124	10,714	19,192	7,617	5,050	6,380	16,905	1,903
Bwambara	6,992	12,578	23,184	9,256	6,602	9,031	23,411	2,605
Kebisoni	5,018	8,934	16,246	6,365	4,552	5,696	15,379	1,605
Nyakagyeme	3,471	6,284	12,110	4,856	3,673	4,083	11,320	1,515
Nyakishenyi	5,265	9,062	15,538	6,011	3,844	5,621	14,626	1,235
Nyarushanje	4,769	8,669	16,620	6,530	5,093	6,411	17,021	2,071
Ruhinda	4,339	7,740	14,337	5,540	4,239	4,706	13,035	1,586
Rukungiri Municipality								
Eastern Div.	1,565	2,838	5,575	2,152	1,879	2,637	6,551	647
Southern Div.	1,152	1,999	3,922	1,412	1,375	2,139	5,159	502
Western Div.	1,920	3,334	6,376	2,320	2,180	3,630	8,134	592
District	49,943	88,969	165,251	64,587	48,471	164,73	164,703	18,203

The district labour force consists of persons aged 14-64 years who are either in paid employment, self-employed or unpaid family worker. Out of 168,296 persons of working (14-64), 124,928 persons were working according to 2014 population and housing census as indicated in table below

Unemployment rate in Rukungiri is at 3.3% compared to the national unemployment rate of 1.84%. This reflects a big utilized workforce in the district.

Table 1.6: Showing working status of the population by selected age groups and Sub-county; Rukungiri District, 2014

Sub-county	Persons Aged 15+ Years			Children Aged 10-17 Years		
	Working	Not Working	Total	Working	Not Working	Total
Bugangari	14,938	5,215	20,153	2,426	5,370	7,796
Buhunga	9,116	4,888	14,004	481	5,365	5,846
Buyanja	15,513	1,689	17,202	5,150	2,192	7,342
Bwambara	17,590	6,359	23,949	3,289	6,006	9,295
Kebisoni	11,617	4,014	15,631	881	5,581	6,462
Nyakagyeme	8,373	3,356	11,729	1,545	3,630	5,175
Nyakishenyi	12,196	2,474	14,670	2,091	3,591	5,682
Nyarushanje	12,624	4,838	17,462	949	6,123	7,07
Ruhinda	7,614	5,733	13,347	803	5,007	5,810
Rukungiri Municipality						
Eastern Div.	5,568	1,124	6,692	1,166	1,269	2,435

Southern Div.	3,653	1,620	5,273	207	1,515	1,722
Western Div.	6,126	2,058	8,184	529	2,195	2,724
District	124,928	43,368	168,296	19,517	47,844	67,361

1.2.3.2: Urbanization level

The level of urbanization according to population and housing census 2014, stand at 13.9%. This indicates a slight increase as compared to census 2002. The increase in urbanization attributed to the accreditation of Rukungiri Municipality and the creation of four town councils of Kebison and Buyanja, Rwerere & Bikurungu and increased rate rural to urban migration to work in the municipality and town councils.

1.2.3.3 Access to health services

Access to the services such as health education, water and other social services is very crucial to the population. Underutilization of such services poses the population to the greatest threat to life hence universal access to services is a key basic priority of development.

Rukungiri district through the directorate of health services supported by development partners like USAID RHITES and TASO has been able to provide health services and reach household s directly on many occasions. Other services include increased access to safe water and sanitation, strengthening primary Health care and control of HIV/AIDS.

Public health in the district for both rural and urban population is provided by two private hospitals of Kisiizi and Nyakibale, 55 health centers, 17 private clinics all of which are stocked with essential drugs.

1.2.3.4 Economic activity

One of the objectives of poverty eradication is promotion of employment creation through labor friendly technology. Human capital is a pre-requisite for development hence raising its quality and productivity. It is renowned as critical factor for increasing economic growth and reducing poverty levels

1.2.3.5 Implementation of Population Issues in the District

- Family Planning is integrated in PHC activities in Health Units
- Integration of population factors in development planning, implementation and monitoring is an ongoing activity. Population factors have always been integrated in the DDP and Sub-County Development Plans and implementation of Projects based on peoples' needs.
- Adolescent Friendly Healthy Services. The youth Centre at Rwamahwa closed due to lack of funding. Adolescent services integrated in the PHC activities. Health workers trained under DHO's office.
- Collection, analysis, and dissemination of population data to users. Data is regularly collected and updated though with difficult. UBOS supported the District in Capacity Building and provision of user-friendly data software like Census Info, Uganda Info, and Small Area Profile that have simplified retrieval of data.

- Population coordination meetings. Population Meetings integrated in the DTPC due to lack of funding. There is no longer funding from UNFPA to hold population specific meetings and monitoring activities in the area of Population and Development.

1.2.3.6 Proposed future actions/ activities

Despite the challenges mentioned above and inadequate resources, the following are the planned activities under the population program.

- Implementation of the population policy and population action plans for sustainable development
- Continued integration of population factors into the development planning
- Continued capture of data regarding Birth and Death.
- Formulation of the district population action plan
- Continued collection, analysis and management of population statistics
- Coordination of population activities in the district.

1.2.3.7: Population program challenges and constraints

- Insufficient funds to population priorities in the district and Population office/ section. This has made it difficult for the population office to carry out important activities like population awareness campaigns in the field and on radio, birth and death registration, coordination and monitoring population activities in the District.
- There is no Transport /vehicle to facilitate the implementation, coordination and monitoring of population programs. The vehicle that had been in the planning unit currently is grounded leaving the unit with no means of transport.
- The District has not attracted funding for population programmes for so many years from the Centre, donors and NGOs to tackle population challenges

1.2.4. Natural resources endowment

1.2.4.1 Wetlands

The District has both permanent and temporally wetlands (approximately 78.64 sq km) including Ntungwa (Birara) system; Nchwera system and Lake Edward margins namely; Nchwera (6.47 sq km), Bikongozo/Ngabito (0.18 sq km), Birara(3.89 Sq km), Burombe/Nyakyera (0.37sq km), Kiruruma(3.56), Kabaranga(0.80), Kahengye (1.39), Kakindo (I)(Njororo) 2.94sq km), Kakindo (II) (Kayaga), Katenga (Kabahereyo) 1.02sq km), Kihutu (Kabaherayo)-Kamuzinzi (0.07sq km), Kishenyi (Ikona-Mubaya-Kafunjo) 1.37sq km), Mashaku (8.73sq km), Ntungu (Mitano)-Kasiga–Kinyamatojo (42.62sq km), Nyaruzinga (Kiri) 0.15sq km), RulindoKatunga (1.76sq km), Runyamunyu (0.13sq km), Rushaya (30.17sq km), Rushoma –Rugarama (0.81 sq km). Most of the wetlands in the district currently threatened with degradation because of drainage mainly for agriculture, brick making, and sand extraction; over harvesting of wetland, resources and other related activities.

1.2.4.2 Wild life

The District is one of the few in the country endowed with a great variety of flora and fauna, found mainly in Queen Elizabeth National Park, Kigezi Wildlife Reserve and South Imaramagambo Forest Reserve. Management of the wildlife focuses on Protected Areas. Animals include

Buffalos, Climbing Lions, Elephants, Uganda Kobs, Toppi and many species of reptiles, birds and other animals. These form part of the tourist attractions in the District.

1.2.4.3 Minerals resources

The situation of mineral resources in the district is not clearly established. However, some prospecting and other activities like borehole drilling show evidence of the presence of some minerals like iron ore and tin in Rujumbura, gold and limestone in Rubio Counties (Global PS findings). There is however, exploitation of clay and sand for construction purposes. Clay is got mainly from Nyaruzinga in Rukungiri Municipality and sand from Bwambara sub-county. Rukungiri district is also part of the Albertine Graben (AG) that is currently the prospective area for petroleum resources exploration in Uganda. The Graben is also the most species rich eco-region for vertebrates in Africa. 70% of all Uganda's Protected Areas are in the Graben. Petroleum exploration areas overlap into Queen Elizabeth National Park and some Forest Reserves. Recent exploration activities in Kikarara parish, Bwambara Sub- County and in Queen Elizabeth National Park show prospects for oil. This calls for caution during implementation of petroleum activities to ensure that the environment and biodiversity conservation.

1.2.5: Social economic infrastructure

1.2.5.1 Life Standards Indicators

The general life standards indicators in the district characterized by varying degrees of poverty and some indicators show that high levels of poverty persist. This affects the level of community contribution to the development process in the entire District. High poverty pockets are evident in the sub-counties of Nyakishenyi, Buhunga, Ruhinda and Bwambara though Bwambara sub-county endowed with resources which if tapped would significantly improve the situation. The most vulnerable poor include widows, vulnerable children, PDWs, the anglers, and the Banyabutumbi. The causes of poor life standards in the District include diseases especially malaria and HIV/AIDS, land shortage, high illiteracy levels, ignorance, inadequate credit facilities, climate change and soil exhaustion which cause dwindling yields year after year.

The table below summaries the selected indicators of life indicators in the District;

Table 1.7 Life indicators in the District

National population	43.6Million
Total population	348,188
Population density	219 persons per sq. Km
Average household size	4.7 persons
No. households	70,853
Annual population growth rate	1.7%
Life expectancy at birth	62 years
Ethnic grouping	Banyankole, Bahororo, Bakiga, Banyarwanda, Baganda
Commonly spoken language	Runyankole and Rukiga
Population below poverty line	21.1%
Arable land	1,352.2 Km ²
No. of hospitals	2 (PNFPS)
No. of Health Centre IVs	4 Gov't & 1 PNFPS
No. of health Centre IIIs	10 Gov' & 8 PNFPS

No. of health Centre IIs	40 Gov't & 27 PNFPs
No. of licensed drug shops	69
Doctor-population ratio	10 Doctors per 100,000 People per year
Nurse-population ratio	7 nurses per 10,000 People
Clinical population ratio	1 clinical per 10,000 People
Deliveries in health facilities	56.8%
Ratio of midwives to pregnant women	5 mid wives per 1000 Pregnant mothers per year
Disease burden by malaria	255
Latrines coverage	98% (Existence of latrine structure)
Safe water coverage	80.5%
Prevalence rate of water borne diseases	8.3%
Infant mortality rate	16/1000 live births
Maternal mortality	84/100,000 mothers
Total fertility rate	5.4 Children
Stunting	393 children per year
Polio immunization rate	89.6%
BCG immunization rate	90.1%
Village Health teams trained	426
HIV prevalence	3.6%
ANC coverage	ANC 4 TH - 59% ANC 1 ST – 72.4%
Immunization coverage	DPT3 – 84.2%
Teenage pregnancy rate	10.5%
HIV/AIDs testing points	30
Births with low birth weight (<2.5kg)	509

Source: Rukungiri District Statistical Abstract 2019/20

1.2.5.2 Livelihood patterns

Despite the continuing centrality of agriculture to the rural economy of Uganda, households in Rukungiri District engage in diverse livelihood strategies. Qualitative and quantitative analysis reveals differences according to wealth, gender, and between traditional and non-traditional occupations. Agricultural activities are common in rural areas, and in many cases, such activities are associated with conditions of extreme poverty. Many people in rural areas are engaged in subsistence farming as their primary source of income, and markets are their economic centers for trading their products and engaging in social-economic-purposed interactions. Assuring people's accessibility to markets is critical in these areas to improve their individual household income. The table below summarizes the major livelihood patterns in the district.

Table 1.8: Showing major livelihood patterns in the Rukungiri district

Livelihood Pattern	Situation
Agricultural labour force (women)	74.7%
Women with access/control (agricultural produce)	30%
Women who own land	10%
Population in subsistence agriculture	78.2%
Population trading in agriculture produce	61.9%
Households rearing animals	73.9%
Households fishing	428
Households trading in agriculture products	61.9%
No. of cattle	60,060

No. of goats	134,757
No of sheep	19,330
No. of SACCOs	25

Source: Planning Unit 2020

1.2.5.3: Human Settlements

Human settlements are essential to human geography because the form of settlement in any particular region reflects a human relationship with the environment. A human settlement is a region occupied by population permanently or temporally. The houses may be planned or redesigned, buildings remodeled, functions may change, but settlement continue in space and time. There may be some settlements, which are unstable occupied for short periods, even a season. It is broadly accepted that settlements can be distinguished in terms of urban and rural. The basic distinction between villages and towns is that, in towns, the main profession of the people is associated to secondary and tertiary sectors, while in the villages, people are mostly involved in primary occupations such as crop agriculture, fishing, mining, lumbering, animal husbandry, etc.

Human settlements in Rukungiri district classified as both rural settlements and urban settlements. The rural human settlements arrangements in the district characterized as being wasteful of land; homesteads occupy relatively large areas while congestion and sub-slums characterize urban areas.

- **Nucleated settlements:** These are settlements where a large number of houses constructed very close to each other. Such settlements grow along river valleys and in fertile plains. Communities are closely knit and share common professions. This pattern is most common in towns and trading centers.
- **Dispersed Settlements:** These are settlements where houses separated far apart and often scattered with fields. A cultural characteristic such as a place of worship or a market forces the settlement to come together. These are most common in areas of Bwambara, Nyakishenyi and cattle keeping communities of Buyanja, Kebisoni and Nyakagyeme.
- **Linear settlements:** These settlements are those where homesteads are strung or lined along roads for example along Rukungiri- Kagamba road, Rukungiri- Kananga road and Kebisoni-Kisiizi road

1.2.5.4: Productive Resources

Rukungiri District has substantial natural resources, including a favorable climate, arable land, explored oil reserves, and small deposits of minerals such as gold and base metals. These natural resources are abundant but poorly developed. Given the district's large tracks of arable land, agriculture is one of the most important sectors of the district, accounting for over 70% of employment. However, the mineral sector is not well developed and is not a major contributor to the local economy. Some of the major natural resources of the district described below.

Fertile Soil: Rukungiri District's soils are some of the most fertile in Uganda. Regardless of this estimate, the district considers 71.9% of its total land area to be agricultural land. Additionally, about 11% of the total land area is under permanent crops, while forests cover 14%. Only 35% of the district's agricultural land utilized often characterized by poor farming methods and tools. The fertile soil is concentrated around the highland and plateau areas of Nyakishenyi, Nyarushanje,

Nyakagyeme, Bugangari and other sub counties, which used to grow high-value cash crops such as coffee.

Climate: The district experiences a warm tropical climate, with temperatures ranging between 25 °C and 29 °C. Many areas in the district receive an annual rainfall of between 1,000 and 1,500 mm, while dry areas of Bwambara receive less than 1,000 mm. Heavy rains are experienced between March and May, and again from September until November, rendering some roads in rural areas unusable. The rainfall is widespread, especially in areas with agricultural potential, and supports farming activities in areas with fertile land.

Oil & Gas Exploration: The current oil & gas industry in Uganda has significant potential for growth. The Albertine Graben Region has witnessed discovery of 6.5 billion barrels of oil reserves of which, about 1.4 billion barrels is recoverable and hence economically viable and ready for production. Additionally, potential exploration blocks discovered in Rift Valley Area, which cuts a section of the district in Bwambara Sub County. Some oil exploration activities conducted in the district at Rwesigiro and in Queen Elizabeth National Park all found in Bwambara Sub County. These activities to be resumed in the near future once government grants the second phase of exploration licenses.

Rocks, Gold & Base metals: Although gold deposits scantily distributed across the district in Nyarushanje and Nyakishenyi sub counties, it reported that there are several base metals scattered across the district. Heavy rocks for tile making been mined in Bugangari and Buhunga sub counties.

Forest cover: On the other hand, forests provide a wealth of indirect environmental benefits as well as direct use benefits for many of the people surrounding them and beyond in the district. In addition people gather medicinal plants and fuel wood or derive food from the forest to support their livelihood. These include both local forest reserves of Kagogo, Kebisoni and central Forest reserves of Rukungiri Town, and Rwengiri among others.

Livestock and wildlife: Under the livestock, productive resources the most common animals include cattle, goats, sheep, pigs, and poultry. Wildlife constitutes an important resource for the district- as a source of food and material, recreation, tourism, nature study and scientific research. Wildlife in Rukungiri occurs in both protected and outside-protected areas in Queen Elizabeth N.P in Bwambara and Ruhinda sub counties.

1.2.5.5 Economic Activities

Agriculture is the main economic activity in the district employing over 90% of the working population. Majority of farmers are small holders using traditional farming techniques. The population of Rukungiri district is either directly or indirectly dependent on primary production in agriculture, cattle keeping, timber harvesting, fishing, and small-scale surface mining of sand, clay and gravel. The urban population is on the other hand engaged in small activities such as trading, food processing and construction for livelihoods. The list below summarizes the economic activities common in the district;

- Subsistence agriculture practiced by the majority of rural households
- Trade and commerce

- Livestock rearing
- Small scale manufacturing and processing
- Artisan crafts
- Leisure, tourism and hospitality services
- Fishing and fish farming
- Formal and informal employment
- Building and construction activities
- Forestry and dealing in forestry products
- Service activities

1.2.5.6 Infrastructure–Hotel facilities

Table 1.9: showing tourism sites in Rukungiri District

Name of Tourism site	Location
Nyabugoto cave	Nyakishenyi sub county
Bukaata cold water spring	Bwambara sub county
Kisiizi water falls	Nyarushanje sub county
Kigezi Wildlife Reserve	Bwambara sub country
Ihimbo hot spring	Bwambara sub county
Minera Hot spring	Kebisoni sub county
Rweshama landing site	Bwambara sub county
Rubaabo Hot springs	Nyarushanje sub county
Lake Kimbugu	Nyarushanje sub county
Imaramagambo forest reserve	Bwambara sub county
Itemba Hills	Kebisoni Town Council
Katabushere Hills	Nyakagyeme sub county
Lake Garubunda	Kebisoni Town Council
Queen Elizabeth National Park	Bwambara sub county

Source: District commercial office

Table 1.10: Showing Infrastructure–hotel facilities in Rukungiri District

Name of the Hotel	Location
Rukungiri inn Hotel	Rukungiri Inn Rukungiri Municipal Council
Riverside Hotel	Rukungiri Municipal Council
Heritage Country Club	Rukungiri Municipal Council
Stake Inn	Rukungiri Municipal Council
Continental Hotel	Rukungiri Municipal Council
Ijumo Resort Hotel	Rukungiri Municipal Council
Palm Royale Hotel Rukungiri	Rukungiri Municipal Council
Rondavels Hotel	Rukungiri Municipal Council
Karibuni Motel	Rukungiri Municipal Council
Kacho Inn	Rukungiri Municipal Council
Garubunda Resort	Kebisoni Sub county
Comfort Inn	Nyarushanje Trading Centre
Genesis Resort Rwenshama	Bwamabara sub county
Maphie Hotel	Rukungiri Municipal Council
Gesso Inn Hotel	Rukungiri Municipal Council
Virunga Gardens	Rukungiri Municipal Council

Town view Gardens	Rukungiri Municipal Council
Robathy Hotel	Rukungiri Municipal Council
Skylight Hotel	Rukungiri Municipal Council
Rolycon Inn	Rukungiri Municipal Council
Okapi hotel	Rukungiri Municipal Council
Platinum Motel	Buyanja Sub county

Source: Department of commercial services

Table 1.11: Showing Fuel Stations in Rukungiri District

Fuel Station	Location
Total Uganda 2 fuel stations	Rukungiri Municipal Council
Shell 2 fuel stations	Rukungiri Municipal Council
Ideal	Rukungiri Municipal Council
Chello	Rukungiri Municipal Council
Petrol Uganda 2 fuel stations	Rukungiri Municipal Council
Buyanja 2 fuel stations	Buyanja Town Council
Kebisoni 3 fuel stations	Kebisoni Town Council
Kisiizi Fuel 2 fuel stations	Nyarushanje Sub county
Nyarushanje	Nyarushanje Sub county
Bikurungu 2 fuel stations	Bwambara Sub county
Rwerere	Nyakagyeme Sub county

Source: Works and technical services department

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents the sector situation analysis, Analysis of District Potentials, Opportunities, Constraints and Challenges, Capturing of key standard development indicators, Review of Sector Development Situations including constraints agriculture, health, education, water and sanitation, etc. & CSO and private sectors). Analysis of the State of Crosscutting Issues, and Analysis of urban development, and summary of development issues informing the LGDP formulation

2.1.1 General LG POCC Analysis

Table 2.1: showing POCC Analysis

Potential	Opportunities
<ul style="list-style-type: none"> • The Rukungiri has huge Tourism and growth potential if its underlying natural resource attractions sustainably maintained and the road infrastructure are improved. • Oil exploration is underway in the Rukungiri, particularly in the Queen Elizabeth National Park Kikarara Parish Bwambara Sub-county. • Conducive climate and soil conditions supportive of agricultural production. • Hopes exist that oil revenues (royalties) will be invested to help modernize the agricultural potential in the district. • Increased public awareness and demand for accountability. • There are opportunities for local agro-processing industries to add value and generate local employment before production shipped out of the district. • Improved physical central markets and storage facilities as ways of adding value, supporting higher prices to farmers, and increasing outside trade. • Well trained social workers and parasocial workers who can sensitize communities • Social-economic amenities such as electricity, piped water, security, entertainment among others) • The district experiences two rain seasons a year allows crop and animal for production throughout the year • Urban centres which provide market for our produce 	<ul style="list-style-type: none"> • The district proximity to Rwanda and the Congo is driving a strong trading economy. • Existence of a conducive legal and policy frameworks, i.e. The republic of Constitution, LGA capt243,NPA Planning Guidelines, Uganda Vision 2040, NDPs, National policies, etc. • Good will and commitment of Development Partners and other stakeholders to support various programs and projects in the district. • Huge regional and domestic demand potential for agricultural produce; • Legal framework (Physical Planning Act, National physical Planning standards and guidelines) • Low cost housing technologies • Government grants • Donor funded urban infrastructural development projects (markets, roads, schools, health facilities among others) • Upgrading and redevelopment initiatives of informal settlements by the government and donors • The two rain seasons a year allows crop and animal for production throughout the year • Availability of financial institutions to provide credit to invest in Agriculture production • Fertile soils throughout the district which favor crop and animal production • Availability wetlands, rivers and springs that provide water for aquaculture and irrigation • Enabling government policies such as LED policy and PPP.

<ul style="list-style-type: none"> • Availability of financial institutions to provide credit to invest in Agriculture production • Fertile soils throughout the district which favor crop and animal production • Availability of wetlands, rivers and springs that provide water for aquaculture and irrigation • Availability of vocational institutions to equip the population with the relevant skills • Availability of youth programme activities such as youth livelihood fund. • Availability of technical Institutions and Universities in and around the district • Good communication structure with good roads mobile phones for easy movement of information, people and produce 	<ul style="list-style-type: none"> • Entrepreneurship training in secondary and post-secondary Education • Enabling government policies • Central Government Funding • Central Government funding Enabling government policies • Communities willingness to provide land • Enabling government policies • Good governance and political stability
Constraints	Challenges
<ul style="list-style-type: none"> • Rukungiri and the entire Country's trading partners have been heavily affected by the COVID 19 pandemic • The current COVID 19 pandemic on the economy most especially on the livelihoods of communities which are dependent on agriculture and other informal activities • Low budgetary allocations to fund the district programmes and projects. • Closure of commercial outlets, government institutions and corporations due to the COVID 19 pandemic • Impact of the COVID 19 on the Small and Medium Enterprises and tourism industry • Agricultural production to be disrupted given that the duration of the pandemic is unknown and is being affected by mitigation measures such as lock down and social distancing • Limited focus on education and training in agricultural value addition. • Growth of unplanned settlements • Poor enforcement mechanisms • Growth of informal settlements/slums • Compensation challenges for land and property affected • Budget constraints • HIV/AIDS scourge • Weak law enforcement mechanisms • Wetland encroachment • Poor waste disposal • Pollution (water and air) 	<ul style="list-style-type: none"> • Inadequately staffed organizational structure, which affect district's ability to perform as, expected. • Lower coverage of the social protection mechanisms to respond to eventualities • Many development partners have continued to fund programmes of CSOs not aligned to the national priorities, creating disjointed and parallel programmes and implementation, which ultimately leads to non-realization of planned results and targets. • Difficulty in strictly adhering to the approved work plans and budgets due to unpredictable occurrences • Inadequate and untimely financing of major development projects partly due to limited domestic revenue, poorly developed capital markets that hinder private sector investment and the weak Public Private Partnerships (PPP) arrangements for major development projects and cumbersome procurement processes, which heavily affect infrastructure projects. • The private sector, civil society and development partners among other non-state actors have not been well mobilized and organized to effectively engage in the implementation of government programs. • Low agricultural yields per acreage because of limited use of irrigation and fertilizers. • Limited value addition in terms of manufacturing of finished goods. • There are immense challenges of delivering basic services and ensuring adequate food, water and shelter.

<ul style="list-style-type: none"> • Unplanned infrastructural development • Unfenced markets and markets operating on private land. • Land fragmentation and land degradation • Lack of business incubators and weak manufacturing sector • Community's unwillingness to provide land. Inadequate local revenue available to support development of school infrastructure • Lack of sanitary facilities in most markets and Garbage accumulation in markets • Environmental degradation • Reduction of ground water resources 	<ul style="list-style-type: none"> • Almost 25% of the population remain below the poverty line with 95% of that in rural areas relying largely on subsistence agriculture. • Limited development of higher level District Health Care facilities District General Hospital that compromises referral system. • There is a shortage of adequate and reliable power supply the district also hampering industrial & MSMEs development. • There is a lack of water supply for domestic, agricultural and industrial uses. • Environmental hazards. • Cultural stereotyping and prejudice in gender issues. • Poor preparation of the young people for the world of work. • Civil society pressure groups lobbying for informal settlements • Invasion of ecologically sensitive areas by investors • Un predictable weather conditions • Low prices for agricultural products • Rampant outbreak of diseases (FMD, BBW) • Scarcity of spare parts and skilled personnel to repair the road equipment • Inadequate funding from the Centre
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2.1.2 Key standard development indicators

Table 2.2 Key standard development indicators

	Indicator Name	Baseline 2018/19	District Target 2024/5	NDPIII target 2024/5
Planning and Demographic indicators	Proportion of population below poverty line	12.%	8%	18.87%
	Life expectancy	56	65	70
	Total Fertility Rate (children per woman)	5.4	4.5	4.5
Human Capital Development Indicators Strategic Infrastructure indicator	Literacy rate	65	75	80
	% OVC at School*	61.9%	80%	90%
	HIV Prevalence rate	6.2	3.5	3
	Sanitation coverage (Improved Toilet)	60.0	90	45
	ANC Attendance (1st Visit)	72.4%	90%	90%
	ANC Attendance (4 th Visit)	45.9%	80%	80%
	Proportion of primary schools attaining BRMs	40	48	70
	Pupil: Classroom ratio	48:1	45:1	45:1
	Pupil: Teacher ratio	39:1	35:1	30:1
	Pupil textbook ratio	3:1	1:1	1:1
	Infant mortality Rate/1000	18	15	34
	Maternal mortality ratio/100,000	86	60	211
	Under 5 mortality rate/1000	11	10	18
Increasing the stock of quality &	No. of Kms of community roads opened	25	45	
	No. of Kms of community roads maintained	586		

Strategic Infrastructure indicator	Safe water coverage	83%	95%	95%
	Water Source Functionality	82%	100	100
Agro-industrialization Indictors	Extension Worker: Farmer ratio	1:1149	1:800	1:500
	Proportion of people having access to electricity to national grid	30%	50%	40%
	Proportion of Households dependent on subsistence agriculture as main source of livelihood	46.2%	25%	
	Annual growth rate of the local business register	24%	40%	
	Share of titled land in the district	28%	43%	
	Annual growth of marketed agricultural output	45%	80%	
	Annual growth of farmer organization membership	28%	50%	
Strengthen the role of the District Local Government in development	Number of LED initiatives established by LG and functional	138	200	200
	Percentage of Local Revenue to the district budget	1.6	3.0	5%

2.2. Economic Development (Key Growth Opportunities)

This will focus on analysis of Key Growth Opportunities in Agriculture, Tourism, Mineral and Trade, Industry and Cooperatives; and Financial Services.

2.2.1 Agriculture

Agriculture is the growth engine in the district and the plan identifies the sector as the key driver for prosperity and growth. Increasing agricultural productivity and production is one of the plan broad development objectives. The district development plan intended to boost productivity of value crops of Banana, rice, Maize, Beans, tea, Groundnuts, apples and Coffee. It also target to increase dairy productivity among farmers in the district.

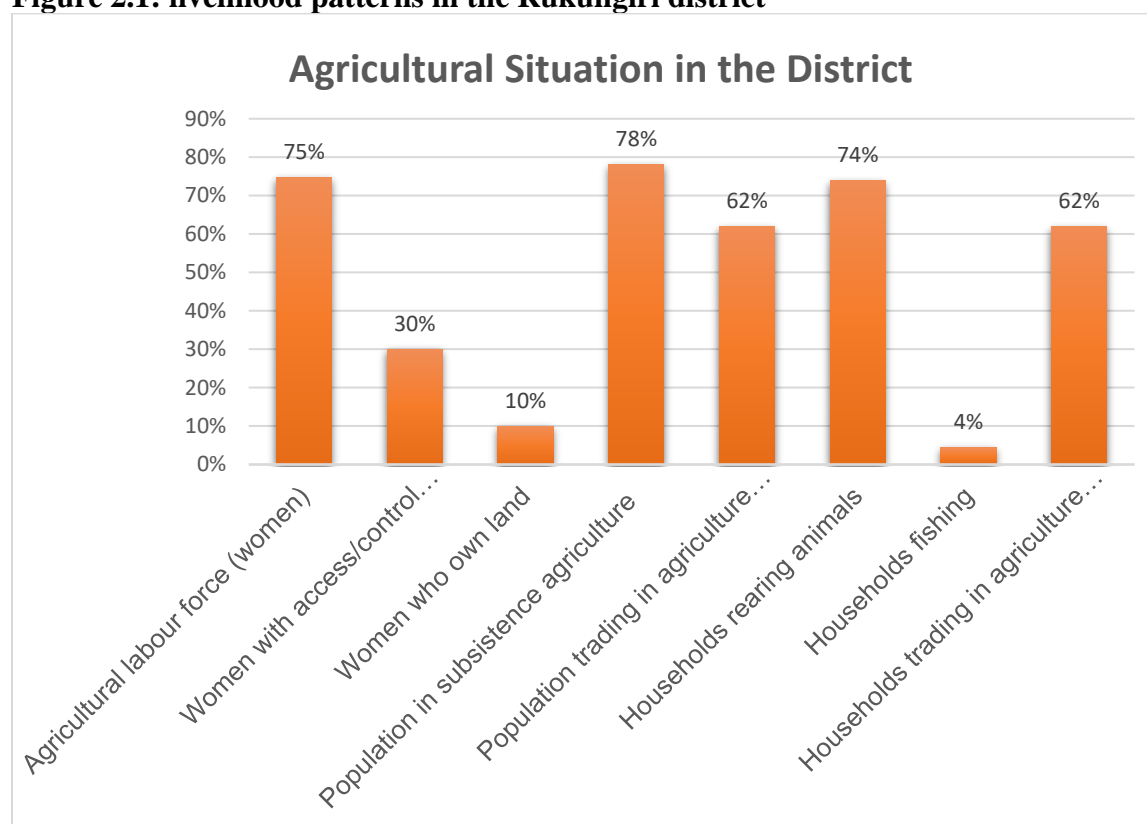
Although, there exist no statistical system to track productivity and production in the district, evidence points to the high demand of market for coffee, tea, banana, maize and dairy. However, the overdependence on the natural weather has negatively affected the yields? The success rate of seedlings procured and distributed by OWC and UCDA especially tea, coffee and fruits is critically wanting. Extension workers established the survival rate of coffee and tea seedlings supplied by OWC and UCDA, which was less than 25 Percent. The main reason stated for the low survival rate is farmer's attitude, prolonged drought and poor timing of planting season. There is also value addition to the agricultural products such as honey, grains, rice, coffee, milk etc. But new technologies were not well piloted and inadequate facilitation for extension services.

SDG2, and 9 is to end hunger, achieve food security, improve nutrition and promote sustainable agriculture as well as promoting inclusive and sustainable industrialization and foster innovation. SDG 8 also seeks to promote sustained, inclusive and sustainable economic

growth, full and productive employment and decent work for all. Similarly, Agenda 2063 (Goal5) aspiration is to have modern agriculture for increased production and productivity. The Uganda Vision 2040 puts emphasis on the establishment of economic lifeline industries including agro-based industries to drive agriculture productivity.

The district is composed of three Agro Ecological Zones: -The first zone is the low land type dominated by the rift valley between 900m – 1300m above sea level with rainfall of less than 700mm. It is a dry area, suitable for cereals and covers mainly Bwambara and Bugangari and part of Ruhinda sub-counties (Nyarwimuka) The second zone is Rubosta coffee-banana farming system dominated by dissected plateau of altitude 1300-1700m above sea level with rainfall over 1000mm and is also dominated by cattle. This area covers Buyanja, Nyakagyeme, Kebisoni, Buhunga, Kagunga and some part of Ruhinda sub-county. The third zone is the montane type that lies over 1700m above sea level, similar to the Kabale district suitable for Irish potatoes, vegetables, sorghum, and Arabic coffee and temperate fruit production. The area covers Nyarushanje and Nakishenyi sub-counties

Figure 2.1: livelihood patterns in the Rukungiri district



Source: Planning Unit 2019

Despite the continuing centrality of agriculture to the rural economy of Uganda, households in Rukungiri District engage in diverse livelihood strategies. Qualitative and quantitative analysis reveals differences according to wealth, gender, and between traditional and non-traditional

occupations. Agricultural activities are common in rural areas, and in many cases, such activities are associated with conditions of extreme poverty. Many people in rural areas are engaged in subsistence farming as their primary source of income, and markets are their economic centers for trading their products and engaging in social-economic-purposed interactions. Assuring people's accessibility to markets is critical in these areas to improve their individual household income. The table below summarize the major livelihood patterns in the district.

Table 2.3 Administrative data

Situation	Current status	Expected	Constraint
Average Household land holding size	04	03	Projected increase in population
Number of households practicing agriculture	79,853	80,000	Projected increase in population
No. of farmers practicing commercial farming	39926	40,000	Expensive technologies
No. of farmers practicing subsistence farming	39,927	40,500	Less potential to access commercializing technologies
No. of farmers receiving extension services	180,150	280,000	Few extension workers compared to number of farmers
No. of farmer groups	197	200	Less incentives and motivation to for and work in groups
No. of technology innovations and practices adopted	10	15	Adoption is a process that requires time
Farmers extension workers ratio	6,808 farmers : 01 Staff	500farmers : 1 extension worker	There are many farmers with a few extension workers due to wage limitation
No. of extension worker	47	51	Wage limitation
Total arable land	334,135.9 Acres	334,135.9	Land is a fixed asset
No. of appropriate SLM (standard land Mgt) practices	04	04	Only four are economically applicable in the district

Over 75% of the district, population are employed in the agricultural sector, which is dependent on the climatic and soil conditions, which is uncertain due to climate change and unpredictable weather conditions. Climate change has had adverse impacts on agricultural production and food security. The prolonged dry spells have their toll especially on the peasant farmers whose livelihoods over rely on agriculture. This has a significant effect on employment levels particularly in Agriculture sector, where over 70 % of country's population engaged and they entirely depend on rain for their agriculture that is becoming unpredictable.

Table 2.4 Major Crop acreage)

Situation	Current status	Expected	Constraint
Banana	310	320	There is increased adoption after BBW
Coffee	54,900	56,000	Plantations are increasing after CWD and introduction of CWDRV,
Rice	8,250	9500	More seed support is expected from NAADS/OWC
Major livestock			
No of sheep	19,330	30,000	Small grazing land.
No. of goats	134,757	160,000	Small grazing land.
Dairy	81,572	100,000	Small grazing land.
Poultry	71,554	110,000	Small grazing land.
Piggery	11,454	30,000	Lack of enough pigs feeds.
No. of established slaughter houses/ abattoirs	11	25	Town councils and trading centres continue to emerge every year
Fish			
No. fish ponds stocked (by location, served and un served sub-counties	123 All sub counties	200	Un regulated fish seed and feeds
Tonnage of farmed fish harvested per anum	4.9	100	Un regulated fish seed and feeds; Low investment and un recorded harvests.
Tonnage of capture fish harvested per anum	430.9	500	Harmonizing fishing regulations on international waters
Cost per ton of fish harvested	7,080,326	7,434,811	Lack of value addition facilities
Apiary			
No. KGs of honey produced per annum	15,700	20,000	Lack of honey policy compromises honey quality on market, Expensive inputs for modern beekeeping, Un recorded harvests, Un predicted weather changes, Vandalism and theft
No of colonized bee hives	6,780	12,000	Insecticidal use leads to low colonization levels, pests and predators, poor workmanship, unrecorded data, Vandalism and theft

The crop sector characterized by poor farming practices, and lack of enough agricultural land due to population pressure, overgrazing exposing the soils to erosion forces. The trees cover is gradually reducing; many trees being destroyed to clear land for agriculture and for energy needs. This threatens food security and nutritional status of the people in the district; most of the households in the district are food insecure. Even in households where food appears to be plenty, there are children who are malnourished and do not grow well due to other factors such as poor child care practices, quantity and quality of the child's diet, access to health care, access to safe water and sanitation.. Therefore, cases of malnutrition among the vulnerable group especially children is common.

Persistent gender imbalances in ownership and access to productive assets. Women do not own nor control land but only have access but the decisions on what to produce and in what quantities remain the domain of men. Furthermore, although is estimated that about 80% of the work force in agriculture are women they do not control proceed of neither whatever is produced nor what

they sell in the market. This limits their ability to move beyond subsistence agriculture. SDG 5 calls for achieving gender Equality and empowerment of all women and Girls. Being free of discrimination is not only every women and girl's basic human right, it is crucial for a country's development and sustainable future. At the time of adoption the 2030 agenda all countries, including Uganda, pledged to ensure that "no one will be left behind and to endeavor to reach the furthest behind first. The issues of gender and equity responsiveness considered in the priorities of different programs to improve the quality of social services.

2.2.1.1 Diary sector

Due to increasing population and land being fixed, dairy farmers face a challenge of lack of enough grazing land and pasture and water for their cattle. This has often affected milk production and household income especially for cattle keepers in the district. Sometimes the district experiences some prolonged droughts accompanied by erratic rains and floods inevitably increased the incidence of vectors and diseases in livestock and poultry.

2.2.1.1 Fish sector

Fish production constitutes one of the important activities in the district. Fishing in the district has boosted the economy and household incomes for the people in Bwambara sub-county with one landing site. Fish and other aquatic resources threatened by poor methods of fishing leading to over fishing. Other threats to fisheries industry include heavy siltation and sedimentation of water bodies and pollution.

Table 2.5 Number of functional value chain facilities by category

Situation	Current status	Expected	Constraint
Milk collecting centres	15	30	Controlled by private sector
Milk processing factory	1	2	Limited by funding
Slaughter slabs	11	25	Limited by funding
Rice hulling plants	07	20	There is expected increase in production
Coffee hulling plants	34	40	There is expected increase in production
milling plants	13	20	There is expected increase in production
Cassava Chippers	2	05	There is expected increase in production
Rice threshing machine	0	05	Plans are under way to secure them from NAADS
Farmers extension workers ratio	6,808:1	500:1	There are many farmers with a few extension workers due to wage limitation
%ge of arable land under irrigation	0.00359%	2%	
No. of farmers using Irrigation	10	40	MAAIF has deliberate efforts towards scaling up micro irrigation just like MWE
No. of tractors available in the district	04	10	Demand for tractors has drastically increased
No. farmers involved in bee farming	2,000	9,500	Unrecorded farmers, Poor turn up of farmers for trainings leads to poor /unreliable data, some farmers not willing to join groups where data can easily be captured

Significant economic growth in the district driven by increased agricultural production, will require an understanding that commercial value added agricultural production and exporting is the key to the sustainable long-term future of the district. This also meant thinking long-term and at scale. The District together with other development partners will continue to do further research

as a significant step towards developing a project that can benefit hundreds of thousands of women, youth & farming households across the district to produce and sell more. Meanwhile market infrastructure improved under CAIP programme and UCDA, which donated a coffee hurler and a wet mill machine to people of Nyarushanje and Nyakishenyi respectively. In addition, market linkages to farmer cooperatives created and existing SACCOS strengthened to encompass financial inclusion and competitiveness. Private businesses/ Enterprises promoted through the following special government programmes e.g. UWEP and YLP. Emyooga Program under Presidential Initiative has also supported different categories of people through their SACCOs to access funds to improve their business

Table 2.6 Agriculture POCC

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> • The district experiences two rain seasons a year allows crop and animal for production throughout the year • Urban centres which provide market for our produce • Availability of financial institutions to provide credit to invest in Agriculture production • Fertile soils throughout the district which favor crop and animal production • Availability of enough land • Potential for large-scale commercial farming. • Potential for fish farming and irrigation • Potential for green livelihoods through apiary and agro forestry. • Potential for food processing • Potential for business and trade (refugee population, local markets and cross border trade) • Availability of both skilled and unskilled labour for production 	<ul style="list-style-type: none"> • The two rain seasons a year allows crop and animal for production throughout the year • Urban centers which provide market for our produce • Availability of financial institutions to provide credit to invest in Agriculture production • Fertile soils throughout the district which favor crop and animal production • Availability wetlands, rivers and springs that provide water for aquaculture and irrigation • Availability of enough land • Available arable land for production • Presence of many water bodies and rivers for fish farming and irrigation • Development partners with funding for livelihoods programme (Peerlink initiative, LADA & RUDFA) • Ready market for products among refugee 	<ul style="list-style-type: none"> • Poor attitude towards work and poor work environment & Land fragmentation and land degradation • Inadequate utilization of the existing land majorly for subsistence farming • Poor production technique majorly using hand hoes and poor post-harvest handling including limited value addition • Limited skills and knowledge in entrepreneurship • General high levels of monetary poverty 	<ul style="list-style-type: none"> • Un predictable weather conditions & Low prices for agricultural products • Rampant outbreak of diseases (FMD, BBW) • New and continuously coming up pests and diseases • Fake agricultural inputs and drugs on markets • Poverty among the community members • Poor weather • Poor quality inputs • Shortage of bulk storage facilities • Lack of value addition facilities • Limited extension services • Limited water for production

Potentials	Opportunities	Constraints	Challenges
	population and cross border trade with Rwanda & DRC)		

Key development issues in Production department

- Over reliance on rain fed agriculture
- Limited access to modern technologies and agronomic practices
- Poor road infrastructure and connectivity to agricultural productive areas and markets
- Low staffing especially at extension level
- Low productivity of the farmer

2.2.2 Tourism

Tourism Development Programme: aims to increase Uganda's attractiveness as a preferred tourist destination. Key expected results include; sustainably increasing tourism arrivals and revenues as well as employment in the tourism sector, tourism Development Programme will increase Uganda's attractiveness as a preferred tourist destination. Key expected results include; sustainably increasing tourism arrivals and revenues as well as employment in the tourism sector. The aspiration of Agenda 2030 is to devise and implement policies to promote sustainable tourism, which creates jobs, promotes local culture and products (SDG 8). Tourism also supports SDG 15 to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. Agenda 2063 also targets increasing the contribution of tourism to GDP

Rukungiri District is one of the few in the country endowed with a great variety of flora and fauna, found mainly in Queen Elizabeth National Park, Kigezi Wildlife Reserve and South Imaramagambo Forest Reserve. Management of the wildlife focuses on Protected Areas. Animals include Buffalos, Climbing Lions, Elephants, Uganda Kobs, Toppi and many species of reptiles, birds and other animals. These form part of the tourist attractions in the District, once harnessed, will contribute towards inclusive growth and development to country and Rukungiri by: bringing numerous economic value and benefits; and helping in building the country's brand value, image and identity. It is important for poverty reduction by providing employment and diversified livelihood opportunities and household incomes.

Table 2.7: Showing tourism sites in Rukungiri District

Name of Tourism site	Location
Nyabugoto cave	Nyakishenyi sub county
Bukaata cold water spring	Bwambara sub county
Kisiizi water falls	Nyarushanje sub county
Kigezi Wildlife Reserve	Bwambara sub country
Ihimbo hot spring	Bwambara sub county
Minera Hot spring	Kebisoni sub county

Rweshama landing site	Bwambara sub county
Rubaabo Hot springs	Nyarushanje sub county
Lake Kimbugu	Nyarushanje sub county
Imaramagambo forest reserve	Bwambara sub county
Itemba Hills	Kebisoni Town Council
Katabushere Hills	Nyakagyeme sub county
Lake Garubunda	Kebisoni Town Council
Queen Elizabeth National Park	Bwambara sub county

Source: District commercial office

Table 2.8: Tourism POCC Analysis

Potential	Opportunities	Constraints	Challenge
<ul style="list-style-type: none"> • Potential for rich endowment of fertile soils and sufficient rains that allows the district to grow organic food which is served everywhere from people's homes to restaurants and hotels • Potential for highly unspoiled, virgin and unexplored environment. • Potential for rich and diverse natural resource base in the district • Potential for market of tourism products and services from the population • Availability of both skilled and unskilled labour in our accommodation facilities 	<ul style="list-style-type: none"> • The growth and expansion of the internet and electronic commerce has changed the way destination market and promotion of tourism products. • The presence of both local and foreign investors who are ready to invest in tourism sector have contributed highly towards tourism development • There has been an upcoming domestic tourism market demonstrated. Through increased domestic tourists to the tourism sites in the district. • Increased demand for niche markets of nature and sports tourism by locals has played a big role for tourism development in the district. 	<ul style="list-style-type: none"> • Low private sector investment: The private lacks institutional and human resource capacity to invest in tourism sector in the district • Quality assurance, tourism services in the district are hampered by weak enforcement of quality standards in areas such as hotels and lodges • Inadequate infrastructure: roads connecting to tourism sites are in need of major improvement. • Planning and prioritisation: Given the district with limited resources and competing priorities across other department, planning and prioritisation are identified as a key need for tourism development in the district 	<ul style="list-style-type: none"> • Poor infrastructure development including poor road network that link to some of the tourism sites • Poor service delivery in some of the lodges ,hotels, restaurants and other various areas visited by tourists • Limited information. Not much information is available for tourists • Poaching is one of the prevailing illegal activities in the protected areas I the district • Limited marketing due to insufficient funding is a serious problem facing the tourism industry in the district

The tourism industry has been affected by various issues ranging from poverty, gender' HIV/AIDS, and Environment effects of climate change among others. In relation to poverty in the region, poverty has resulted to issues of poaching since communities staying around our protected areas are finding hard to survive. Poverty has also resulted to continuous charcoal burning and tree cutting of the protected forests in the region.

Gender inequality is one of the major problems affecting the tourism sector ie studies suggest that women working in the tourism sector have worse conditions and are paid less than men this has

been witnessed in the accommodation facilities. HIV/AIDS has negatively affected the tourism sector since tourists would like a free health environment. The increase in the spread of HIV/AIDS around the tourism sites has pushed away both local and international clients from visiting the sites. The presumed rampant HIV/AIDS around Rweshama landing site has negatively affected the site. The impacts of climate change have affected tourism demand directly interfering with the choice of the destination and the period clients go for a vacation. Due to changes in climate various tourism infrastructure destroyed like road connecting to tourism sites.

Rukungiri District is gifted with a wide range of tourism products with the potential of increasing the local revenue and benefiting the communities both socially and economically. Some of the key tourism products include Queen Elizabeth National Park, Kisiizi fall being the most visited sites in the district and followed by Immaramagambo forest, Minera Hot springs, Rubabo Hot springs, Ihimbohot springs, Rwenshama fishing site, Lake Kimbugu among others all these sites have the potential of creating changing communities standards of living and increasing on local revenue.

The main key players of tourism in the district include Hoteliers who have played a big role in providing accommodation and meals to our clients. Tour operators operating their business around and outside the district have greatly supported the sector through their links with clients who visit and make stopovers in the district. Locals in different communities and around protected areas are good ambassadors who have continuously provided a conducive environment for our clients.

Local investors are playing a tremendous job of investing in our tourism sites and accommodation facilities. Some of the upcoming tourism investment in the district includes Butagasi Hotel and Heritage Country Club expansion; all these have been setup for both local and international clients visiting the district. Lastly, Rukungiri District Local Government being the main player for tourism development it has greatly supported the tourism both technically and financially.

Rukungiri district is also part of the Albertine Graben that is currently the prospective area for petroleum resources exploration and production in Uganda. The Graben is also the most species rich eco-region for vertebrates in Africa. 70% of all Uganda's Protected Areas are in the Graben. Petroleum exploration areas overlap into Queen Elizabeth National Park and some Forest Reserves.

The district will continue promoting tourism as a foreign exchange earner to the country and employer, providing an opportunity for many Ugandans and the district to earn a living at the various levels of the tourism value chain. With diversification and development of the various tourism products, creative marketing, expansion of tourism source markets beyond the traditional ones, and improved infrastructure the country can double or even triple the number of tourist arrivals as well as the revenue generated by the sector thereby creating a lot more jobs in the process. The district will be marketed both as a niche tourism 'product' offering an unparalleled/unique tourism experience and as a mass tourism destination. Special resilient products will be designed for the different categories of tourists including: culture and heritage sites, religious events, eco-tourism, education and sports, plus nature and wildlife.

The district will lobby for supporting stimulus package to business plans for Covid-19 and post Covid-19 to help SMEs and communities to equip and help agricultural productivity, affordable credit to

help recover more quickly. Support and Promote Public private partnerships through LED and domestic tourism to improve local revenue collections. The district targets Promotion of proper management of environmental and natural resources through promoting sustainable utilization of the environment and conservation

2.2.3 Minerals

The situation of mineral resources in the district is not clearly established. However, some prospecting and other activities like borehole drilling show evidence of the presence of some minerals like iron ore and tin in Rujumbura, gold and limestone in Rubio Counties (Global PS findings). There is however, exploitation of clay and sand for construction purposes clay, is got mainly from Nyaruzinga in Rukungiri Municipality and sand from Bwambara sub-county.

Rukungiri district is also part of the Albertine Graben and founder member of Albertine Graben Oil and Gas Districts Association (AGODA) that is currently the prospective area for petroleum resources exploration and production in Uganda. The Graben is also the most species rich eco-region for vertebrates in Africa. 70% of all Uganda's Protected Areas are in the Graben. Petroleum exploration areas overlap into Queen Elizabeth National Park and some Forest Reserves. Recent exploration activities in Kikarara parish, Bwambara Sub- County and in Queen Elizabeth National Park show prospects for oil. This calls for caution during implementation of petroleum activities to ensure that the environment and biodiversity conservation.

2.2.4 Trade, Industry and Cooperatives

Under NDPIII Uganda will pursue an ambitious trade strategy that is consistent with the existing trading agreements and World Trade Organisation (WTO) provisions. This will involve both export promotion and import substitution. The country will strengthen its capacity to locally and competitively produce products that were previously imported consistent with the World Trade Organisation (WTO), EAC, COMESA, and AfCFTA provisions for international trade. It is therefore an opportune moment for the country to produce for exporting to the EAC, COMESA, AfCFTA and other markets, which Rukungiri stands to reap big.

The District Development Plan II period on the other hand, was characterized by performance disparities of the key sectors of commercial sector, which was removed from Production & Marketing Department to become a fully flagged Department in the names of Trade, Industry and Local Development with Tourism as a Sector underneath on 1st July 2019. With five key outputs (Trade development and promotion services, Cooperative mobilization and outreach services, Tourism, Market Linkages and Enterprise Development and Industrial development services).

The District is progressively developing into one of Uganda's main economic centers, given oil prospects and adjacent to Queen Elizabeth National Park and the Ishasha sector. In southwestern, local and cross border trade are key activities that will flourish as public-sector investment in integrated transport infrastructure, creating unprecedented opportunities for the flow of goods and enhanced service delivery, and significantly reducing the cost of doing business. Major roads connect to; Kanungu- Ishasha DRC, Ntungamo – Kabale – Rwanda, Rukungiri – Ntungamo – Kampala.

The District's proximity to the two countries also make it a unique location for investment into logistics and warehousing facilities for commodities destined for export to Rwanda and DRC and import into Uganda

DDPIII considers LED a channel for social transformation. The principle of growth promoted in *"a private sector-led agri-business, value addition and skills development"*. This means it will prepare its majority-farming households for take-off to middle-income status.

Meanwhile market infrastructure improved and agro processing facilities constructed market linkages to the farmer cooperatives to the East African market and strengthening existing SACCOS for competitiveness. Private businesses promoted through the following special programmes.

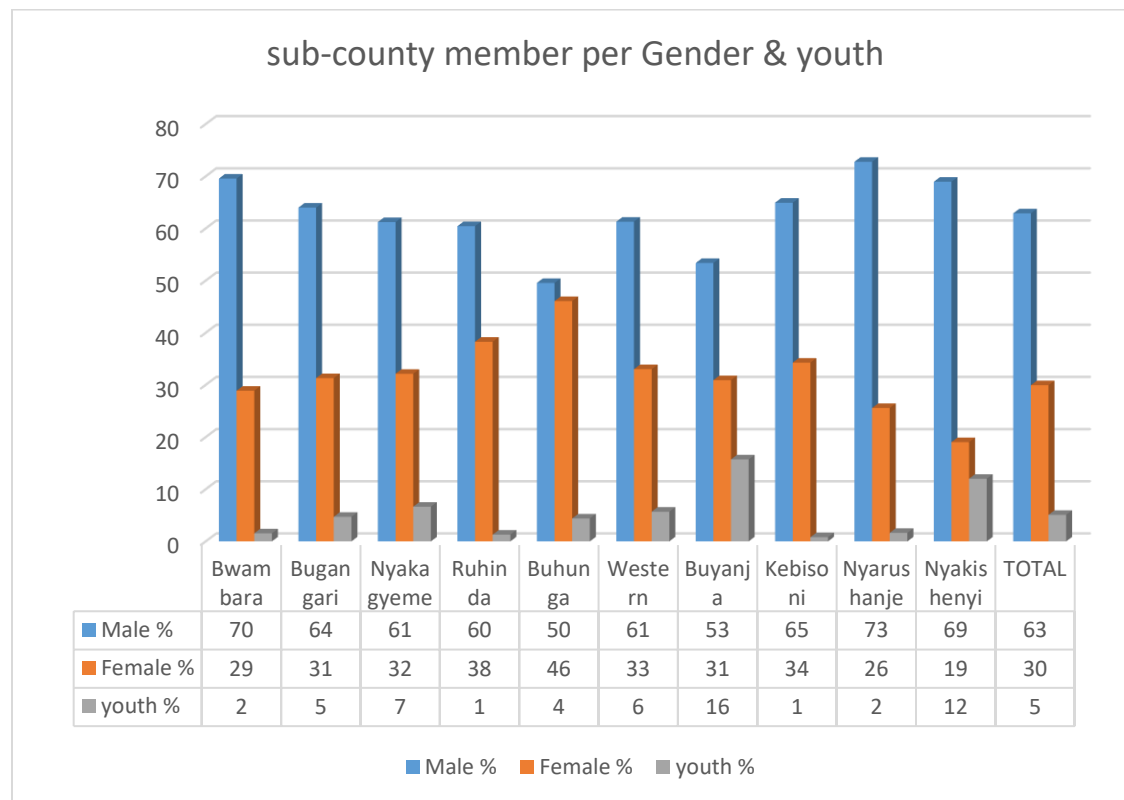
The YLP continue to empower youth to pursue economic development through income generating activities and skills development support. The enterprises supported include produce trade, animal rearing and fattening, poultry keeping, Apiary and fish farming among others. A total of 142 business oriented groups supported with more than 1,284,676,400 million shillings of loans extended to the youth.

Additionally, the UWEP is empowering women in the district through vocational skills development and income generating activities. The program has closed the gaps of limited access to affordable financial services, limited skills for enterprises election and business management. At least 49 women groups funded to undertake various business ventures of retail and wholesale, agriculture production, catering, restaurant management and produce buying and selling with an estimated than 355,000,000 Million sunk into the project.

DDEG has contributed to the plan vision for socio economic transformation by enhancing capacities of the poor and vulnerable households to work and increase their incomes, savings and productive assets. Assets and grants provided by the programme used for businesses to stimulate the local economy. Community Interest Groups with programme support engaged in crop production and value addition. Communities have engaged in new enterprises of passion fruit, tree planting, rice, and bee keeping among others.

However, there were some lessons learnt from DDPII such as weak institutional capacity as one of the key constraints facing private sector development and competitiveness. Specifically, this refers to managerial inadequacies, limited financing and technical capacity is not suitable for the extensive and diverse nature of private sector development in the district. Capacity is particularly low in the market sector to create, promote and sustain business development let alone enhance competitiveness. The evidence is the failure of the YLP recoveries of business loans advanced to youth. In addition, most of the business projects identified are similar with clear tenets of lack of competitiveness.

Figure 2.2. Membership of SACCOs by gender and youth



Data source; District statistical abstract 2019

As can be seen graph above, there is less participation in SACCOS by youth compared to men and female. Youth membership is at 5%. However, women also trailing at 30% compared to men who were at 63% this further that the youth participation in financial is limited thus undermine to access credit for business and agricultural enterprises which worsen youth unemployment.

The entire district has 28 functional SACCOs and only 10 SACCOs are vibrant compared to the rest, this limits access to affordable financial services by the local business people, and this explains why the level of economic activity is quite low. There is need for the department and other stakeholders to mobilize the community to form other SACCOs as well as encourage savings in order to steer the economy.

The major problem faced by the business and industrial sector is the issue of under developed physical infrastructure like roads and energy. Physical infrastructure like roads plays a key role in the movement of final goods and services as well as factors of production from supply to the market. The district council fully understands the benefit of roads as they open poor villages to markets, increase farm prices and decrease transport costs. Feeder roads and Community Access Roads enable rural poor access basic social services like education, health, extension services and agricultural inputs.

Table 2.9 Trade, Industry and Cooperatives POCC

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> • Potential for large-scale commercial farming. • Potential for fish farming and irrigation • Potential for green livelihoods through apiary and agro forestry. • Potential for food processing • Potential for business and trade (trans border-Congo population, local markets and cross border trade) • Availability of both skilled and unskilled labor for production • Availability of raw materials for cottage industries like coffee, milk, banana, vanilla, honey. 	<ul style="list-style-type: none"> • Available arable land for production • Availability of financial institutions • Development partners with funding for livelihoods programme • Ready market for products of cross border trade with Congo and Rwanda • Availability of department of commercial services to conduct the coordination. • Tarmac road connecting the district to Kanungu and DRC. 	<ul style="list-style-type: none"> • Inadequate utilization of the existing land majorly for subsistence farming • Poor production techniques majorly using hand hoes and poor post-harvest handling including limited value addition • Limited skills and knowledge in entrepreneurship • General high levels of monetary poverty • High interest rates by most financial institutions • Poor loan repayments coupled with bad culture of not saving by the people. 	<ul style="list-style-type: none"> • Poverty among the community members • Lack of information and securities to access financial capital • Shortage of bulk storage facilities • Lack of value addition facilities • Limited extension services • Inadequate/ lack of power in most rural areas • Poor mindset by communities expecting every service to be provided by government.

2.2.4.1 Development issues in Trade, Industry and Local Economic Development

- Low financial and technical capacity of the private sector
- Lack of reliable power since the district is not fully connected to National Grid
- Low population hence limited demand and low purchasing power
- Limited access to affordable and sustainable financing
- Poor accessibility to markets due to poor conditions of road infrastructure

2.2.5 Financial Services

The District has two commercial banks and 4 MFI in the District located in Rukungiri Municipal Council. The banks include Stanbic and Centenary bank, microfinance include Pride microfinance, Letshego, Platnum and Brac. Stanbic Bank and Centenary are the only banks operating in the district but the banking services are being supplemented by MTN and Airtel mobile money as well as Agent banking (Stanbic bank, Centenary bank, Equity and DFCU) services scattered all over the district.

2.3 Economic/Productive Infrastructure

This dimension presents a brief overview of the economic/productive infrastructure in the district including Water for Production (WFP); Transport - roads, water; Energy, ICT.

2.3.1 Water for Production (WfP).

Agenda 2030 (SDG 12, 13, 14 and 15) sets targets for combating the effects of climate change and sustainable management of water resources, land, terrestrial ecosystems, forests and the environment. Aspiration 1, Goal 7 of Africa Agenda 2063 calls for putting in place measures to sustainably manage the continent's rich biodiversity, forests, land and waters and using mainly adaptive measures to address climate change risks.

The Uganda Vision 2040 calls for development of appropriate adaptation and mitigation strategies on Climate Change to ensure that Uganda is sufficiently cushioned from any adverse impact brought by climate change. Further, the Vision identifies sustainable land use and management as one of the fundamentals to be strengthened in order to harness the country's abundant opportunities. Nevertheless, there is poor management of natural resources including land, water, and environment coupled with the worsening effects of climate change due to: (i) poor land use and insecurity of tenure; (ii) limited capacity for climate change adaptation and mitigation. These drivers for water for production and Rukungiri district has come up with significant strategies to mitigate climate which deplete our fragile ecosystem service (Wetlands and forest) potential sources of water for production. The strategies include formulation of District Environment Action Plan and Forest Management Plan.

The district is endowed with a number of rivers and one major lake. Lake Edward is the main lake in the district where fishing activities take place at Rwenshama Fishing village. Other small lakes include Kimbugu in Nyarushanje Sub County and Lake Garubunda in Kebisoni Sub County. The District has both permanent and temporally wetlands (approximately 78.64 Sq km). They include Ntungwa (Birara) system, Nchwera system, and Lake Edward margins. The drainage pattern consists of rivers of Butembe, Rushaya, Kahengye, Mineera, Birara, Mitano, and Nchwera that finally drain into Lake Edward. The other small streams include Kanywa, Kihunga and Rwakiriba among others. The overall water bodies are great potential source of water for production and so around six mini irrigation are under construction throughout the once completed will hand in hand address the problem of climate change and heavy reliance solely on rain feed agriculture. The planned with from Agricultural Development program planned to establish 250 more irrigation facilities different for farmers under public private partnership.

However, water for production is current constrained limited investment in water for production. Water for production is very important in increasing production and productivity of the vegetable crops and tea throughout the year in pursuit of the new market opportunities created by the regional projects under implementation.

2.3.2 TRANSPORT (ROAD DUCAR).

Road transport is the dominant mode of transport accounting for over 90% of cargo freight and passengers movement. It is classified into National roads and District, Urban and Community Access Roads (DUCAR). Development and maintenance of national roads is a function of the National Roads Authority whereas the Local Governments are responsible for the DUCAR network i.e. urban roads by the Urban Councils and community access roads are the responsibility of the sub-counties and wards in urban areas.

The district road network totals to 1,599.57km and comprises 229.24km of national roads, 344.0km of district roads, 164.15km of urban roads and 862.18km of community access roads. Only about 28.27 km (1.77%) of the district road network is paved, while the rest of the road network is of gravel and earth surface.

The aspiration of Agenda 2030 is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation by 2030 (SDG 9). Similarly, Agenda 2063 (Goal 10) aspiration is to put in place the necessary infrastructure to support Africa's accelerated integration and growth, technological transformation, trade and development. Relatedly, infrastructure is the first of the five pillars in the EAC Vision 2050 that seeks to ensure access to modern, fast and affordable infrastructure that is essential for economic development and wellbeing of the population. Additionally, the Uganda Vision 2040 aims to have access to world class infrastructure and services, and modern technology to improve productivity and production.

An efficient transport infrastructure network enables a district to lower the cost of doing business and improve the investment climate. The district must urgently attain a critical mass of transport infrastructure network optimizing the use of National road, water and DUCAR.

However, road transport infrastructure and services faces a number of challenges including weak local construction industry, limited connectivity to major tourism, production centers as well as social services. Transport investment prioritization being biased towards road transport over other modes, high vulnerability of the transport sector to the impacts of climate variability and change, poor maintenance of the roads; inadequate human resource capacities and limited funding.

Rukungiri District is making some significant progress in achieving the goals, objectives and targets in the Roads sector. The District increased the percentage of motorable feeder roads to **96.86 percent** under the previous plan. This five years Plan has prioritized opening of key strategic roads and bridges.

The District road infrastructure plan in the course of the five years will be routine mechanised maintenance of key strategic District Feeder Roads, Routine manual maintenance of District/Urban/Community Access roads, Construction of pipe culverts bridges and Opening of new Urban and Community Access Roads. Performance of selected Key Indicators is summarized in the Table 1 below.

Table 2.10: Types and condition of the Roads

Types of roads		Total (Kms)	Condition of the road		
National roads			Good	Fair	Poor
	Tarmac	28.27	28.27	0	0
	Murram	200.97	100.0	100.97	0
	Earth	0	0	0	0
District roads	Murram	29.1	5.0	24.1	0

	Earth	314.9	83.3	100.0	131.6
Community Access Roads	Earth	862.18	45.0	55.0	762.18
Town Council Roads	Earth	164.15	30.0	30.0	104.15
Total Road Length		1599.57	291.57	310.07	997.93
Condition of the Roads		100%	18.23%	19.38%	62.39%

Most of the district feeder and community access roads are characterised by sandy soft soils across low lying areas, inadequate gravel on steep gradients, heavy bushes which grow very fast even after cutting them and inadequate cross drains. Table 2 below shows condition of urban and community access roads per entity.

Table 2.11: Types and Conditions of Urban and Community Access Roads

Sub county	Length in (Kms)	Type of the road	Condition of the road		
			Good	Fair	Poor
Buyanja Sub-county	111.41	Earth		✓	
Nyakagyeme Sub-county	125.0	Earth		✓	
Bugangari Sub-county	99.84	Earth		✓	
Buhunga Sub-county	54.6	Earth		✓	
Kebisoni sub county	96.9	Earth		✓	
Ruhinda Sub-county	74.88	Earth		✓	
Bwambara Sub-county	95.15	Earth		✓	
Nyarushanje Sub-county	117.4	Earth		✓	
Nyakishenyi Sub-county	87.0	Earth		✓	
Buyanja T.C	43.4	Earth		✓	
Kebisoni T.C	74.2	Earth		✓	
Rwerere T.C	18.7	Earth		✓	
Bikurungu T.C	27.85	Earth		✓	

The key results to be achieved by the district by 2025 are increase percentage of gravel roads to 25% of total district road network; increase in stock of roads by 75kms by 2025; reduction in average travel time by 50%; reduction in transportation costs; increase in average infrastructure life span and reduction in fatality and casualties from road transport accidents. The POCC analysis is highlighted in Table 3 below.

Table 2.12: Transport (Road DUCAR) POCC

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> • Availability of sound road equipment (wheel loader, motor grader, Vibro roller, dump trucks, bulldozer, water bowser). • Availability of Works technical human resource to manage the workload (substantive DE, Senior Engineers, Senior Assistant engineers, Engineering assistants, Road Inspectors, Road Overseer, plant operators and mechanics, drivers, office attendants). • Availability of economical labour for routine manual maintenance (road gangs and road gang leaders). • Enabling legislation and policies and guidelines (Road Fund Act and Implementation Regulations). 	<ul style="list-style-type: none"> • Existence of a surveyed inventory of district feeder road network connecting to other different road categories in the entire district. • Existence of broken down district road equipment (motor grader and dump trucks) which if repaired can add on the fleet of existing road equipment. • Reliable funding for routine road maintenance from Uganda Road Fund with potential for increment. • Committed and motivated technical staff to implement the road activities. • Supportive district political leadership. 	<ul style="list-style-type: none"> • Limited funding to cater for routine road maintenance of dilapidated feeder roads. • Centralized maintenance of district equipment slows down timely maintenance of equipment. • Bad terrain of road network in some sub-counties especially Bwambara, Bugangari, and Nyakishenyi which leads to increased unit cost of road maintenance in those in S/Cs. • Frequent breakdown of road equipment due to over usage. • Lack of funds to attend to road and bridge emergencies leading to poor service delivery in affected areas. • Lack of availability of local spare parts suppliers in the district hence acquiring these spares expensively from Kampala. 	<ul style="list-style-type: none"> • Late release of road maintenance funds leading to late implementation of activities. • Very few road equipment that is supposed to work on all roads of district, Town councils and Sub-counties hence creating a backlog of road works at the end of F/Y. • Lack of means of transport by Works department to enable timely supervision of road works. This is coupled by frequent breakdowns of the old motorcycles and vehicle used for delivering fuel to field. • Severe rainfall that is causing countless damage to road furniture especially bridges and drainage channels. • Encroachment on road reserves and cutting trees marking road reserves. • Lack of funds to repair and maintain the non-functional road equipment in the district yard (Changlin motor grader and Mitsubishi dump trucks)

Development Issues in Road transport

However, road transport infrastructure and services in the district are still inadequate and disjointed due to the following key development issues.

- (i) Transport investment prioritization being biased towards road transport over other modes.
- (ii) High cost of transport infrastructure and services.

- (iii) Inadequate integrated land use and transport planning.
- (iv) Inadequate transport asset management.
- (v) Weak and disjointed policy, legal, regulatory, and institutional framework for infrastructure and services.
- (vi) High vulnerability of the transport sector to the impacts of climate variability and change.

2.3.3 Energy

Electricity supply from the national hydropower grid is now accessible in Rukungiri district. However, only 12% of households connected to this grid. Currently Solar is the major form of electric power used for lighting in most households (74%) unlike 18 years ago (2002 Census) when the majority 96 % of Households were using tadooba (a paraffin Candle) as the main source of lighting. There is potential for biomass energy Energy Development is fundamental for exploitation of key growth opportunities. It facilitates the industrialization agenda through promoting sustainability, reducing the cost of doing business, enabling production, ultimately contributing to increased competitiveness, sustainable economic growth and improved quality of life.

The aspiration of Agenda 2030 is to achieve universal access to electricity by 2030 (SDG 7). This is complemented by Agenda 2063 (Aspiration 1). Furthermore, SDG 9 calls for building resilient infrastructure, promoting inclusive and sustainable industrialization as well as fostering innovation. In particular, the EAC Vision 2050 sets an ambitious target of increasing the energy production from 3,965MW in 2014 to an estimated 70,570MW in 2030. Additionally, the Uganda Vision 2040 aims to have access to clean, affordable and reliable energy to facilitate industrialization, among others.

However, the access to sustainable energy is still in the Rukungiri low due to:

- Over reliance on biomass sources in the energy mix
- Inadequate electricity transmission and distribution infrastructure
- Limited access to off-grid solutions
- Limited productive use of energy
- Long lead time of energy projects
- Low levels of energy efficiency
- Uncoordinated intra and inter sectorial planning.

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

Over 95% of the households', institutions and industrial energy demand and consumption in the district from biomass mainly in the form of firewood and charcoal yet used inefficiently. Over

96% of the rural populations utilize firewood and while 50% of the urban population use charcoal as their main source of energy for cooking. The use of other improved sources of energy such as bio-gas and briquettes is insignificant.

The other sources of energy are petroleum products. In Rukungiri petroleum, related products like kerosene, diesel and petrol are the major energy sources mostly used for transportation. However, about 75% of the households in the district also depend on kerosene for lighting with its negative health impacts. The high price of fuel tends to influence the prices of moving goods and people. The current trend of increasing prices for these commodities has had a considerable impact on the development of the local economy and on the wellbeing of the people. The cost of living in Rukungiri is too high due to high prices of commodities and industrial goods that are linked to high transport costs. The consumption of these goods means draining of capital away from the district, they cause emissions and are next to unavoidable in some aspects of the economy of the district.

Lack of adequate supply of electricity to urban centers and rural growth centers hinders economic and social transformation in the district. This limits industrialization as well as value addition. The above situation tends to increase cost of doing business in Rukungiri District. Hence, most of the private business operators tend to depend heavily on biomass energy source and their own generators to operate their business.

Although the supply of electricity is not, influenced by Rukungiri district, aiding the development of access and the promotion of electricity consumption - including aspects of energy efficiency promotion. This plan intends to focus on lobbying for extension of National Grid electricity to Rukungiri and promoting power use by businesses”, and rural poor. This could play a key role in promoting value addition and employment creation along the value chain. A more vigorous attention to these activities could be achieved if advocacy, improved cooperation and the capacity to support such activities would be taken up with interest by Rukungiri district leadership.

Another source of energy is the solar photovoltaic system. This supply basic electricity to meet institutional and household is energy demands. Unfortunately missing data on the percentage of households and institutions that are using the system in the district. However, this has great potential due to its efficiency, but the prohibitive initial cost makes it difficult to afford by many households. Energy is a vital input in all the departments for productivity, efficiency and quality service delivery. Sustainable development can never be achieved without major improvements in the quality and quantity of energy services including its negative environmental impacts as analyzed above.

The Renewable Energy Policy for Uganda 2007 has a vision to make modern energy a substantial part of the national energy consumption; the overall policy goal is to increase the use of modern renewable energy from the current 4% to 61% of the total energy consumption by 2017.

The Draft Energy Policy of October 2019 that awaits approval by Cabinet whose goal is “To ensure reliable, adequate and sustainable exploitation, management and equitable utilization of energy resources”. Further strengthened by SDG 7, “ensuring universal access to affordable, reliable and modern energy services by 2030”.

Rukungiri district has abundant energy resources mainly, mini hydrological and other renewable resources including oil and gas in NGaji block under exploration in Bwambara sub-county. Therefore, there is an urgent need to develop these resources and improve energy supply. This plan has mainstreamed the potential energy resources in the district by capturing all of them for future development to reduce over dependence on biomass as the major energy sources.

Over the plan period, Rukungiri district will undertake key interventions to strengthen energy coordination issues in the district and exploit the abundant renewable energy sources in the district in order to increase power generation while at the same time conserve the environment. Some of the key activities would include controlling bush burning, charcoal production, promotion of increased tree planting efforts – including their protection, as well as a holistic adoption of fuel wood saving stoves. All these have to go along with adequate efforts and resources devoted to enforcement. Energy coordination structures established at the district and lower local government levels and their capacities developed to effectively handle issues of mainstreaming energy into development plans with support from government through AGODA and other development partners.

2.3.4 ICT

Radio is the commonest form of mass communication and 61% of households do own radios. Radio coverage and access has improved through the privatization and liberalization of the communication infrastructure. Boona FM and Radio Rukungiri FM are the two radio stations in the district but most parts of Rukungiri easily access FM waves from radio stations operating Kigezi region i.e. Kanungu FM, Kinkizi FM, Voice of Kigezi, KBS, BFM, Radio West, Capital FM, Vision Radio etc

Television coverage is still poor and only a few areas do have good reception mainly from digital pay TV stations like TV West, BuKedde TV, NTV, NBS, UBC, Light TV and Channel 5. The introduction of ICT into crime prevention, including CCTV cameras, Criminal Database, Finger Print Scanners, DNA and Forensics, Tracking, communication, has also improved security services. There is need for formulation of a national policy on crime prevention, strengthen the capacity of crime fighting agencies including investigation, prosecution and correctional institutions to reduce the crime rate and effectively and efficiently respond to crime. With the growth of more sophisticated, technology based and syndicated crime, the methods and skills required of law enforcement personnel needs enhancement to meet the new challenge.

2.4 Human and Social Development

One of the objectives of poverty eradication is promotion of employment creation through labor friendly technology. Human capital is a pre-requisite for development hence raising its quality and productivity. It is renowned as critical factor for increasing economic growth and reducing poverty levels

Access to the services such as health education, water and other social services is very crucial to the population. Underutilization of such services poses the population to the greatest threat to life hence universal access to services is a key basic priority of development.

2.4.1 Health

Rukungiri district through the directorate of health services supported by development partners like USAID RHITES and TASO has been able to provide health services and reach household s directly on many occasions. Other services include increased access to safe water and sanitation, strengthening primary Health care and control of HIV/AIDS. Public health in the district for both rural and urban population is provided by two private hospitals of Kisiizi and Nyakibale, 55 health centers, 17 private clinics all of which are stocked with essential drugs.

2.4.1.1 Access to Health Services

The District 5-Year Strategic Plan that focuses on the achievement of equity through increased access to Minimum Health Care Package (MHCP), Quality care, efficiency accountability and transparency. The district has 94 health facilities of which 55(58.5%) Government Facilities while 39(41.5%) are Private Not for Profit (PNFP). The district has four hospitals (PNFP), five health Centre IVs and 20 Health Centre IIIs as shown in the table below. The district has 69 licensed private clinics, 4 private pharmacies, 20 clinics and 2 allied clinics

Table 2.13: Health infrastructure (categories)

Category	Ownership		Total
	Government	PNFP	
Hospital	0	2	2
H/C IV	4	1	5
H/C III	11	9	20
HC II	40	27	67
Total	55	39	94

Source: DHO's Office

In Rukungiri district, every sub-county has a Health Facility except for Rwerere Town council. This makes the Percentage of population within 5km radius of health unit 95.3%. The average Population served by each health unit is 3597 people. The Practicing Doctor: population ratio is 12.4 per 100,000 People, Nurse: population ratio is 9.1 per 10,000 People and Clinical Officer: Population ratio is 1.8 per 10,000 People. Deliveries in health facility is at 71.2. Malaria is the most frequent disease covering 7.8% followed by Gastro-intestinal disorders covering 6.6%.

The vision of Rukungiri district states “*a healthy and transformed wealthy population in a sustainable and secure environment*”. In order to achieve the district mission and goal and strategic set objectives, the district must focus on strengthening planning as one of the main priority areas. Population attributes like fertility, levels, birth rate, death rates and migrations have had an impact on planning and delivery of services in the district. Such impacts are tense in areas of health services, education and provision of safe water and sanitation facilities, food, infrastructure, and agriculture.

Rukungiri district has a Total Population of 314,694 persons where males are 150,016(47.7%) persons and females 164,678 persons (52.3%) according to 2014 census results. The population grown from 177,901 people in 1980 to 314,694 in 2014, projected at the annual growth rate of 1.7% to 348,188 in 2020, and estimated to increase further. This increase would put pressure on

the district's ability to provide social services like education, health, housing, as well as pressure on Land use and protection of the environment if the country is to achieve middle-income status by the year 2020

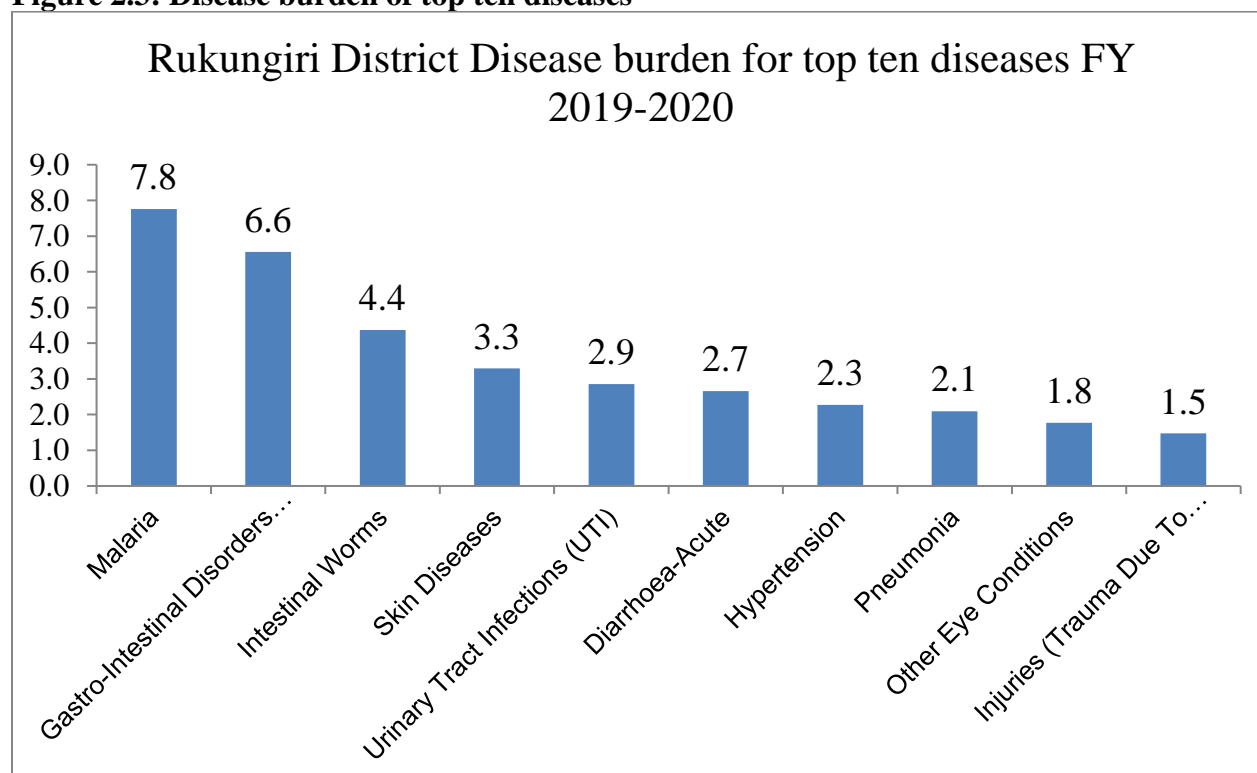
2.4.1.2 Health Services Accessibility indicators

• Average Population served by each health unit:	3597 people
• Percentage of population within 5km radius of health unit:	95.3%
• Number of licensed private clinics:	69
• Practicing Doctor: population ratio:	12.4 per 100,000 People
• Nurse: Population ratio:	9.1 per 10,000 People
• Clinical Officer: Population Ratio:	1.8 per 10,000 People
• OPD Utilization:	1.4 (140%)
• Deliveries in Health Facility:	71.2
• Midwives: Pregnant Women (15-49) ratio:	5.5 per 1000 mothers
• Number of Mothers Receiving Complete Antenatal Services	9837

2.4.1.3 Morbidity and cause of ill health

This section details the frequency of disease, illness, injuries, and disabilities in a population within the district. Malaria (7.8%) is the main disease affecting the district, followed by Gastro-Intestinal disorders (6.6%) as shown in figure below;

Figure 2.3: Disease burden of top ten diseases



Source: HMIS annual report FY 2019-2020

2.4.1.4 Health Manpower

This section categorizes the staffing in the district within a health sector with intentions of determining the work force gaps within the health sector. The district lacks a Senior Health Educator in the office of the DHO, 3 medical officers 1 senior nursing officer and 2 public health nurse for HC IVs. The district also has unfilled positions of 4 senior clinical officer, and 4 clinical officers, 7 lab technician for HC IIIs. Generally, the staffing level of health sector is at 66.1%.

Health for population is the priority of the district in order to provide good quality services to the people of Rukungiri district to make them attain good standards of health in order to live a healthy and wealthy population in sustainable and secure environment. The sector has scored a lot in terms addressing the reduction of morbidity and mortality from the major causes of ill health and premature health and disparities therein” among babies and expectant mothers.

However, the Issue of Concern in the district remain high level of stigma and discrimination against People Living with HIV/AIDS (PLWHAs) and persons with disabilities (PWDs). PLWHAs face stigma and fear to disclose their HIV status to avoid being discriminated against or even denied freedom of expression in society. HIV/AIDS has been a big problem in Uganda in general and Rukungiri in particular. Its impact has affected all aspects of life, In Rukungiri, the prevalence rate of 3.6% and has not only stressed the household incomes but also health sector.

Therefore, our aim is to reduce prevalence in the next five years from 3.6% to below 2.8 HIV/AIDS programmes in the has improved due the funding being received from development partners, like TASO, USAID Rhites, the HIV AIDS Coordination committees from the District level to the Village level. In addition, the district targets to increase access to prevention of mother to child HIV transmission services. The District approved a HIV/AIDS Strategic Plan with guidance from Uganda AIDS Commission. With all the interventions implemented in Rukungiri the prevalence of HIV/AIDS will be reduced to 2.8 by the end of 2022 From 3.6 in 2019.

Nutrition was pivotal in the implementation of second District Development Plan through priorities of improving quality of social services (production, health, and education), increasing agricultural production and productivity. The District strengthened the coordination of nutrition through constituting nutrition committees (1 District Nutrition Coordination Committee and Sub County Nutrition Coordination Committees) and building their capacity to improve nutrition programming and implementation.

The plan has prioritized interventions that provide for improved coordination and control of COVID-19 by reducing importation, transmission, morbidity and mortality as well as economic social disruption in District. This plan will priorities continuous observation of SoPs in schools, business, public gatherings and provision of masks, sanitizers and community sensitizations. Training communities on how develop adaptive business during and after the Covid-19 crisis period to leverage on practical and resilient mechanism responses to take new business activities in time of crisis. Working more closely with development partners to continue providing essential business support services to Farmer groups, SMEs and their workers to reduce the financial and economic impact of Covid-19. Business continuity innovations e.g online business development, education, training support services to SMEs, Pupils/students and farmers. Strengthen the infection

prevention and control measures required to mitigate spread of COVID-19 in health facilities, institutions and at the community level

2.4.2 Water and Sanitation

The district is endowed with a number of rivers and one major lake. Lake Edward is the main lake in the district where fishing activities take place at Rwenshama Fishing village. Other small lakes include Kimbugu in Nyarushanje Sub County and Lake Garubunda in Kebisoni Sub County. The District has both permanent and temporally wetlands (approximately 78.64 Sq km). The overall safe water coverage of the district is currently 87% for rural households, while in urban centers and rural growth centers (RGCs), it goes to 95%. National Water & Sewerage Corporation and South Western Umbrella of Water & Sanitation serve all Rukungiri Municipality, Rwerere town council, Kebisoni town council, Buyanja town council, Bikurungu town council, Karisiizo, Rwenshama, Kisiizi, Ndyegyerero, and Bwanga towns with piped water

SDG 5 calls for achieving gender Equality and empowerment of all women and Girls. Being free of discrimination is not only every women and girl's basic human right, it is crucial for a country's development and sustainable future. At the time of adoption the 2030 agenda all countries, including Uganda, pledged to ensure that 'no one will be left behind and to endeavor to reach the furthest behind first. The issues of gender and equity responsiveness have been considered in the priorities of different programs to improve the quality of social services. Promoting of sustainable safe water and sanitation (through increasing a composition of Women in water projects), water for production, Increasing skilled man power, increasing agricultural production and productivity to improve household incomes all of which have been reflected in the district DDPIII, BFPs Annual Work plan and Budgets revealing special consideration for gender and equity responsive.

The district has a number of water sources including protected spring, Deep Bore holes, shallow wells and rainwater tanks. The functionality status of water sources is at 86%, management committees is 89% with gender balance of 90%. The district has improved access to safe and clean water from 81% to 83%. Percent in the period of DDPII, the functionality of the existing water sources also increased from 82% to 86% Percent. Table 2.14 Shows the water sources by sub county.

Table 2.14: Water sources by Sub County

Sub-County	Protected Springs			Deep Bore Holes			Shallow Wells			Rain Water Tanks		
	Functional	Non-Functional	Total	Functional	Non-Functional	Total	Functional	Non-Functional	Total	Functional	Non-Functional	Total
Buyanja	103	13	116	35	18	52	8	3	11	13	5	18
Kebisoni	90	23	113	11	5	16	9	4	13	18	8	26
Nyakishenyi	121	14	135	1	0	1	4	2	6	7	4	11
Nyarushanje	75	12	87	5	15	20	5	6	11	24	10	34

Bugangari	106	20	126	4	2	6	10	5	15	22	16	38
Buhunga	133	9	142	2	1	3	3	2	5	9	9	18
Bwambara	54	21	75	0	0	0	7	4	11	55	18	73
Nyakagyeme	153	21	174	4	2	6	9	4	13	28	8	36
Ruhinda	133	35	168	0	1	1	5	3	8	30	11	41

2.4.2.1 Latrine coverage by Sub County

This section will include the number of household within a community that have access to toilet facilities. It also looks at the type of latrine owned by the household.

Table 2.15: Latrine coverage by Sub County

Sub county	Latrine Facility Coverage				
	Total HH	HH with Improved latrines	HH with Un improved latrines	No latrines	%ge (2019/20)
Buyanja	6,826	4,096	2,730	68	99.1
Kebisoni	4,989	2,993	1,996	100	98.0
Nyakishenyi	7,682	4,609	3,073	195	97.5
Nyarushanje	9,902	5,941	3,961	248	97.7
Bugangari	6,870	4,142	2,728	98	99.4
Buhunga	5,169	3,101	2,068	124	97.2
Bwambara	6,549	3,929	2,620	261	96.1
Nyakagyeme	7,394	4,436	2,958	146	98.6
Ruhinda	5,844	3,506	2,338	136 S	97.4

Source: DHOs office

2.4.3 Education

The Plan intends to boost investments in Human Capital Development through increased access to quality education and health services. The plan will sustain increasing enrolment in schools, skills development for the youth and health service delivery. Key indicators included enrolment in primary schools, PLE pass rates, Completion rates, staffing levels and the literacy rates among others

Table 2.16: Administrative data Education Departmnet

Situation	Current status	Expected	Constraint
Enrolment	59,126	65,000	School dropouts
Stance Pupil ratio	1:70	1:40	Limited infrastructure in schools
Teacher Pupil ratio	1:34	1:45	High school dropout and challenge of private schools
Pupil Classroom ratio	1:52	1:45	School infrastructure in most government aided primary schools
Desk Pupil ratio	1:4	1:3	Limited supply of desks compared to the enrolment

Teacher Students ratio	1:45	1:30	Low staffing level in most secondary
Classroom student's ratio	1:52	1:45	Limited school infrastructure like classrooms
Dropout rate	1.2%	0.5%	Poverty at household level, low parents education attainment
Completion rate	98.8%	99.5%	Child labour, absenteeism of pupils and students
Staff accommodation rate	10%	100%	Limited funding to construct staff houses
Numeracy rate	78%	100%	
Literacy rate	78%	100%	Poverty, lack of learning materials at home, school dropouts, domestic violence, education disabilities

Education is the concern in the district, which has received significant attention. The District has registered improved grades at primary leaving level, improved numeracy and literacy and improved learning conditions. The number of pupils sitting PLE has significantly increased during the period of DDPIII to 98.5%. Literacy rates have also improved from 73.1 percent in 2015 to 78.2 Percent in 2019, however the target may not be achievable. The District is committed to ensure issues girl child receive affirmative action in order address early marriages, school dropouts in order to harness the demographic dividends once the above indicator targets are realised.

2.4.3.1 Educational Institutions

The District has 289 primary schools where, 178 (61.6%) are government aided and 111(38.4%) are privately owned. This covers at least a primary school in each parish. . The District also has 54 secondary schools where, 24 (44.4%) are government aided and 30(55.6%) are privately owned. This covers at least a secondary school in each sub-county. A part from primary schools and secondary schools, the district has other educational institutions (for example pre-primary, Teachers training colleges, Technical colleges and Vocational schools) Table 2.4.3.1 below shows the different Education institutions in the district by ownership and level. The staffing levels at DEO's office is at 86%, 89.4% in primary schools, and 76.2% in secondary schools.

Table 2.17: Other Educational Institutions by ownership

Institution	Ownership		Total
	Government	Private	
Primary Schools	178	111	289
Secondary schools	24	30	54
Pre Primary	0	70	70
Teacher Training Colleges	1	0	1
Vocational	0	11	11
Technical Schools	2	0	2
Universities	0	0	0

Source: Education Department

2.4.4 Community Development and Social Protection

Community Mobilisation and Mindset Programme: aims to empower families, communities and citizens to embrace national values and actively participate in sustainable

development. Key expected results include: increased participation of families, communities and citizens in development initiatives; enhanced media coverage of national programmes; increased household savings; increased social cohesion and civic competence; and better uptake and/or utilization of public services (education, health, child protection etc.) at the community and district level.

The relationship between gender, poverty and development is very crucial as not only does poverty affect differently on women and men but they also experience poverty differently. Understanding these differences is crucial in fighting poverty, and requires analysis of how gender discrimination contributes to poverty and acts as an obstacle to poverty reduction. It is important to understand the synergies between gender and poverty and the following section presented in tabular form seeks to underscore the link between poverty and the core development challenges facing the district.

Gender Based Domestic Violence (GBV) is also common. Although there is no clear statistics, on this matter but from the informal interaction between the district and police indicate that common crimes reported include; assault, defilement and rape cases were directed towards women. The department of community-based services is overwhelmed with both domestic violence and child neglect due to irresponsible parenting.

The Uganda Gender Policy (2007) recognizes “Gender” as a development concept and recognizes that sustainable development necessitates maximum and equal participation of both gender (males and females) in economic, political, civil and social-cultural development. In this district, workload, access to and control of resources still skewed in favour of men. Women do bulk of work but men control most of the fruits of production. The issues of gender were considered in the priorities of improving the quality of social services, promoting of sustainable safe water and sanitation (through increasing a composition of Women in water projects). Increasing skilled labor, increasing agricultural production and productivity, and increasing household incomes all of which were reflected in the district DDPIII, BFPs, PBS revealing special consideration for gender and equity responsive.

At household level, women’s participation in decision-making is low. Only about 25% of women in the district participate in making major household purchases and men believed that a husband should play the major role **in making most household decision**. These social vulnerabilities are because of demographic characteristics like age, disability, culture, unemployment as well as poverty and disaster.

There is also gender differences in poverty situations, women are poorer compared to their male counter parts because most of the women are not employed.. Most of the employed women are in low paying positions. Given that, 35.6% of women in the district are illiterate against 22% of men in the district who are illiterate. The district is implementing FAL and vocational skills training women and youth groups to bridge this gap.

Women’s representation in decision-making process in the District Council is improving. Women account for 40% of District Executive Committee membership and 41% of the District Councilors.

However, women are highly underrepresented in senior positions in the district; only 9% of the positions for heads of departments and section women against 91% by men hold heads. There is also a significant difference between men and women's access to productive resources and economic opportunities, contributing to feminization of poverty. For instance women make up 80% of those working in agriculture in the district, but have unequal access to and control over, important productive resources, thus limiting their ability to move beyond subsistence agriculture.

Cases of gender-based violence including defilement, rape and child neglect are still common in the district. Although 60% of women have experienced gender-based violence in some form, access to prevention and response services is limited. Factors contributing to gender-based violence include traditional cultural practices like payment of bride prize, poverty, insecurity, alcohol and drug abuse, and lack of information and rights awareness. Gender based domestic violence remains a serious violation of rights in Rukungiri district.

Children are more affected with the consequences of this domestic violence. Therefore, policymakers and civil society groups are required to join hands in mobilizing against this. Although the government has domesticated a number of human rights commitments and fights against corruption by setting up legal instruments and institutions, there are still major gaps in such areas as educating citizens, including children, about their rights, securing access to justice and services, holding duty-bearers accountable, improving access to legal recourse and justice on gender-based violence and gender inequalities.

Response by various stakeholders in the society such as the police, health service providers, religious organizations, family members and friends have been highly insensitive to the plight of the survivors of gender-based violence. Survivors often blamed and most domestic violence cases often considered a private matter with the female victims blamed for not being submissive enough, patient and tolerant. The abused become doubly victimized, accused of having provoked their husbands into beating them. Sexually abused children in homes (victims of incest) not believed when they report. Instead, they are often called bad children who tell lies. Attempts by police to pursue legal procedures in most cases are frustrated by the parents who prefer to solve the cases out of court. It is not clear whether decisions taken by parents are due to poverty, cultural believes or information gaps on the children's rights.

The plan has also identified factors that promote discrimination and stigma against the marginalized groups especially PLWHAs, PWDS, OVC, women and youths among others and designed strategies to address and improve their plight. The district council will ensure that it enacts ordinances and byelaws to address some of the negative cultural practices that promote gender inequalities and domestic violence. The plan has also targeted the vulnerable groups with specific interventions like vocational skills training for youths, youth entrepreneurship scheme under youth livelihood projects and household income support projects under Operations Wealth Creation (OWC) to empower them economically. The district will continue to target vulnerable households in cattle restocking and distribution of improved planting materials.

The plan will also embark on vigorous sensitization and awareness creation through local radio programmes and religious and cultural leaders on factors promoting inequality within the societies. The ultimate goal of development is to guarantee all human rights to everyone. Therefore, the

district will work hand in hand with Rukungiri District NGOs, CSOs & FBOs Forums to empower communities to demand and hold their leaders accountable. Information dissemination and involvement in planning and project monitoring will be one of the major tools used to empower communities to hold duty-bearers to account for their actions in the various service delivery levels. The district will prepare a client's charter as a social contract with the community and works towards achieving the agreed actions in the charter. On annual basis, the district will organize Baraza meetings at LLG levels to provide down ward accountability to the beneficiary communities who are right-holders and assess their level of satisfaction with service delivery in their areas of jurisdiction.

2.5 Environment and Natural Resources

Environment is one of the major cross cutting issues reflected in the district priority of promoting proper management of environmental, and natural resources through promoting sustainable utilization of the environment and conservation. Under DDPII, the district had an Environment action plan and forest management passed by the council detailing environment priority concern.

The district DDPII integrated an Environment action plan that was passed by the council detailing environment priority concern, implementation of environment issue remained a priority at council and TPC levels through tree seedlings distributed to private tree farmers (prunus Africana, eucalyptus, pinuscarribea, mahogany, musizi, terminalia, bamboo and grivellia) environmental screening in project development plans, Monitoring compliance and restoration of wetlands.

Environment is one of the major cross cutting issues, which is reflected in the district priority under DDPIII and NDPIII programmes. The district targets Promotion of proper management of environmental and natural resources through promoting sustainable utilization of the environment and conservation.

2.5.1 Forests

Forests provide a wealth of indirect environmental benefits as well as direct use benefits for many of the people surrounding them and beyond in the district. In addition people gather medicinal plants and fuel wood or derive food from the forest to support their livelihood. These include both local forest reserves of Kagogo, Kebisoni and central Forest reserves of Rukungiri Town, and Rwengiri among others

The district vegetation comprises of 11% Tropical High Forests, 5.5% woodland, 2.6% bush land, 21.3% grassland, 52% farmland and 7.6% open water. The district is host to some forest reserves namely Ihimbo Central Forest Reserve (CFR), South Imaramagambo CFR and Rukungiri CFR among others. Eucalyptus and pine species constitute the biggest percentage of plantation forests. Other forest reserves in the district include Bwambara, Rushaya, Rwengiri, Kagogo, Rubio and Kebisoni with a total planted area of 355 (ha). Human activity particularly habitat destruction, deforestation, poaching and encroachment are issues of concern as they lead to loss of biodiversity.

Rukungiri district has 70km² of its total land area as gazzeted Forest and Game Reserves both Local and Central Forest reserves. Today, about 70% of the gazzeted forest reserves have been depleted due to human activities (settlements, urbanization, agriculture & infrastructural development). Deforestation has also occurred on private and communal lands. The wide spread deforestation in the district is a result of expansion of agricultural land, the rampant felling of trees for wood-fuel, timber, grazing land and charcoal burning. Trade in forest products within and outside the district, especially Kampala has worsened the situation of deforestation. Unfortunately, afforestation programs in the district do not equally correspond to the high rate of deforestation. It is important to manage sustainably the existing forests and encourage individuals and community afforestation programs in the district.

In Rukungiri district the demand for wood fuel tends to grow faster than the supply. This is because the trees have got so many other competing functions which tend to restrict its availability. This high demand for fuel wood has resulted into depletion of forests and exacerbated land degradation. The district has the mandate to influence all aspects of the biomass value chain, ranging from the side of production, via transportation to conversion. The underlying problems are that the pricing structure for this energy form is inadequate and many people are involved in the business. The proper production and consumption of these goods could make a considerable impact on emissions, local revenues, public health, on the workload of women and are an essential for improving the overall condition of the environment we depend on and therefore, on nutrition and income related aspects.

2.5.2 Wetlands

The District has both permanent and temporally wetlands (approximately 78.64 sq km), they include Ntungwa (Birara) system, Nchwera system and Lake Edward margins namely; Nchwera (6.47 sq km), Bikongozo/Ngabito (0.18 sq km), Birara(3.89 Sq km), Burombe/Nyakyera (0.37sq km), Kiruruma(3.56), Kabaranga(0.80), Kahengye (1.39), Kakindo (I)(Njororo) 2.94sq km), Kakindo (II) (Kayaga), Katenga (Kabahereyo) 1.02sq km), Kihutu (Kabaherayo)-Kamuzinzi (0.07sq km), Kishenyi (Ikona-Mubaya-Kafunjo) 1.37sq km), Mashaku (8.73sq km), Ntungu (Mitano)-Kasiga-Kinyamatojo (42.62sqkm), Nyaruzinga (Kiri) 0.15sq km), RulindoKatunga (1.76sq km), Runyamunyu (0.13sq km), Rushaya (30.17sq km), Rushoma –Rugarama (0.81 sq km). Most of the wetlands in the district are currently threatened with degradation because of drainage mainly for agriculture, brick making, and sand extraction; over harvesting of wetland, resources and other related activities

Wetlands contribute to the construction industry by providing building materials such as clay, sand and timber. They support agriculture through their use for rice farming and providing water for livestock. Wetlands hold an enormous amount of fresh water and provide buffering capacity against pollution and siltation. They also provide essential life support through stabilization of the hydrological cycle and microclimates, protection of river banks, nutrient and toxin retention and

sewage treatment. In addition, they have high biodiversity values and provide ecological services such as habitat for wildlife (including migratory birds), and fish breeding grounds. Therefore, the sustainable management and use of wetlands is paramount for the sustainable development of the district.

Despite the importance of wetlands, they continue to be degraded for livelihood support at alarming rates, mainly attributed to their direct consumptive use value. The effort of the Environment sub-sector to improve the environmental conditions contributes to productivity and poverty eradication. Several driving forces have contributed to environmental degradation in Rukungiri district although is endowed with several natural resources. These include; high population pressure and the high dependence on the environment and natural resources for livelihood; unsustainable harvesting and utilization of the natural resources; high poverty levels; low levels of environmental awareness at community levels; annual bush burning and over grazing and fishing coupled with poor farming practices.

Because of the above factors, the district faced with a number of environmental challenges/issues and these include:

- Drying up of water sources
- Prolonged dry spell
- Unpredictable weather patterns
- Invasion by new varieties of pests and diseases

Wetlands cover approximately 6% of the total area of the district. There has however been rampant wetlands and riverbanks degradation through drainage for cultivation, brick burning, sand mining and wild fires. The most degraded wetlands are those of rivers are Ntungwa (Birara) system, Nchwera system and Lake Edward margins, Burombe/Nyakyera, Kiruruma, Kabaranga, Kahengye, Kakindo (I)(Njororo), Kakindo (II) (Kayaga), Katenga (Kabahereyo). The wetlands in the district will be destroyed in future unless the above trend is reversed.

2.5.2.1 Loss of biodiversity

The Oil exploration activity in the Albertine Graben region that covers Ngagi Block in Bwambara sub-county poses serious environmental challenges as Albertine Graben is the most species rich eco-region for vertebrates, mammals, birds, insects and amphibians. Majority of the population in Rukungiri district depend entirely on the environment and natural resources for their livelihood. This means that the state of the environment has a huge implication for poverty eradication. Over 75% of the population in the district live in the rural areas and depend on the natural resources for their livelihood.

All the households in the district depend on wood fuel for cooking. It therefore, follows that the degradation of the environment and the natural resources leads to low productivity and consequently low income that contributes to poverty and low standards of living.

Poverty and environmental degradation linked in a vicious circle in which people cannot afford to take proper care of the environment. Poverty has remained a major cause and consequence of environmental degradation and natural resource depletion. The impact of environmental degradation on the poor is twofold, namely poor health and low productivity. Poverty in turn affects the environment negatively with respect to constrained time horizons and risk strategies. The poor who struggle at the edge of subsistence levels of consumption and preoccupied with the day-to-day survival have limited scope to practice conservation. Secondly, the usage of natural resources by the poor is greatly affected by the fact that there is no any other livelihood.

2.5.2.2 Soil degradation

Soil degradation is one of the leading environmental problems affecting the district. The main degradation process is soil erosion, which is caused by poor land management and agricultural husbandry practices.

2.5.3 Waste management - solid and liquid

2.5.3.1 Solid waste:

Management of waste management has been through waste collection using waste bins, garbage banks closer to the markets within the settlement. It is only Rukungiri Municipality Some tracks for transporting waste to the facility for disposal. However, systems for waste management requires strengthening for its intended benefits especially storage, sorting, and recycling.

2.5.3.2 Liquid waste

Currently, Rukungiri District does not have a collective and central arrangement for the safe collection, transportation, disposal and treatment of liquid waste. However, there is a planned project under the Ministry of Water and environment to address the above shortcoming. The site for the construction of a waste treatment plant has been identified at Kagunga in Western Division and it is necessary to enable the proper management of liquid waste.

2.5.3.3 Poor waste disposal and pollution.

Waste in Rukungiri district can be categorized as domestic waste, industrial waste, urban council and health facility waste. Although waste is inevitable, human activities such as use of resources wastefully, lack of methods of reuse of resources and lack of waste disposal places and facilities have enormously increased waste in our environment. The increase in waste in our environment especially the polythene bag is causing pollution of water sources, blockage of drainage channels among others. Some activities that produce unnecessary noise include night discos, loud music and some night prayers the drainable latrines gets filled up

2.5.4 Water Resources (i.e. lakes, rivers and underground water)

The district is endowed with a number of rivers and one major lake. Lake Edward is the main lake in the district where fishing activities take place at Rwenshama Fishing village. Other small lakes include Kimbugu in Nyarushanje Sub County and Lake Garubunda in Kebisoni Sub County. The District has both permanent and temporally wetlands (approximately 78.64 Sq km). They include Ntungwa (Birara) system, Nchwera system, and Lake Edward margins. The drainage pattern consists of rivers of Butembe, Rushaya, Kahengye, Mineera, Birara, Mitano, and Nchwera that finally drain into Lake Edward. The other small streams include Kanywa, Kihunga and Rwakiriba among others. The overall safe water coverage of the district is currently 84% for rural households, while in urban centers and rural growth centers (RGCs), it goes to 96%. National Water & Sewerage Corporation and South Western Umbrella of Water & Sanitation serve all Rukungiri Municipality, Rwerere town council, Kebisoni town council, Buyanja town council, Bikurungu town council, Karisiizo, Rwenshama, Kisiizi, Ndyegyerero, and Bwanga towns with piped water

2.5.5 Air

Rukungiri, like many other towns in sub-Saharan Africa, has a critical data gap on the scale and magnitude of air quality and pollution.

2.5.6 Lands

It has a total land area of 1,444.9 Sq. Kms (557.9 Sq. miles) and water covers 222.4 Sq. Kms (85.9 Sq. miles). The main types of land tenure existing in the District are customary, freehold and leasehold tenure. Land use in the District falls in five main categories namely grasslands, swamps, forests, small and large scale farming and built up area. Like other Districts in Uganda, most people in Rukungiri District derive their livelihood from land. However, the increasing population has created pressure on the finite land resources. Land fragmentation is rampant in the district and this has lowered land productivity, however the district has drafted a land utilization policy to ensure optimum exploitation of land resources by the local population.

2.5.7 Summary of key Development issues

- High level of environmental degradation due to encroachment and over dependency on environment and natural resources
- Poor community attitude towards environment management
- Presence of refugees also pose high environmental challenges

2.6 Urban Development and Physical Planning

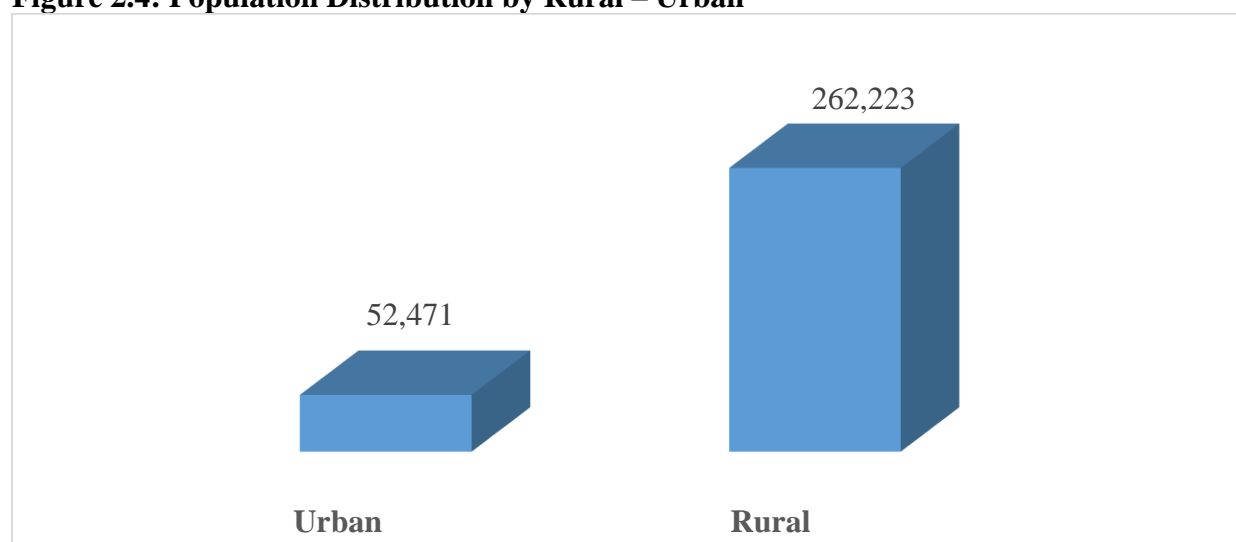
The level of urbanization according to population and housing census 2014, stand at 13.9%. This indicates a slight increase as compared to census 2002. The increase in urbanization attributed to the upgrade of Rukungiri Town Council to Municipality status and the creation of four town councils of Rwerere, Buyanja, Kebisoni and Buyanja that increased the rate of rural to urban

migration to work in the municipality and town councils. The urbanization process in the district characterized by uncoordinated planning and developments leading to unrestricted widespread of rural growth centres (RGC). The district has a number of up-coming Rural Growth Centers that are witnessing a growing number of inhabitants, mushrooming residential and business buildings and infrastructural developments like roads. These developments are coming in a haphazard manner without approvals by the physical planning committees.

2.6.1 Urbanization

Urbanization is defined as the increase in the proportion of the population living in the urban area. However, the definition of urban areas has been changing over time. The 2002 and 2014 censuses defined urban areas as only the gazetted one while the earlier censuses included un gazetted urban centres with more than 1000 people as part of the urban population

Figure 2.4: Population Distribution by Rural – Urban



Source: NPHC 2014, UBOS

2.6.2 Urbanization POCC

Urbanization process in Rukungiri district possesses both an opportunity and challenges to sustainable development. Table below presents a POCC analysis on urbanization in Rukungiri district.

Table 2.18: POCC analysis on Urbanization

Dev't issue	Potential	Opportunity	Constraint	Challenges
Inadequate local revenue	Available taxable economic activities Property rates and hotel tax	Availability of government programs	Low cooperation from tax payers Poor supervision Low capacity of revenue collectors	Untimely release of government transfers Poor road conditions

Dev't issue	Potential	Opportunity	Constraint	Challenges
	Availability of tourism potentials	Available transport system		
Poor road network	Favorable terrain Available district road equipment Available gravel Available labour	Availability of Road Funds	Erosion High cost of construction for roads	Heavy rainfall Inadequate releases Delay in release of funds
Limited access to financial services	Availability of stanbic Bank, Centenary bank as well as UGAFODE, Pride Microfinance Availability of micro-financial institutions (Sacco)	Existing peace and stability Access to credit facilities	High interest rates Low business level	High poverty levels Insecurity due to burglary
Low production and access to markets for agricultural products	Availability of land for agriculture as more people move to urban centers Available market for agricultural products	Existence of operation wealth creation High population & demand for food in urban centers	High cost of food production Low capacity of farmers	Delay in supply and distribution of planting materials Poor weather
Poor access to quality social services & leisure activities	Availability of basic social infrastructure like schools, health centers, piped water systems etc	Existence of departmental/p hysical plans Existence of private clinics, schools etc Private Public Partnership	Inadequate staff Inadequate social infrastructure Poor institutional coordination Increased crime & prostitution	Inadequate funds Delay in release of funds Unfavorable government policies Weak enforcement
Major urban centers are unit connected to the national power grid	Existence of many organizations High demand for energy	Proximity of the national grid	Inadequate power connection to homes , Institutions and production centres	High electricity tariffs Delay in extension
Lack of physical planing	Availability of basic infrastructure like roads, electricity, water, telecommunication Availability of financial institutions Availability of entrepreneurs	Available cheap labour that moved to urban centers Existence of physical planning committee Existence of physical plan	Under staffing Non functionality of the physical planning committees Inadequate funds to survey and plan the urban centers	Limited financing for physical planning

2.6.3: Existing and upcoming urban areas and economic activities

Rukungiri District is characterized by both rural and urban settlements. The population pressure has led to arise of several growth centers. The revised Local Government Act 2002 gazettes certain areas as urban, irrespective of the population concentration. The table below shows the existing and upcoming rural growth centers in the district.

Table 2.19: Sowing Existing and upcoming urban areas in Rukungiri District

Sub county/ Municipality	Urban Areas	Status of Physical Development Plans
Rukungiri Municipality	a. Eastern Division	Neighborhood Detailed Plans
	b. Western Division	Neighborhood Detailed Plans
	c. Southern Division	Neighborhood Detailed Plans
Buyanja Sub County	a. Buyanja	Not Structure Plan
	b. Nyakaina	Not Structure Plan
	c. Buhandagazi	Not Structure Plan
	d. Nyabitete	Not Structure Plan
	e. Omwirwaniro	Not Structure Plan
Bugangari Sub County	a. Bugangari	Not Structure Plan
	b. Camp Bell- Bagahwe	Not Structure Plan
	c. Nyamiyaga	Not Structure Plan
	d. Kazindiro	Not Structure Plan
	e. Nyakariro Kashenyi	Not Structure Plan
	f. Burama	Not Structure Plan
	g. Kyomera	Not Structure Plan
Buhunga Sub County	a. Karisizo	Not Structure Plan
	b. Rusheshe	Not Structure Plan
	c. Rutooma/Kihanga	Not Structure Plan
Bwambara Sub County	a. Bwambara	Not Structure Plan
	b. Bikurungu	Structure Plan under preparation
	c. Rwenshama	Not Structure Plan
	d. Kikongi	Not Structure Plan
	e. Kikarara	Not Structure Plan
Kebisoni sub-county/Town council	a. Kebisoni	Not Structure Plan
	b. Rwabigangura	Not Structure Plan
	c. Garubunda	Not Structure Plan
	d. Mabanga	Not Structure Plan
Nyakagyeme Sub County	a. Rwerere	Not Structure Plan
	b. Kasoroza	Not Structure Plan
	c. Nyabikuku- Rushasha	Not Structure Plan
	d. Masya	Not Structure Plan
	e. Nyabugando	Not Structure Plan
	f. Kahoko	Not Structure Plan
	g. Nyakinengo	Not Structure Plan
Nyarushanje Sub County	a. Nyarushanje (Stage)	Not Structure Plan
	b. Omukishanda	Not Structure Plan
	c. Omukiyenje/Bwanga	Not Structure Plan
	d. Kisizi	Not Structure Plan

Sub county/ Municipality	Urban Areas	Status of Physical Development Plans
	e. Nyabushenyi	Not Structure Plan
Nyakishenyi Sub County	a. Nyakishoroza	Not Structure Plan
	b. Omukagana	Not Structure Plan
	c. Nyarurambi	Not Structure Plan
	d. Kamaga	Not Structure Plan
	e. Murama	Not Structure Plan
	f. Katonya	Not Structure Plan
Ruhinda Sub County	a. Rwenshaka	Not Structure Plan
	b. Kengoma	Not Structure Plan
	c. Joshua Stage	Not Structure Plan
	d. Kashenyi (Go Down)	Not Structure Plan
	e. Rwoya	Not Structure Plan
	f. Rutabago- Kajunju	Not Structure Plan
	g. Katokye	Not Structure Plan
	h. Nyaruzinga	Not Structure Plan

Source: Physical Planning Office 2021

The major economic activities in these urban areas include;

- Subsistence agriculture which is practiced by the majority of rural households
- Trade and commerce which includes both retail and whole sale of goods
- Livestock rearing and trade
- Small scale manufacturing and processing
- Artisan crafts which includes metal fabrication, pottery,
- Leisure, tourism and hospitality services
- Fishing and fish farming especially at Lake Edward at Rwenshama fishing village
- Formal and informal employment both in the public and private sector
- Building and construction activities
- Forestry and dealing in forestry products such as timber, charcoal and pit sawing
- Service activities such as salons, beauty parlors and photo studios among others

2.6.4 Housing

The Housing status in the district goes hand in hand with Urbanization has not been matched with a corresponding increase in provision of services and infrastructural facilities like roads, housing, education, health, sewage and sanitation including waste management facilities and landfills. Over 80% of the Rural Growth Centers occupied by informal settlements. There are inadequate urban services and few amenities in most of the rural growth centers. For instance only about 65% have water in their households, about 15 % buy water from venders and about 52% fetch water from

boreholes and natural springs. Traditional pit latrines are dominant excreta management system in most of the rural growth centers. There exist limited or none waste disposal facilities of landfills, incinerators, and lagoons. The district has no sewage systems in all urban areas including the Municipality and Town councils. Waste sorting for proper management and disposals is inexistent at urban areas posing serious health threats to the urban dwellers. Landfills are inexistent in almost all the urban areas. Waste transportation services are inexistent at the urban areas for collection and disposal of wastes generated. Therefore, this third development plan needs to take care of physical planning and infrastructural development for better service delivery in these upcoming urban centers through proper surveying and planning for sustainable development.

2.6.5 Physical Planning

Rukungiri District is in the process of preparing physical plan for most urban centres. These physical plans expected to aid proper development by providing a clear land use plan for the centers. However, the physical planning committees in the sub-counties are also nonfunctional. Hence, effective coordination of urban development issues has become a challenge as majority of the population are not aware of its importance.

Physical planning is the spatial expression of the desired form of social and economic development. Physical planning in Uganda is a decentralized function undertaken by local governments under the supervision of the Ministry of Local Government (MoLG) and the Ministry of Lands, Housing and Urban Development (MoLHUD). The National Physical Planning Act 2010, and the National Physical Planning Standards and Guidelines 2011 currently guide physical planning. It involves the making of physical development plans as a basis for sustainable land management, planned urban and rural developments and decent housing for all. With the coming into force of the Physical Planning Act 2010, the entire country is declared a planning area and all developments on land ought to seek approval of the respective physical planning committee. Section 25 grants the district physical planning committee powers to cause to be prepared physical development plans at the request and cost of a local government. The Physical Planning Act 2010 provides for the establishment of the physical planning committees, an urban physical planning committee for the municipality and local physical planning committees for sub counties and small towns. Rukungiri district has one municipality, two town councils, two town boards and several trading centers. Physical planning is an ongoing process at various levels. By 2020, the physical development plans for several wards in the municipality had been completed and are up to date, other towns and trading centers do not have physical development plans due to financial/budget constraints. Therefore, this plan has to take up physical planning seriously. Rukungiri district Local Government as mandated by law has prioritized physical planning through i) identification of its up-coming trading centers; ii) allocating budgets to plan them and iii) preparing their development plans. More of the trading centers will be prioritized for physical planning and surveying.

2.6.6 Major issues affecting physical planning

The following are some of the issues affecting physical planning in the district;

- Limited funds to undertake physical planning exercise
- Limited knowledge among communities in urban centers on the importance of physical planning.
- The physical planning committees are non-functional. The sub-county physical planning committees do not coordinate with area land committees and District Land Board
- Land tenure system also could not easily allow the implementation of the planned physical plans for most Urban Towns in Rukungiri. There is serious land use conflict affecting development.

2.7 LG Management and Service Delivery

At Independence in 1962, Rukungiri District was part of the Kigezi District. In 1974, Rukungiri District created under the auspices of taking services nearer to the people. By then called North Kigezi District until 1980 when the name changed to Rukungiri District. It is one of the 14 districts selected in 1993 for the second phase of decentralization. Since its creation and particularly after decentralization, the district has gone through significant successes to establish itself on a firm ground especially with regard to improved management, planning capacity and participation of communities in the development process. In 2001, the greater Rukungiri gave birth to Kanungu district thus reducing the district to only two counties of Bujumbura and Rubabo.

The district has 2 Counties and 1 Municipal council, 9 Sub-counties, and 3 municipal council divisions, 4 Town Councils 62 parish councils, 12 municipal wards, 13 Town council wards and 827 villages

Table 2.20: Showing Rukungiri District Administrative units by county

County	Sub county/Division	No. of Parishes /Wards	No. of Villages / cells
Rubio	Buyanja	8	71
	Nyakishenyi	9	115
	Nyarushanje	9	123
	Kebisoni	5	40
	Kebisoni TC	4 wards	26
	Buyanja TC	3 wards	9
Sub-total 1		38	384
Bujumbura	Bwambara	5	53
	Buhunga	6	77
	Nyakagyeme	7	73
	Bugangari	7	79
	Ruhinda	6	58
	Rwerere Town Council	3 wards	9
	Bikurungu Town Council	3 wards	11
Sub-total 2		37	360
Rukungiri Municipal council	Eastern Division	4	33
	Western Division	4	25
	Southern Division	4	26
Sub-total 3		12	84
Grand total		87	827

Source: Planning Unit

2.7.1 Staffing structure and staffing level by functions;

The Chief Administrative Officer (CAO) manages the higher local government (District) assisted by the Deputy CAO, while a Town Clerk heads the Municipal Council, with three Divisions headed by Senior Assistant Town Clerks. The nine rural sub-counties, by substantive Sub-county Chief (Senior Assistant Secretaries), the four Township (Town Councils) head by Principal Town Clerks, only one is substantively appointed. The Chief Administrative Officer is the Chief Executive and Accounting Officer of the district. The District Chairperson is the political head of the district. He or she performs the oversight function in the entire district including the LLG councils

Rukungiri has a total approved posts of 3124 and a total of 2596 are filled leaving a gap of 528(16.9%) Council, Committees, Boards, and Commissions Rukungiri District has a total of 35 councilors comprising of 24 males and 11 female councilors and there is no vacant post in the council

Table 2.21: Rukungiri District Local Government Staffing levels.

S/No	Department	Number of Approved Posts	Posts Filled	Percentage Filled	Posts Vacant	Percentage Vacant
	CAO'S office	3	3	100	0	0
1	Administration	6	3	50	3	50
	Human resources	3	3	100	0	0
2	Finance	13	12	93	1	7.7
3	Statutory Bodies	5	4	80	1	20
4	Production	13	6	47.2	7	53.8
5	Health	11	0	0	11	100
6	Education and Sports(Head Office)	7	6	86	1	14
7	Works	17	14	83.4	3	17.6
8	Natural Resources	12	9	75	3	25
9	Community Based Services	6	4	67.7	2	33.3
10	Planning	4	3	75	1	25
11	Internal Audit	2	1	50	1	50
12	Trade, Industry and Local Economic Development	6	3	50	3	50
13	Primary Schools	1,695	1,515	89.4	180	10.6
14	Secondary Schools	513	391	77.2	122	23.8
15	District Health Services	610	403	67.1	207	33.9
16	Sub-counties	176	146	83	30	17.0
17	Town councils	206	67	32.5	139	67.5
	Total	3124	2596	84.1	528	16.9

Source: Human Resource Office

Overall, the District staffing is eighty-four percent above the recommended national average of sixty-five percent. However, some of the critical positions in Health, agriculture like Veterinary Officers, Fisheries Officers and, senior agriculture Engineer, remain inadequately filled and this affects negatively on service delivery. At Lower Local, government level the district is not doing

badly save Town council structure which ranks work in the District at 67.5% unfilled followed by production and 53.8 at the district headquarters partly due inadequate provision wage to operationalize the current structure. While for Town councils is mainly due to over creation of administrative unit not backed by adequate prior planning and availability of additional resources which is constraining the national resource envelope and subsequently allocation to Local Governments.

2.7.2 Status of equipment and tools for service delivery;

2.7.2.1 Housing

The housing in this category includes buildings occupied for Office and accommodation for the various departments within the district. The district has 20 houses for accommodation and different officers both technical and political occupy it. However, this covers less than 10% of the staff-leaving majority 90% without accommodation. Table 2.22 shows the district capacity and condition of district office

Table 2.22: Capacity and Condition of District Office Blocks

Blocks	No. of offices	Ownership (district/rented)	Location	Adequacy (yes/no)	Condition (good/fair/bad)
New Admin Block	65	District	Hdqrts	Yes	Good
Production Block	08	District	Hdqrts	No	Good
Health Block	11	District	Hdqrts	Yes	Good
Old Admin block	22	District	Hdqrts	Yes	Good
Lands offices	07	District	Hdqrts	Yes	Fair
Police	11	District	Hdqrts	No	Bad

Source: Source: Works and Technical services

The district has 11 departments and a number of vehicles for the various departments. Table 2.23 shows the number of vehicles per department.

Table 2.23: Showing Ownership of Motor vehicles by type

s/n	Department	Type	Status		% working
			On road	Off-road	
1	Health	Vehicles	10	5	66.7
		Motorcycle	20	12	62.5
2	Production	Vehicles	4	0	100.0
		Motorcycle	25	4	86.2
3	Works	Vehicles	1	12	7.7
		Tractors	3	3	50.0
		Motorcycle	2	8	20.0
4	Administration	Vehicles	2	0	100.0
		Motorcycle	13	8	61.9

5	Planning	Vehicles	0	1	0.0
		Motorcycle	0	0	0.0
6	Audit	Vehicles	1	0	100.0
		Motorcycle	1	0	100.0
7	Community based services	Vehicles	1	0	100.0
		Motorcycle	10	8	55.6
8	Finance	Vehicles	1	0	100.0
		Motorcycle	2	4	33.3
9	Education	Vehicles	1	2	33.3
		Motorcycle	4	6	40.0
10	Trade and Industry	Vehicles	0	0	0.0
		Motorcycle	0	0	0.0
11	Natural Resources	Vehicles	1	0	100.0
		Motorcycle	3	2	60.0

Source: Board of survey Report 2021

Summary of Development Issues informing LGDP formulation

- i. Low agricultural productivity and value addition, 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
- ii. Undeveloped tourism sector, limited diversification of tourism products and lack of innovation and creativity; poor tourism infrastructure (roads, electricity water and ICT).
- iii. Exposure to hazards and disasters due to limited capacity for climate change adaptation and mitigations
- iv. Rampant degradation of the environment and natural resources caused by limited environmental education and awareness, limited alternative sources of livelihood and limited adoption of appropriate technology
- v. Absence of appropriate incentives for good environmental management practices
- vi. Weak coordination and institutional capacity gaps in planning and implementation
- vii. Weak government supportive environment constraints private sector development
- viii. Limited access to electricity, water and ICT; limited access to reliable and clean energy due to over reliance on biomass
- ix. The current urban development is unsustainable due to; inadequacies in physical planning and plan implementation resulting into; unplanned settlement, a deficiency in quantity and or quality of social services, public infrastructure and housing and jobless urban growth
- x. Human capital is characterized by low labour productivity, this is mainly attributed to; weak foundation for human capital (ECD), lack of appropriate knowledge, skills and attitude, poor population health and safety, poor population management, limited social protection and lack of institutionalize and integrated human resource planning and development
- xi. Lack of national value system; a weak sense of responsibility and ownership of development programs among the citizens (refugees & host).
- xii. High crime rate, weak societal security structure, limited access to and affordability of justice, weak policy legal and regulatory framework for effective governance and corruption.

- xiii. There is imbalance in development of the district potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector
- xiv. Weak implementation planning and budgeting, weak M&E systems, limited financing, weak coordination and weak systems for statistical development
- xv. Limited number of assets (motor vehicles, motor cycles, office buildings and other logistical equipment's) and lack of assets management policy for effective and efficient service delivery.

CHAPTER THREE

LGDP STRATEGIC DIRECTION AND PLAN

3.0 Introduction

This chapter presents the LGDP strategic direction, adaptation of broader National Strategic Direction, adaptation of sector specific strategic direction (National), broader LGDP outcomes and goals and sector specific development outcomes, outputs strategies and interventions and a summary of local government programs for five years.

This Five-Year Development Plan is a people centered plan, prepared through a bottom-up approach. It integrates sub-county and sectoral plans. It spells out the District Vision, Mission statement, goals, objectives and priorities. The District Development strategy of this five-year development Plan (FY 2020/21 -2024/25) developed to enhance vision-based planning aligned to National Vision

3.1 Alignment of Sustainable Development Goals to the National Development Plan III and District Development Plan III

This Development Plan developed by putting into consideration the Sustainable Development Goals, National Development Plan III and District Development Plan III in relation to service delivery and infrastructural development projects. Below is the summary

Table 3.1: Alignment of SDGs to NDP III and DDP III

Sustainable Development Goal	National Development Plan III	District Development Plan III
Goal 1: No poverty: "End poverty in all its forms everywhere	The overall goal is "Increased household incomes and improved quality of life". Reduced Poverty rates; from 21.4 percent to 14.2 percent;	Improve household incomes and provide basic necessities of life: Reduced Poverty Rates from 12% to 9%
Goal 2: Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture."	Increasing productivity, inclusiveness and wellbeing of the population. Rate of growth of the agricultural sector from 3.8 percent to 5.1 percent. Reduction in the percentage of h/holds dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent;	Improve agricultural productivity and value addition to agricultural products sustainable food production systems Reduced household dependent on subsistence agriculture as the main source of livelihood from 68% to 45% Increased household food and nutrition security (Three meals per day)
Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages."	Improve access and quality of social services	Achieve universal health coverage for all through reduced morbidity and mortality of the local population.
Goal 4: Quality education: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."	Improve access and quality of social services. Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory and quality assurance system of ECD standards	Continue and expand implementation UPE, USE and vocational training for both boys and girls in all sub counties Implement IECD services in all public and private schools

Sustainable Development Goal	National Development Plan III	District Development Plan III
Goal 5: Gender equality: "Achieve gender equality and empower all women and girls."	Improve access and quality of social services. Reduce vulnerability and gender inequality along the lifecycle.	Promote empowerment and increased access to socio-economic services for all women and girls to social services and livelihood programmes like UWEP, YLP, EMYOGA, and other partner support.
Goal 6: Clean water and sanitation: "Ensure availability and sustainable management of water and sanitation for all."	Improve access and quality of social services	To improve access to quality social services through the provision of safe water and sanitation services.
Goal 7: Affordable and clean energy: "Ensure access to affordable, reliable, sustainable and modern energy for all."	Energy development Programme: aims to increase access and consumption of clean energy. Increased electricity consumption per capita from 100kwh to 578kwh; Reduction in the cost of electricity to USD 5 cents for all processing and manufacturing enterprises. Increased population with access to electricity; from 21 percent to 60 percent and increase in transmission capacity; and enhanced grid reliability. Then, reduction in the share of biomass energy used for cooking.	Improve access to renewable energy technologies at institutional and community level through promotion of energy saving stoves,, extension of Rural Exten , use of solar systems and use of biogas technology. Increase population having access to electricity from 20 to 60%
Goal 8: Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."	Human Capital Development Programme: aims to increase productivity of the population for increased competitiveness and better quality of life for all. Increase in the stock of jobs by an annual average of 520,000 Tourism Development Programme: aims to increase Uganda's attractiveness as a preferred tourist destination.	Develop tourism attraction site like District monument, I himbo hot spring Minera hot spring,,upgrading of Bwanga stockfarm Build industrial parks in Municipal division and Town Council to provide employment opportunities especially women, youth, and the growth of small- and medium-sized enterprises (SMEs).
Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."	Agro-industrialization programme: aims to increase commercialization and competitiveness of agricultural production and agro processing. Mineral Development Programme: aims to increase mineral exploitation and value addition in selected resources for quality and gainful jobs in industrialization. Innovation, technology development and transfer Programme: aims to increase development, adoption, transfer and commercialization of Technologies & Innovations through the development of a well-coordinated STI eco-system.	Promote value addition to local products through creation of several factories to boost incomes. Use of ICT that has been emphasized and expansion of broadband infrastructure with support from NITA-U

Sustainable Development Goal	National Development Plan III	District Development Plan III
	Increased coverage of the national broadband infrastructure to 45% of total number households and 70% of the total number of schools. Digital Transformation Programme: aims to increase ICT penetration and use of ICT services for social and economic development.	
Goal 10: Reducing inequalities: "Reduce income <u>inequality</u> within and among countries."	Reduced Income Inequality (Gini coefficient); from 0.41 to 0.38.	Encourage More commercial banks to set up branches in Rukungiri District for inclusive financial management especially business men and women Encourage establishment of SACCOs and Produce cooperatives to strengthen financial penetration. Strengthen Village Saving and Lending Associations to provide short term, affordable and alternative financing
Goal 11: Sustainable cities and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable."	Sustainable Urbanisation and Housing Programme: aims to attain inclusive, productive and liveable urban areas for socioeconomic transformation.	Develop the District Physical Development Plan and Rural Growth Centre, Town Councils, surveying and titling of the rural growth centers,.
Goal 12: Responsible consumption and production: "Ensure sustainable consumption and production patterns."	Manufacturing Programme: aims to increase the product range and scale for import replacement and improved terms of trade.	Target to improve on the quality of what we produce and increase its consumption locally like dairy products, flour, beef, fruits, vegetable oil, fish and other products
Goal 13: Climate action: "Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy."	Climate Change, Natural Resources, Environment, and Water Management: aims to stop and reverse the degradation of Water Resources, Environment, Natural Resources as well as the effects of Climate Change on economic growth and livelihood security.	Promote afforestation and use of renewable energy technologies by nationals and refugees. Climate change intervention is one of the District priorities. Promote and implement climate smart agriculture (CSA)
Goal 15: Life on land: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss."	Increased forest cover; from 9.5percent to 18percent. Sustainable Development of Petroleum resources: aims to attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner.	District will prioritize preserving biodiversity of forest and wetland eco-systems as a percentage of total land mass. Achieving a "land degradation-neutral district" can be reached by restoring degraded forests and land lost to poor agricultural practices: Support urban greening in all the rural growth centres and support communities to grow trees on commercial basis

Sustainable Development Goal	National Development Plan III	District Development Plan III
Goal 16: Peace, justice and strong institutions: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."	Governance and Security Programme: aims to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.	The district will prioritize reducing violence against women and children with stronger local council judicial systems that will enforce laws and work toward a more peaceful and just society. Minimize and reduce internal and external border conflicts
Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development."	Re-engineer the Public service to promote investment; and, Enhance partnerships with non-state actors for effective service delivery. Private Sector Development Programme: aims to increase competitiveness of the private sector to drive sustainable inclusive growth.	The District will work with all MDAS, AGODA OPM, development partners and CSOs to deliver services to the community. Social corporate responsibilities by Private sector (Telecommunication companies, breweries, Banks, SACCOs). Strengthening the technical and financial capacities of the private sector. Strengthen the department of Trade, Industry and Local Economic Development. Improve on regulatory environment and improve on infrastructures like power, roads and communications. Mapping and profiling the private sector players

3.2 Key LG Development Plan Results and Targets

This sub-topic presents results on Key Development Results (2019/20) and targets for 2021/25 as Adopted/Adapted NDPIII Targets

Table 3.2: Key LG Development Plan Results for Human Capital Development

Program Objective	Program Outcomes	Indicators	Baseline	2024/25
To improve population health, safety and management.	Reduced Morbidity and Mortality of the population	Maternal Mortality ratio (per 100,000)	38	150
		Neonatal Mortality Rate (per 1,000)	25	6
		Infant Mortality Rate (per 1,000)	33	25
		Under Five Mortality Rate (Per 1,000)	56	40
		Mortality Attributed to Cardiovascular disease, cancer, diabetes or chronic respiratory diseases	40%	20%
		Malaria incidence per 1,000 population	263	250
		Number of new HIV infections per 1,000 susceptible population (by age, sex, and key populations)	36	20
		Tuberculosis incidence per 100,000 population	214	190
1.Improved learning Achievement	1.Learners (Boys, Girls, and Children with Special needs) enrolling to primary and Secondary Schools	Gross enrolment Ratio pre-primary	90	95%
		Net Enrolment ratio Pre-Primary	90	95%
		Gross Enrolment ratio Primary	90%	95%

		Net Enrolment ratio Primary	79%	84%
		Pupil classroom ratio.	1:14	1:80
		Gross enrolment ratio Secondary	60%	70%
		Transition rate to S.1	70%	75%
		-Transition rate to S.5	40%	50%
2.Improved Competence of Learners	Improved competence levels 2. Continuous assessment of the learners at all levels. 3.Attendance of teachers and learners 4. Deployment of adequate teachers in accordance with the policy	Pass rate at P7	95%	99%
		Pass Rate at S4	97.1	100
		Literacy Rate at P3	18.6	30%
		Literacy Rate at P6	63.4	66
		Numeracy Rate at P3	18.6	30%
		Numracy Rate at P6	52.1	60%
		Literacy Rate at S2	60%	80%
		Numeracy Rate at S2	60%	80%
		Completion Rate at P.7	75%	85%
		Completion Rate at S4	80%	90%
Improved competence levels 2. Continuous assessment of the learners at all levels. 3.Attendance of teachers and learners 4. Deployment of adequate teachers in accordance with the policy	1.Mobilization, sensitization and awareness creation 2.Continuous assessment and examination 3.Guidance and Counseling 4.School Inspection and Monitoring 5.Effective School Administration and Management 6.promotion of sports and talent identification 1. Improved competence levels Continuous assessment of the learners at all levels.	Desk pupil ratio	1:7	1: 3
		Latrine stance - pupil ratio	1:67	1:40
		Classroom Student ratio	1:62	1:53
		Student Stance ratio	1:50	1:40
		Proportion of teachers accommodated		
		Teacher Pupil ratio	1:60	1: 53
		Teacher Student ratio	1:24	1:40
2.Improved Competence of Learners	3.Attendance of teachers and learners , Deployment of adequate teachers in accordance with the policy	Teacher Attendance Rates (Primary)	80%	100%
		Teacher Attendance Rates (Secondary)	80%	100%
		Learner Attendance Rates (Primary)	80%	100%
		Learner Attendance Rates (Secondary)	95%	100%
	2.Continuous assessment and examination	P7 Completion Rate (Female)	70%	80%
		P7 Completion Rate (Male)	80%	90%
		PLE Pass Rate (Female)	95%	99%
		PLE Pass Rate (Male)	96.4%	99%
		S.4 Completion Rate (Female)	60%	75%

		S.4 Completion Rate (Male)	80%	90%
		UCE Pass Rate (Female)	95%	99%
		UCE Pass Rate (Male)	96%	99%
	School Inspection and Monitoring	%ge of primary Schools Inspected	100	100
		%ge of secondary Schools Inspected	100	100
		% of Other Tertiary institutions inspected	100	100
	.Guidance and Counseling	% of schools with functional guidance and counselling departments	80%	95%
3. Efficient and quality Service delivery. Efficient and quality Service delivery.	Effective School Administration and Management, . Governance and Accountability Mobilization, sensitization and awareness creation Promotion of sports and talent identification	- %ge of primary Schools Inspected	100	100
		- %ge of secondary Schools Inspected	100	100
		Proportion of schools with garden	80%	95%
		% of schools participating in games and sports competitions at District and national levels	90%	100%
Increased safe water access from 86% to 95% to improve the health of the people	Safe water coverage	86%	95%	5 Piped water systems, 30 bore-holes and 15 spring protection.
Latrine coverage		82%	100%	

3.3 Adopted NDPIII Programmes and LGDP Programme Objectives

The table, provides information on the adopted NDPIII Programmes and contributions to the attainment of the NDPIII and SDGs and targets

Table 3.3: Adopted NDPIII Programmes and LGDP Programme Objectives

NDPIII Programmes	The adapted NDPIII Programme Objectives	SDGs and Targets
1. Agro-industrialization	1.1 Improve post-harvest handling and storage of agricultural products 1.2 Agricultural production and productivity of agro enterprises 1.3 Increase agro-processing of the selected products	2.1. Goal 2: Zero hunger: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
2. Tourism Development program	2.1 Promote local tourism in the district 2.2 Increase the stock and quality of tourism infrastructure with in the district 2.3 Develop and diversify tourism products and services 2.4 Support private sector to train skilled personnel required for tourism chain	15.5 Goal 15: Life on land: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16 Environment, Climate Change and Natural Resources Management	16.5 Restoration of forests and tree cover by natural regeneration or by plantation or by agro forestry 16.6 Maintain and restore clean healthy and productive environment	13.2. Goal 13: Climate action: "Take urgent action to combat climate change and its impacts by

	<p>16.7 Reduce human and economic loss from natural hazards and disasters</p> <p>16.8 Increase incomes and employment through sustainable use and value addition to water, forest and other natural resources</p> <p>16.9 Availability of adequate and reliable quality fresh water resources for all uses</p>	regulating emissions and promoting developments in renewable energy."
17 Private Sector Development	<p>17.5 Sustainably lower the cost of doing business</p> <p>17.6 Strengthen the organizational and institutional capacity of the private sector to drive growth</p> <p>17.7 Promote local content in public programmes</p> <p>17.8 Strengthening the enabling environment and enforcement of standards</p>	9.2. Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."
18 Transport Interconnectivity	<p>18.1 Reduce the cost of transport infrastructure</p> <p>18.2 Optimize transport infrastructure investment across the district</p> <p>18.3 Promote integrated land use and transport planning</p> <p>18.4 Prioritize transport asset management</p>	9.a Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."
19 Sustainable Energy and ICT Development	<p>19.1 Increase access and utilization of electricity</p> <p>19.2 Increase adoption and use of clean energy</p> <p>19.3 Promote utilization of energy efficient practices and technologies</p>	17.8. Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development."
20 Sustainable Housing and urban Housing	<p>20.1 Enhance economic opportunities in urban areas</p> <p>20.2 Promote urban housing market</p> <p>20.3 Promote green and inclusive urban areas</p> <p>20.4 Strengthen urban policies, governance, planning and finance</p>	11.3. Goal 11: Sustainable cities and communities: "Make cities and human settlements inclusive, safe, resilient, and sustainable
21 Human Capital Development	<p>21.1 To improve the foundation for human capital development</p> <p>21.2 To improve population health, safety and management</p> <p>21.3 Reduce vulnerability and gender in equality along the life cycle</p>	<p>3.8. Goal 3: Good health and well-being for people: "Ensure healthy lives and promote well-being for all at all ages."</p> <p>4.2. Goal 4: Quality education: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."</p> <p>5.2. Goal 5: Gender equality: "Achieve gender equality and empower all women and girls</p>
22 Regional Development	<p>22.1 Strengthen the performance measurement and management framework for local leadership and public sector management.</p> <p>22.2 Stimulate the growth potential for the Sub counties through area based agri-business LED initiatives</p>	22.3 Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development
23 Community Mobilization and Mindset Change	<p>23.1 Enhance effective mobilization of families, communities and citizens for development</p> <p>23.2 Strengthen institutional capacity of local government and non-state actors for effective mobilization of communities</p>	<p>8.5. Goal 8: Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."</p> <p>10.2 Goal 10. Reduce inequality within and among countries</p>

11 Digital Transformation	11.2 Increase the ICT Human Capital	9.(c). Goal 9: Industry, Innovation, and Infrastructure: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation."
12 Governance and Security Strengthening	12.2 Strengthen transparency and accountability 12.3 Strengthen citizen participation and engagement in democratic processes	12.4 Goal 16: Peace, justice and strong institutions: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."
13 Development Plan Implementation	13.2 Strengthen capacity for development planning 13.3 Strengthen budgeting and resource mobilization 13.4 Strengthen the capacity for implementation to ensure a focus on results 13.5 Strengthen coordination, monitoring and reporting frameworks and systems	8.2. Goal 8: Decent work and economic growth: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 17.1. Goal 17: Partnerships for the goals: "Strengthen the means of implementation and revitalize the global partnership for sustainable development

3.4 District Vision, Mission, Goals, Strategic Objectives, Strategies and Strategic Interventions for the Five Years (2020-2025)

District Vision “A prosperous and transformed Population in a sustainable, modern and secure Environment by the Year 2040”

District Mission “Improved Service Delivery for Socio-Economic Development”

District Theme “Sustainable prosperity through Industrialization, wealth creation and inclusive employment”

Goal: “Improved household incomes and provision of life necessities for improved wellbeing of the community”

3.4.1 Aligned Strategic District Objectives are;

- 1) Identifying and collecting sufficient local revenue in order to ensure that service delivery standards through increasing revenue mobilization campaigns, proper enumeration, and assessment and tendering out market fees and licenses collection.
- 2) Contributing to the sustainable growth of the economy, through increased Agricultural Production and Productivity and private sector strengthening.
- 3) Increasing the level of basic education in the District, through provision of educational facilities; infrastructure, scholastic materials, training of schoolteachers, intensifying school inspection and mobilization of parents and other stakeholders.

- 4) Improving and increasing accessibility to basic Health Services by the Committees, through upgrading of Health Centre IIs at parish level and facilitating the NGO Health facilities.
- 5) Improving the District Infrastructure, through increased school classrooms staff accommodation especially for teachers and Health workers, office space, increased length of motorable road network and water for production.
- 6) Increasing access to safe water and sanitation through construction of boreholes, springs, community water tanks, shallow wells, gravity flow schemes etc..
- 7) Improving democracy accountability, through strengthening council operations by training and sensitizing councilors, facilitating Internal Audit Systems, and financial management and strengthening planning at both the District and Lower Local Governments.

3.5 LGDP Programmes, Objectives/Outcomes, Interventions/Outputs

The district has adapted the NDPIII Programmes in line with sector priorities and strategic objectives. These programmes are: Agro-industrialization, Petroleum Development, Tourism Development program, Water, Climate Change, Environment and Natural Resources Management, Private Sector Development, Transport Interconnectivity, Sustainable urbanization and Housing, Human Capital Development and Social protection, Community Mobilization and Mindset Change, Regional Development,. Governance and Security Strengthening, Development Plan Implementation

Table 3.4: Linkage between strategic objectives and LGDP Programmes

No.	Strategic Objectives	Development Strategies	LGDP Programmes
1	Enhance value addition in key growth opportunities;	<ol style="list-style-type: none"> 1. Promote agro-industrialization 2. Increase local manufacturing activity 3. Harness the tourism potential 4. Promote export-oriented growth 5. Promote Rapid disaster preparedness and mitigation measures on environment 	<ol style="list-style-type: none"> 1. Agro-Industrialization 2. Petroleum Development 3. Tourism Development 4. Water, Climate Change and Environment and Natural Resources Management
2	Strengthen the private sector capacity to drive growth and create jobs;	<ol style="list-style-type: none"> 1. Provide infrastructure for access to affordable credit and financial services 2. Increase local content participation 	<ol style="list-style-type: none"> 1. Private Sector Development 2. Digital Transformation
3	Consolidate and increase the stock and quality of productive infrastructure;	<ol style="list-style-type: none"> 1. Transport Interconnectivity 2. Sustainable Urban Development 	<ol style="list-style-type: none"> 1. Transport Interconnectivity 2. Sustainable Urban Development
4	Enhance the productivity and social wellbeing of the population; and	<ol style="list-style-type: none"> 1. Improve access and quality of social services 2. Institutionalize HR planning and capacity building 3. Enhance skills and vocational Development 4. Increase access to social protection Promote STEI 5. Promote development-oriented mind-set 	<ol style="list-style-type: none"> 1. Human Capital Development 2. Community Mobilization and Mindset Change 3. Regional Development
5	Strengthen the role of the state in guiding and	<ol style="list-style-type: none"> 1. Increase district participation in strategic service delivery sectors 	<ol style="list-style-type: none"> 1. Governance and Security Strengthening 2. Public Sector Transformation

	facilitating development	2. Enhance partnerships with non-state actors for effective service delivery 3. Re-engineer Public service to promote invests. 4. Increase Resource Mobilization	3. Development Plan Implementation
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Rukungiri District Development Plan aligned with the National Development Plan III 2020/21 – 2024/25 focusing on the following NDP priorities; Theme: *Industrialization for inclusive growth, employment and sustainable wealth creation*. The NDPIII Goal is to increase household incomes and improve quality of life.

In the LGDPIII Context, commercial agriculture is emerging in some sub-counties and integrated agricultural value chains linking production, through agro-processing to marketing are being established and deepened. In addition, government to designate areas for establishment of serviced industrial parks. Attaining and maintaining a desirable level of growth will require setting up of new resource-based industries that will create employment, increase domestic savings and consequently lead to increased investment and household income. This is because the industrialization process initiates and triggers changes in methods of production, thereby increasing incomes and productivity. The percentage of productivity and wealth of those engaged in manufacturing and other industries is rising while productivity and real incomes in rural agriculture remain low in the district. Tourism is another area where progress registered. Need the uniqueness, diversity and virgin nature of our tourism attractions. However, banking and financial services are concentrated in the urban areas. Under NDP III proposed that government will pursue strategies to increase production, expand exports and reduce imports by promoting resource-led industrialization. Nationally, priority will be to increase agricultural production/productivity and agro-processing, mineral beneficiation, oil refining, tourism expansion, and labor intensive light manufacturing (including cottage industries).

A well-sequenced infrastructure investment in energy, roads, rail, industrial parks, and mechanized irrigation schemes to support increased production/productivity for export expansion and import substitution will benefit our district as well. Mindset change for increased production of more skilled, motivated and healthy workforce will lead to the progress industrial and modernized agricultural sectors.

Rukungiri District local Government has adopted the national vision of transforming Ugandan society from a peasant to a modern and prosperous country with in a period of 30 years and with the NDP III theme ‘’ *Sustainable Industrialization Inclusive Growth, employment and sustainable wealth creation*’’. The district will pursue the above vision and theme through Operation wealth creation, promotion of local economic development and public private partnerships. Rukungiri continue to priorities identified strategies: Improved learning Achievement, .Improved Competence of Learners, Efficient and quality Service delivery, Efficient and quality Service delivery; Improved competence level in Continuous assessment of the learners at all levels, attendance of teachers and learners , deployment of adequate teachers in accordance with the policy, improved Competence of Learners. Efficient and quality Service delivery: improved water access from 86% to 95% to improve the health of the people and sanitation coverage.

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

Table 3.5.(a) DDP III Strategic Objective (s): Agro- Industrialization

Adopted programme: Agro- Industrialization			
Development Challenges/Issue: Low agricultural productivity and value addition , 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			
Program outcomes and results: Increased productivity of small scale farmers (refuges & host) in the district	Key Outcome Indicators	Status 2019/20	Target 2024/255
	Number of value addition facilities established functional at least a year	143	500
	Quantity of Value addition products of various categories in metric tons	40	200
	Number of Small and Medium Enterprises involved in value addition chain	143	500
	Number of Small and Medium Enterprises involved in tendering and delivery of contracts in Oil and gas industries	0	20
	Number of SMEs supported and that are complied with standards in tendering and contracts in oil and gas	0	20
Adapted Program Objectives	Adapted Interventions and Ooutputs		
<ol style="list-style-type: none"> 1. Agricultural production and productivity of agro enterprises 2. Improve post-harvest handling, storage of agricultural products 3. Increase agro-processing of the selected products 4. Increase market access and competitiveness of agro-industry products 5. Increase the mobilization, provision and utilization of agricultural finance 6. Strengthen institutional coordination for improved service delivery 	<ol style="list-style-type: none"> 1. Strengthen agricultural research and technology development 2. Strengthen the agricultural extension system 3. Provision of water for production 4. Promote establishment of post harvesting handling, storage and processing infrastructure 5. Increased access to and use of agriculture mechanization 6. Establish regional post-harvest handling, storage and value addition facilities in key strategic locations 7. Establish eco-friendly fully serviced agro-industrial parks/export processing zones to stimulate and expand agro-processing 8. Establish a strategic mechanism for importation of agro-processing technology 9. Strengthening extension services 10. Strengthen enforcement and adherence to product quality requirements including; food safety, social and environmental standards, grades 11. Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, and cold rooms of various scale and capacities at sub county, district and zonal levels 12. Develop concessional long-term financing for agricultural 		

	<p>13. Support women farmers to transition to agro-business, export trade, and more profitable agricultural enterprises, including skilling and financial incentives (e.g. reduced credit interest rate and finance</p> <p>14. Strengthen linkages between public and private sector in agro-industry.</p> <p>15. Strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security</p>	
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)
Adapted outputs 1	300 households supported with small scale irrigation scheme	Community Mobilization and sensitization of small farmers, supply of inputs for irrigation, training and technical backstopping
Output 2	5,000 farmers supported/provided extension services	Recruitment of additional staff, equipping staff, technical backstopping of farmers with advise
Output 3	Improve crop and livestock breeds for 300 farmers	Procure improved crop and animal breeds, Community Mobilization and sensitization of small farmers, supply of improved planting materials
Output 4	Support fish pond construction and fish gauge for 50 farmers	Community mobilization and sensitization, identify potentials sites for construction, support construction of ponds, supply fish fingerlings and supervision of farmers
Output 5	5 Storage facilities constructed and 4 produce cooperatives formed and supported	Identification of sites, mobilize communities to form cooperatives, construct storage facilities
Output 6	Organize 12 Exchange visits for farmers involved in agro processing within Uganda and outside Uganda	Identify place for learning, identifying learning areas, identify potential people for learning and organizing the learning visits
Project 1	Post-harvest handling and storage project	Construction of storage facilities, establishing agro processing facilities, training of enterprises on agro processing
Project 2	Agricultural production and productivity	Water for production and small irrigation scheme, Seed multiplication and breed improvement and Land use and planning
Likely risks	Low agricultural production and productivity due to climate change, Land conflicts due land tenure and ownership, High interest rates from commercial banks, Political influence, Pests and Diseases, limited labour supply, and market fluctuations.	Community Mobilization and sensitization of small farmers, supply of inputs for irrigation, training and technical backstopping , Unreliable market, establishing and supporting SACCOs

Mitigation measures	Climate smart agriculture, mobilization of farmers to form own cooperatives and savings, mobilization and sensitization of communities on land laws and policies, involvement of political leadership in all the programmes and projects	Training farmers to adapt Climate smart agriculture, Support Communities for customary land registration and individual land titling, Support formation of SACCOs and market linkages.
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Table 3.5.(b): Human Resource Requirements fully implement the Agro-Industrialization Programme

Qualifications and Skills required	Status	Estimated Gaps
Agricultural and Food Products Processing specialist	0	1
Agricultural Economist	0	1
Agricultural Engineer Specialist	0	2
Agricultural Entomology specialist	1	3
Agriculture Fisheries Specialist	1	3
Agricultural Production Specialist	2	3
Agronomy and Crop science specialists	6	4
Veterinary Specialist	2	6
Animal Husbandry specialists	6	8
Horticulture Science Specialist	0	1
Soil Science specialist	0	1
Environment and Natural resource Management specialists	0	7

Table 3.6(a) DDP III Strategic Objective (s): Petroleum Development

14 Adopted programme: Petroleum Development			
Development Challenges/Issue: In adequate infrastructure to support the development of oil and gas resources, Land acquisition issues (high costs, cultural issues), Limited human and institutional capacity to support oil and gas operations, Limited private investments in oil and gas industry			
Program outcomes and results:	Key Outcome Indicators	Status 2019/20	Target 2024/25
To attain equitable value from petroleum resources and spur economic development in a timely and sustainable manner	Number of SMEs involved in tendering and delivery of contracts in oil and gas value chain	0	20
	Number of SMEs supported and that have complied to meet the needs in the oil and gas industry	0	50
	Number of local people employed in oil and gas related industries	0	60
Adapted Program Objectives	15 Adapted Interventions and Ooutputs		
1. To enhance local capacity to participate in oil and gas operations 2. To promote private investment in oil and gas industry 3. To enhance Quality, Health, safety , Security and Environment	1. Provide SMEs both technical and financial support to enhance participation in tendering of contracts both direct and indirect in the oil and gas value chain 2. Establish inter-sectoral linkages to ensure readiness to meet the oil and gas industry 3. Implement a communication strategy to deal with public anxiety and managing expectations 4. Develop and implement a disaster recovery plan 5. Develop and implement standard operating procedures (SOPs) 6. Develop decommissioning and closure management plans		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	

Output 1	Training of 50 SMEs both in technical and financial to enhance capacity for participation	Identification of SMEs, design training curriculum, implement, monitor and evaluate capacity enhancement
Output 2	Inter-sectoral linkages to meet the needs of oil and gas industry	Identification, design action by different departments, implement, monitor and evaluate
Output 3	Communication strategy developed and disseminated	Design messages, disseminate, monitor and evaluate
Project 1	Capacity building of local SMEs and design communication strategy	Identify, select, design training curriculum, implement and monitor capacity building programme
Likely risks	Limitation in funding, low education level, poor community attitudes, land ownership and tenure systems, poor social and economic infrastructure to support oil and gas industry	Lobby and advocate for funds from partners and central government, community mobilization and sensitization on land laws and regulations, oil and gas policies, improving social and economic infrastructures
Mitigation measures	Lobbying and advocate for more funding to improve road networks leading to oil field, community mobilization and sensitization	Design appropriate lobbying and advocacy strategies, implement strategies, improve road networks

Table 3.6(b): Human Resource Requirements to fully implement the Petroleum Development Programme

Programme	Focus	Qualifications and Skills required	Status	Estimated Gaps
Petroleum Development	Attaining equitable value from the petroleum resources and spur economic development to the host communities and the country in a sustainable manner.	Health Safety and Environmental specialist	0	2
		Petroleum Engineers	0	1
		Environmental Engineers	0	2
		Petroleum Economists	0	3

Table 3.7(a) DDPIII Strategic Objective (s): Tourism Development program

16 Adopted programme: Tourism Development program			
Development Challenges/Issue: Undeveloped Tourism Sector, Limited diversification , limited information on tourists sites and opportunities, Poor infrastructure (roads, electricity water and ICT), Lack of innovation and creativity, limited capacity of local government staff, weak linkage with Ministry of Tourism and other private players, low investment in tourism industry			
Program outcomes and results: Develop and sustain tourism industry in the district	Key Outcome Indicators		Status 2019/20
	Number of local tourism attraction sites identified and developed		10
	Number of tourism facilities developed by private sector		10
	Number of skilled personnel trained and employed in the tourism industry		0
	Number of tourists within the district		0
	Total receipts from tourists as proportion of the district budget		
Adapted Program Objectives		17 Adapted Interventions and Outputs	

<div>1. Promote domestic and inbound tourism;</div> <div>2. Increase the stock and quality of tourism infrastructure;</div> <div>3. Develop, conserve and diversify tourism products and services;</div> <div>4. Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions;</div> <div>5. Enhance regulation, coordination and management of the tourism</div>	<div>1. Develop and implement district tourism development and marketing plans</div> <div>2. Developing existing and new tourist attraction sites.</div> <div>3. Profiling new and potential tourism sites in the district</div> <div>4. Upgrade, maintain and develop existing tourist attraction sites</div> <div>5. Formation of community based tourism development</div> <div>6. Committees</div> <div>7. Production and circulating marketing materials on tourism potentials</div> <div>8. Map and develop all tourism sites both historical, cultural and nature including people involve in arts and craft, music dance and drama</div> <div>9. Encourage private sector to develop hotels that meet international standards</div> <div>10. Promote use of e-tourism services</div> <div>11. Diversify tourism products</div> <div>12. Improve on roads linking to potential tourism sites</div> <div>13. Promote community tourism</div>	
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)
Output1	Tourism potentials mapped and put district website	Identify, profile all potential sites, mapping and sharing information on tourism
Output 2	Tourism road infrastructure developed and maintained	Opening of district and community access roads leading to tourism potentials, maintaining and upgrading roads
Output 3	Tourist facilities constructed	Encourage private sector to invest in tourism facilities, Identify and construct Community tourism center
Project1	Promotion of Tourism Industry within the district	Development of tourism infrastructure Promoting community tourism and strengthening tourism information system
Likely risks	Low up take of tourism services, weak private sector capacity, low community awareness on tourism industry, poor tourism infrastructure like roads, hotels, electricity, internet and water	Promote tourism information sharing, Designing capacity building programme for private sector on tourism investments, community mobilization and sensitization
Mitigation measures	Intensify community awareness of importance of tourism industry, enhance capacity of the private sector to invest in tourism industry and improve tourism infrastructure	Community mobilization and sensitization on importance of tourism, training and encouraging private sector to invest in tourism industry and improving tourism infrastructure.

Table 3.7(b): Human Resource Requirements to fully implement the Tourism Development Programme

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Tourism Development	Promotion industry	Tourism and Hospitality Specialist	0	1
		Tourism product development and innovation specialist	0	1

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
		Tourism Information Centre Manager	0	1
		Tours and Travel Guides	0	6
		Wildlife Inventory and Monitoring Specialist	0	2

Table 3.8 (a) DDPIII Strategic Objective (s): Water, Climate Change, Natural Resources and Environment Management

18 Adopted programme: Water, Climate Change, Natural Resources and Environment Management				
Development Challenges/Issue:				
<ol style="list-style-type: none"> 1. Exposure to hazards and disasters to due to limited capacity for climate change, adaptation and mitigations 2. Rampant degradation of the environment and natural resources caused by limited environmental education and awareness, limited alternative sources of livelihood and limited adoption of appropriate technology 3. Absence of appropriate incentives for good environmental management practices 4. Coordination and institutional capacity gaps in planning and implementation 5. Limited access and uptake of meteorological information (accuracy in information) due to low technology and equipment for early warning and preparedness and ineffective systems and mechanisms for addressing vulnerability 				
Program outcomes and results: To stop and reserve the degradation of water resources, environment, natural resources and as well as the effects of climate change on economic growth and livelihood security	Key Outcome Indicators		Status 2019/20	Target 2024/255
	Forest and tree cover (%)		4	10
	Wetland restoration(hectares)		0	5
	Proportion of households participating in tree growing		5	30
Adapted Program Objectives	Adapted Intervention and outputs			
18.2 Ensure availability of adequate and reliable quality fresh water resources for all uses.	<ol style="list-style-type: none"> 1. Maintain natural water bodies and reservoirs to enhance water storage capacity to meet water resource use requirements 2. Sensitize communities on dangers of contaminate water. 3. Conduct regular water quality monitoring and enforce existing laws governing water bodies 4. Develop and implement integrated catchment management plan for water resource areas 5. Develop and implement wetland and forest management plan Demarcate, gazette and conserve degraded wetlands			
2: Increase forest, tree and wetland coverage and restore and protect hilly and mountainous areas and rangelands	<ol style="list-style-type: none"> 1. Strengthen conservation, restoration of forests, wetlands and water catchments and hilly and mountainous areas. 2. Improve the management of districts and private forests 3. Integrate environmental management in all disaster response interventions 4. Develop wetland management plans to support gazetted and demarcation of existing wetlands 5. Promote rural and urban plantation development and tree planting including local and indigenous species 6. Promote performance based sustainable forest management criterion 7. Encourage agroforestry as climate smart agriculture practice 8. Formulate economic and social incentives for plantation forests 9. Development a district disaster risk management plan 10. Develop checklist for integration of disaster risk reduction in plan, projects and budget 11. Undertake disaster risk screening of the DDP and generate information to inform plan implementation. 			

3: Maintain and/or restore a clean, healthy, and productive environment	<ol style="list-style-type: none">1. Mainstream environment and natural resources management in policies, programmes and budgets with clear budget lines and performance indicators.2. Improve coordination and monitoring of environment management at all levels in the District.3. Strengthen control and management of all forms of pollution and environmental disasters4. Increase investment in value addition to environment and natural resources5. Increase funding for promoting non consumptive uses of natural resources	
4; Promote inclusive climate resilient and low emissions development at all levels	<ol style="list-style-type: none">1. Promote continuous integration of climate change and disaster risk reduction in planning, budgeting and reporting2. Mainstream climate change resilience in programmes and budgets with clear budgets lines and performance indicators3. Develop a clear communication strategy on sustainable natural resource management4. Build strategic partnership with other players such as the private sector, cultural institutions, media and politicians5. Support local community based ecotourism activities for areas, which are rich in biodiversity.	
5: Strengthen land use and management	<ol style="list-style-type: none">1. Promote land consolidation, and titling.2. Acquire and safe guard land for infrastructure/capital developments3. Promote tenure security including women’s access to land4. Promote integrated land use planning	
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)
Output 1	Six (6) Rural and (2) urban tree plantation established	Identify and plan for rural and urban tree growing
Output 2	Twenty(50) rural farmers supported to establish agro forestry as a climate smart agriculture	Identifying farmers and supporting them to establish agro forestry Technical backstopping of the tree farmers
Output 3	Eight (8) special degraded areas identified and restored	Degraded areas identified and restored
Output 4	Seven(7) Waste Management sites identified and established/developed	Waste Management sites for both solid and waste identified and constructed
Output 5	Lower Local Government and District Disaster and Risk Management plans developed and implemented	Training of lower local governments in disaster management
Output 7	Eight(5) Integrated water catchment plans for water resources developed and implemented	Feasibility studies, designing mitigation measures, implementing water catchment plans, Development of comprehensive, integrated water catchments plans for water resources in the district
Output 8	Four (10) degraded wetlands demarcated, plans developed and implemented	Demarcating degraded wetlands and restoring the degraded wetlands
Output 9	Monitoring of environment management at district and lower local government levels	
Output 10	River banks and wetlands restored and raised water levels	

Output 11	Strengthened coordination for sustainable natural resource management.	
Project 1	Development of waste management site for lagoon and land fill and urban greening.	
Project 2	Integrated Water Management and development	Construction of water supply systems in small town, construction of institutional and public sanitation facilities and water Supply for Communities.
Project 3	Green Climate Project	Degraded wetlands in district restored and catchment areas adjacent to wetlands restored and rehabilitated to reduce loss of top soil, siltation of water bodies, and improve water infiltration.
Likely risks	Land tenure system, community attitude towards tree planting and wetland conservation, low capacity of the private sector to support investments, Flooding and drought, bush burning, political interference	Community mobilization and sensitization training on wetland management, encouraging private sector to invest in urban beautification
Mitigation measures	Community mobilization and sensitization, building capacity of the private sector to invest in tree planning, land use planning, enactment and implementation of byelaws and ordinances	Training of communities and strengthening capacity of private sector , enforcing land and environment laws and regulations

Table 3.8(b): Human Resource Requirements to fully implement the Water, Climate Change and Environment and Natural Resources Management Programme

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Climate Change, Natural Resource, Environment and Water Management	Restoration of environment, management of fresh water and climate change adaptation	Environmental Management specialist	1	2
		Forest Ecology Specialist	2	1
		Renewable Energy specialist	0	1
		Solid Waste Management specialist	0	1
		Water Science and Quality Specialist	0	1

Table 3.9 (a) DDPIII Strategic Objective (s): Private Sector Development

Adopted programme: Private Sector Development
Development Challenges/Issue:
<ol style="list-style-type: none"> 1. Weak private sector and none competitive to drive the local economy due to high cost of doing business, limited production and organization capability and absence of strong supporting environment 2. Dominated by micro small and medium enterprises 3. Limited opportunities for long term financing 4. Inefficiency in access to electricity, water and ICT

5. Weak government supportive environment constraints private sector development 6. Private sector is highly isolated and working in silos 7. Limited mentorship and opportunities from Private sector foundation 8. Low levels of innovation and creativity			
Program outcomes and results: Increase the competitive of the local private sector to drive local district economic growth	Key Outcome Indicators	Status 2019/20	Target 2024/255
	Number of new micro and medium enterprises established in the district	1	10
	Number of local firms contracted and sub-contracted	5	30
	Number of private investment in key growth areas	1	10
	Proportion of goods and services contracted to local firms (Amount Money)		
Adapted Programme objective :	Adapted Interventions and Outputs		
Strengthen the organizational and institutional capacity of the private sector to drive sustainable and inclusive growth	1. Corporate governance best practices adopted by MSMEs 2. Local enterprise skills developed 3. Strengthening system capacities to enable and harness benefits of coordinated private sector activities 4. Improve the management capacity of the local enterprises through massive provision of Business Development services geared towards improving firm capabilities 5. Establish public-private dialogue forums at District level to foster local economic development		
Sustainably lower the cost of doing business	1. Reducing the cost of doing business and harmonizing trade regulations 2. Create appropriate incentives and support to attract the private sector to promote LED 3. Increase access to affordable credit targeting Micro small and medium enterprises 4. Strengthen local Savings and Credit Schemes to offer long term investment facilities 5. Public Private Partnerships 6. Support formation of producer and consumer cooperatives 7. Build technical capacity of the private to access affordable and sustainable loans 8. Mobilize alternative financing sources to finance private investments		
Promote local content in public programmes	1. Product market information systems developed 2. Support and link private sector to register in one stop centre for business registration and licensing 3. Build capacity of the local construction industry to benefit from public investments in infrastructure 4. Legalize business associations in the district		
Strengthening the enabling environment and enforcement of standards	1. Improve data availability on the private sector, and improving dialogue between the private sector and government 2. Create appropriate incentives to attract the private sector to finance green growth		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	

Output 1	Data on Micro Small and Medium Enterprises collected and analyzed	Data collection, analysis and dissemination
Output 2	Mechanism for tracking savings and loan portfolios developed and implemented	Profiling of VSLAs and SACCOs, establishing monthly reporting mechanisms for tracking savings and loans
Output 3	Market information system on products developed and disseminated	Routinely collect data on markets and products, data analysis, report writing and dissemination of market information
Output 4	200 Potentials contractors trained and linked to financial services	Identifying potential contractors, designing training programmes and implementing
Projects	Mapping investment potentials and opportunities and marketing to private sector	Developing project profile for mapping potentials and opportunities
Likely risks	Attitude of the community towards business, low purchasing power, high interest rates, low population, poor social and economic infrastructure, weather conditions	Community awareness creation of potentials and opportunities for investment, linking private sector to existing opportunities within and outside the district
Mitigation measures	Mobilization and sensitization of communities, supporting Income Generating activities, strengthening local SACCOs, improve social infrastructure	Design and implement mobilization and communication strategy through intensive community engagement meetings, support and supervise Village Saving schemes and SACCOs

Table 3.9(b): Human Resource Requirements to fully implement the Private Sector Development Programme

Programme	Focus	Qualifications and Skills required	Status	Estimated Gaps
Private Sector	Promotion of Private sector to reduce cost of doing business and increasing access to affordable financing	Commercial Officer	3	6

Table 3.10(a) DDPIII Strategic Objective (s): Consolidate and increase stock of productive infrastructure

Adapted Programme: Transport infrastructure			
Development challenges/Issues			
1. Low proportion of the district network that is motor able leading into inaccessibility during rainy season 2. Lack of road equipment unit			
Programme outcomes/Results	Key Outcome Indicators	Status 2019/20	Target 2024/255
Develop safe, inclusive and sustainable road transport system	Increase the number of kms of maintained district, urban and CARs roads.	300	550
	Increase the number of constructed bridges from 2 to 6	2	6
	Proportion of urban roads tarmacked	5	20
	Proportion of District tarmacked roads	2	15
	Total number in Kms of new district roads opened	10	50
	Total number in Kms of District Roads rehabilitated	0	200

	Total number of community Access Roads in Kms upgraded into District Roads	0	150
	Total number in Kms of Community Access Roads Maintained	150	400
	Total number of road bottle necks improved	0	45
Adapted Programme objectives	Adapted Interventions and Outputs 1		
Optimize transport infrastructure investment across the district	<ol style="list-style-type: none"> 1. Rehabilitate and maintain all district, urban and Community Access roads. 2. Construct and maintain drainage structures on all roads. 3. Recruit and Train road gang workers, headmen and a road overseer 4. Construct and upgrade strategic road infrastructure in the district (Agriculture, tourism, health, education, markets and other facilities. 		
Prioritize transport asset management	<ol style="list-style-type: none"> 1. Rehabilitate District, Community and urban roads 2. Adopt coefficient technologies to reduce maintenance backlog 		
Promote integrated land use and transport planning	<ol style="list-style-type: none"> 1. Develop and strengthen transport planning capacity 		
Reduce the cost of transport infrastructure	<ol style="list-style-type: none"> 1. Implement cost efficient technologies for provision of transport infrastructure and services 2. Strengthen local construction, capacity(construction companies, access to finance human resource) 		
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)	
Output 1	250 Kms of Community access roads to District feeder roads	Annual District Road condition survey conducted report prepared, priority community roads, district feeder roads identified,designed and implemented	
Output 2	300 Kms of district feeder roads rehabilitated through mechanization		
Output 3	200 district roads routinely maintained		
Output 4	10 Kms of urban roads tarmacked	Roads identified, designed and bills of quantities prepared, bidding documents prepared and contracts awarded	
Output 5	20 Kms of urban road tarmacked using low cost shieling of urban road	Roads identified, designed and bills of quantities prepared, bidding documents prepared and contracts awarded	
Output 6	100 Kms of community access roads bottleneck improvement	Annual District Road condition survey conducted report prepared, priority community roads, district feeder roads identified, designed and implemented	
Output 7	District road equipment maintained.	Road equipment spares procured and fixed	
Output 8	One private company for road works promoted and supported	Identify staff for training	
Output 9	District road unit staff trained and equipped with knowledge and skills	District Road staff routinely trained and equipped	
Project 1	Road construction, rehabilitation and maintenance	Designing road construction, rehabilitation and maintenance projects, implementing projects	
Likely risks	Displacement, encroachment on the road reserves, road accidents, limitation in funding, community attitude of giving land land for development, vandalism	Community awareness creation, identifying funds for road construction programmes	
Mitigation measures	Community mobilization and sensitization, land use planning, lobbying for more funding from central government and donors and appropriate road design	Functionalizing District and Sub-county Road Committees	

Table 3.10(b): Human Resource Requirements to fully implement the Transport and Interconnectivity Development Programme

Programme	Focus	Qualifications and Skills required	Status	Estimated Gaps
Transport Interconnectivity	Rural and Urban Road development and maintenance	Civil Engineers	6	3
		Mechanical Engineer	1	2
		Superintendents of works / formen	2	
		Electrical Engineer	0	1
		Plant Operators	2	4
		Transport Planning Specialist	0	1

Table 3.11 (a): DDPIII Strategic Objective (s): Increase productivity and wellbeing of the population

Programme: Sustainable urbanization and Housing				
Development challenges The current urban development is unsustainable due to; inadequacies in physical planning and plan implementation resulting into; unplanned settlement, a deficiency in quantity and or quality of social services, public infrastructure and housing and jobless urban growth				
Programme outcomes	To attain inclusive productive and livable urban areas for socio economic development	Key Outcome Indicators	Status 2019/20	Target 2024/255
		Proportion of households having decent housing units	40	60
		Improve efficiency of solid waste collection	2	7
		Proportion of urban population having access to gainful or formal and decent employment	15	40
		Number of urban areas greened and protected (Acres)	5	15
		Increase the proportion of surveyed land	10%	30
Adapted Programme objectives	Adapted Interventions and Outputs			
Enhance economic opportunities in urban areas	1. Support establishment of labour intensive industries, services and projects for employment creation 2. To promote learning in accredited institutions that offer certified skilling, entrepreneurship and incubation development 3. Promote land consolidation, titling and banking 4. Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generations			
Promote urban housing market	1. Develop, promote and enforce building standards 2. Address infrastructure in slums and undertake slum upgrading 3. Design and build inclusive housing units for government workers especially (teachers, health workers and extension staff and or low income earners) 4. Promote sustainable housing materials and implement a low costing housing programme			

Promote green and inclusive urban areas	<ol style="list-style-type: none"> 1. Conserve and restore urban natural resource assets 2. Undertake waste to resource projects which promote a circular economy 3. Develop, green buildings and building standard and promote energy efficient housing 4. Increase urban resilience by mitigating against accidents and floods 5. Develop and protect green belts 6. Establish and develop public open spaces 	
Strengthen urban policies, governance, planning and finance	<ol style="list-style-type: none"> 1. Implement participatory and all-inclusive planning and implementation mechanism to enforce the implementation of land use regulatory and compliance framework 	
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)
Output 1	10 labour intensive industries promoted and supported	Design and implement labour intensive programmes and support existing labour intensive interventions and initiatives under agro-industrialization, DDEG and other programmes
Output 2	20 primary schools, 8 secondary schools, 10 Health facilities and 13 LLGs land consolidated, surveyed and titled	Engage Area Land committees, Documentation of land application, engage District Land Board, identify Surveyor to survey and title land, fencing of the institutions
Output 3	3 green belts identified, developed and protected and 6 open spaces identified and maintained	Identification of the land, designing, supplying trees for growing, maintaining the planted areas and protecting
Output 4	7 Physical planning committees formed, trained and functionalized	Formation and training of the committees, monitoring and supervising the committees
Project 1	Urban greening , beautification , Land consolidation, surveying and titling	Develop project profile, lobbying for funding, implementation of planned interventions
Likely risks	Land conflicts, community attitude, limited funding, weak private sector	Identify risks associated with non-genuine products, sensitization of communities of non-genuine products
Mitigation measures	Community mobilization and sensitization, provision of subsidy, lobbying for funding	Design community mobilization strategies and implement

Table 3.11(b): Human Resource Requirements to fully implement the Sustainable urbanization and Housing Programme

Programmed	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Sustainable Urbanization and Housing	Attaining inclusive, productive and liveable urban areas for socio-economic development with a bias on Urban	Environmental Engineers	0	2
		Urban Planning Specialist	1	3
		Building Architects	0	1
		Land Magement specialist	1	2

	Development Physical Planning	Electrical Engineering Technicians	0	2
		Environmental and occupational Health and Hygiene Professionals	17	0
		Plumbers and Pipe fitters	0	5

Table 3.12 (a): DDPIII Strategic Objective (s): Increase productivity and wellbeing of the population

Programmed: Human Capital Development				
Development challenges Human capital is characterized by low labour productivity, this is mainly attributed to; weak foundation for human capital, lack of appropriate knowledge, skills and attitude, poor population health and safety, poor population management, limited social protection and lack of institutionalize and integrated human resource planning and development				
Programme outcomes	Increased productivity of the population, for increased competitiveness, and better quality of life for all	Key Outcome Indicators	Status 2019/2020	Target 2024/2025
		Net enrolment	50,409	
		Proficiency and numeracy rate	60%	
		Completion rate at primary	35	70
		Pupil classroom ratio	80:1	55:1
		Pupil to teacher Ratio	39:1	35:1
		Pupil Text book ratio	3:1	1:1
		Prevention of mother to child transmission of HIV (PMTCT)	99.6	100
		Percentage of Children fully immunized	78.9	92
		Immunisation (BCG)	100	100
		Immunisation (Polio)	89%	100%
		Measles	85.5%	100%
		Percentage Safe Water coverage	93	100
		Access to rural supply	93	96
		Increase to water functionality	86	91
		% of population with LLINS	95	100
		Access to basic sanitation	60	80
Adapted Programme objectives	Adapted Interventions and Outputs			
To improve the foundation for human capital development	1. Promote school feeding programmes 2. Equip and support all lagging primary, secondary schools and higher education institutions to meet Basic Requirements and Minimum Standards (BRMS) 3. Increase access to immunization against childhood diseases 4. Improve adolescent and youth health eg youth-friendly health services 5. Support and implement Strategies against Child Marriage and Teenage Pregnancy			

	<ol style="list-style-type: none"> Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour Implement a need based approach to establish a preprimary school class in public schools Improve child and maternal nutrition Improve immunization coverage in the district
To Promote Sports, recreation, and physical education	<ol style="list-style-type: none"> Establish district sports-focused schools/sports academies to support early talent identification and development, and the training of requisite human resources for the sports sub-sector. Protect existing sports facilities and maintain existing recreation and sports infrastructure at local government and schools in line with the minimum national standards (i.e. football for both girls and boys, netball, athletics, Basket, and Table Tennis) Leverage public private partnerships for funding of sports and recreation programmes
To produce appropriately knowledgeable, skilled and ethical labour force (with strong emphasis on science and technology, TVET and Sports	<ol style="list-style-type: none"> Support the TVET institutions that have the minimum requisite standards to acquire International accreditation Status Support and implement the National Strategy for Girls Education, by among others strengthening affirmative action for enrolment of girls and PWDs in BTvet Support provision of the required physical infrastructure, instruction materials and human resources for Higher Education Institutions including Special Needs Education
To provide support supervision of administration, teaching and learning.	<ol style="list-style-type: none"> Monitor and inspect all primary, secondary schools and higher education institutions to meet Basic Requirements and Minimum Standards (BRMS)
To improve population health, safety and management	<ol style="list-style-type: none"> Reduce transmission and the burden of communicable diseases with focus on high burden diseases (Malaria, HIV/AIDS, TB, Neglected Tropical Diseases, Hepatitis, & COVID 19), epidemic prone diseases and malnutrition across all age groups emphasizing Primary Health Care Approach Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative and palliative health care services. Improve maternal, adolescent and child health services at all levels of care Increase access to inclusive safe water, sanitation and hygiene (WASH) with emphasis on increasing coverage of improved toilet facilities and handwashing practices Increase access to Sexual Reproductive Health (SRH) and Rights with special focus on family planning services and harmonized information Improve nutrition and food safety Improve occupational health and safety to reduce accidents and injuries Strengthen the stewardship of health facility management

	9. Improve reliable supply of essential health commodities 10. Improve the functionality (staffing and equipment's of health facilities at all levels) 11. Strengthen the emergency and referral systems 12. Establish and operationalized mechanisms for effective collaborations and partnership for health at all levels.	
Reduce vulnerability and gender in equality along the life cycle	1. Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities 2. Strengthen livelihood support, IGAs, labor-intensive public works, and labour market programmes to promote household income 3. Promote Women's economic empowerment, leadership and participation in decision making through investment in entrepreneurship programmes (Emyoga Skills, UWEP, YLP, & Youth venture capital fund) 4. Scale up Gender Based Violence (GBV) prevention and response interventions at all levels 5. Support Gender equality and Equity Responsive Budgeting in all Sectors and Local Governments.	
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)
Output 1	22 primary schools establish ECD	Community mobilization and sensitization on ECD, supporting local community leaders to establish ECDs
Output 2	168 primary schools identified to offer school feeding program	Identify , mobilize parents to support feeding programme
Output 3	20 primary schools lagging behind supported to meet basic minimum requirements equipped and supported	Identify ,select and support schools lagging behind in basic minimum requirements
Output 4	200 teachers equipped with literacy and numeracy	Identify , train and equip teachers with necessary knowledge and skills, provide technical backstopping
Output 5	All children under five routinely immunized (Outputs to be aligned as above)	Design and implement routine immunization outreaches, 75 community level outreaches established and functionalize
Output 7	5 health center IIs upgraded to HC IIIs	Design, construct and equip the health facilities
Output 8	District general hospital constructed and equipped	Lobbying and advocating for funding to construct district hospital, provide additional funding from own resources, engage central government and other development partners
Output 9	20 health facilities equipped with occupational health and safety to reduce accidents	Procure and supply the health facilities with occupational health and safety equipment's
Output 10	6 piped water schemes designed constructed and functionalize	Design and implement the water schemes

Output 11	20 Intensive labour based public works designed and implemented	Identify labour intensive public works interventions, mobilize communities to participate and support private sector in establishment of labour intensive interventions
Output 12	300 youths, 100 elderly, 400 women and 200 person with disabilities supported to various government programme	Mobilize the communities to participate and benefit from various government and other partner programmes
Project 1	Strengthening and improving school learning environment	Develop project profiles, identify funding, implement, monitor and evaluate progress
Project 2	Strengthening and improving district health systems	Develop project profiles, identify funding, implement, monitor and evaluate progress
Project 3	Improving water supply, sanitation and hygiene	Develop project profiles, identify funding, implement, monitor and evaluate progress
Project 4	Expanding the social protection sector	Develop project profiles, identify funding, implement, monitor and evaluate progress
Likely risks	Community attitude towards health and education jeopardize the programs, low staffing levels, hydrological conditions hampers drilling of production well, prevalence of communicable diseases and food insecurity, disaster leading to disease outbreak	Community mobilization and sensitization, recruit additional staff and remunerate, use of alternative technologies, provide health education, engage communities to increase production and ensure food security
Mitigation measures	Community mobilization and sensitization for inclusive planning of sustainable planning, recruit additional staff in health, community, education and lower local government, use of alternative technology for safe water	Design and implement community mobilization approaches that result into mindset change, organize community meetings for constructive engagements

Table 3.12 (b): Human Resource Requirements to fully implement the Human Capital Development Programme

Programme	Focus	Qualifications and Skills required	Status	Estimated Gaps
Human Capital Development	Enhancing quality of human resource	General Surgeons	0	7
		Haematologist	0	1
		Physician	0	1
		Geriatrics	0	1
		Human Resource Managers	0	4
		Obestetricians and Gynaecologists	0	2
		Occupational health and safety specialist	0	1

		Nutritionist	0	1
		Paediatrician	0	1
		Primary School Teachers		
		Radiologist	0	2
		Onchologist	0	1
		Welfare and probation officer	2	2
		Secondary Education Teachers	153	0
		Special Needs Teachers	0	12
		Vocational Education Teachers		
		Counsellors Specialists	0	2
		Water Engineers	1	2

Table 3.13 (a): DDPIII Strategic Objective (s): Increase productivity and wellbeing of the population

the population

Programme: Community Mobilization and Mindset Change				
Development challenges Lack of national value system has led to; a weak sense of responsibility and ownership of development programs among the citizens. This is attributed to; the dependence syndrome, a high selfish tendencies, shortsightedness, laziness, negative traditional and cultural beliefs and practices, drug and substance abuse, poor health seeking behaviors, low sense of ownership of facilities and low demand for services, a weak sense of nationalism/patriotism and a weak community development function				
Programme outcomes	To empower individuals, families, communities and citizens to embrace national values and actively participate in sustainable development	Key Outcome Indicators	Status 2019/20	Target 2024/25
		Increased the proportion of families, citizens and communities informed about national and community programs	50	90
		Reduction in prevalence of negative social norms and cultural practices that perpetuate gender inequality	60	20
		Proportion of households accessing public services	70	95
		Number of Government Programmes supported, owned and sustained by community	5	10
Adapted Programme objectives	Adapted Interventions and Outputs			
Enhance effective mobilization of families, communities and citizens for development	<ol style="list-style-type: none">1. Conduct awareness campaigns and enforce laws enacted against negative and or harmful religious, traditional/cultural practices and believes2. Design and implement a program aimed at promoting household engagement in culture and creative industries for income generations3. Implement a national civic education program aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens			

Strengthen institutional capacity of local government and non-state actors for effective mobilization of communities	1. Equip and operationalized community mobilization and empowerment institutions and structures for effective citizen mobilization and dissemination of information to guide and shape the mindsets/attitudes of the population 2. Establish and operationalized community development management information system at parish and sub county levels	
Promote and inculcate the National Vision and value system	1.	
Reduce negative cultural practices and attitudes	1.	
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)
Output 1	5 community mobilization empowerment coordination framewok developed and functionalized	Consultation of stakeholders, design framework, implement, monitor and evaluate progress
Output 2	120 community empowerment activities and awareness campaigns promoting household engagement in culture and creative activities designed and implemented	Identify, design , implement appropriate community empowerment activities and awareness campaigns
Output 3	cultural institutions skilled and equipped for effective citizen mobilization to shape community mindset	Identify and select the cultural institutions for capacity building. Design, implement and monitor progress of capacity building programme
Output 4	Establish and operationalize community development management information systems at parish and sub county.	Design and implement Community Based Management Information System
Output 5	4 community resource centres constructed and operationalized	Design and construct community Resource Centers
Project 1	Community mobilization and empowerment project	Develop project profile, identify funding for project, implement and monitor progress of implementation
Likely risks	High poverty among the population, negative attitudes towards hard work, weak sense of responsibility, low funding, dependence syndrome, duplication of mobilization functions	Design poverty alleviation programmes, empower communities for sustainable development
Mitigation measures	Develop proposals for funding, Community mobilization and sensitization for positive mind change to drive community development	Design and implement community mobilization and awareness programmes

Table 3.13(b): Human Resource Requirements to fully implement the Community Mobilization and Mindset Change Programme

18.3Community Mobilization and Mindset Change	Focus Enhancing Community Mobilization and Mindset Change	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
		Community Development Workers	13	

Table 3.14(a): DDPIII Strategic Objective (s): Strengthen the role of State in development

Programme: Governance and Security
Development challenges

Weak adherence to the rule of law and existence of internal and external security threats threatening governance and security. This is due to; high crime rate, weak societal security structure, limited access to and affordability of justice, weak policy legal and regulatory framework for effective governance and corruption				
Programme outcomes	To improve adherence to the rule of law and capacity to contain prevailing and emerging security threats	Key Outcome Indicators	Status 2019/20	Target 2024/2025
		Increasing percentage of youth engaged in district service f	40	65
		Reduce corruption cases reported in the district	10	5
		Proportion of population having corruption perception on District Local Government	90	40
		Number of timely reports submitted to line ministries	4	20
		Un qualified opinion of the Auditor General	1	5
		Percentage Score in the National Assessment	76	90
Adapted Programme objectives	Adapted Interventions and Outputs			
Strengthen the capacity of security agencies to address emerging security threats	<ol style="list-style-type: none"> 1. Strengthen identification and registration of persons' services; 2. Strengthen conflict early warning and response mechanisms 			
Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security	<ol style="list-style-type: none"> 1. Review and enact appropriate legislation 2. Improve the legislative process in Parliament and Local Governments to ensure enhanced scrutiny and quality of legislation 			
Strengthen transparency and accountability and anti-corruption systems	<ol style="list-style-type: none"> 1. Enhance the public demand for accountability 2. Strengthen the oversight role of Local Government Public Accounts Committee 3. Strengthen the prevention, detection and elimination of corruption 4. Strengthen and enforce compliance to accountability rules and regulations 5. Mainstream anti-corruption initiatives in all district plans, projects and programs 			
Strengthen citizen participation and engagement in democratic processes	<ol style="list-style-type: none"> 1. Strengthen the representative role of , Local Government councilors and the public 2. Increase participation of the population including the vulnerable persons in civic activities 			
Programme Outputs	Outputs and Targets		Actions (Strategic Activities)	
Output 1	20 community Barraza's organized at parish level, 260 radio talk shows conducted on local FMs to disseminate budgets, development plan and feedback and progress on implementation of programmes.		Design and implement community engagement meetings, monitor and evaluate engagements, provide for feedback mechanisms on implementation of programmes.	
Output 2	13 public noticeboards and suggestion boxes established to display information on budget, work plans, contracts and implementation status		Procure and install public noticeboards and put to use, appoint focal point person to manage notice boards and suggestion boxes. Regularly provide feedbacks to communities	

Output 3	5 bye-laws and ordinances for effective governance and security Reviewed and developed (Study tour by District council)	Enacted appropriate bye laws for effective government
Output 4	LC court system from village level up to sub-county level Support and operationalized.	Traditional local justice system improved.
Output 5	I Service delivery standards and 1 client charter developed and implemented (DLB & DCC Services Offered to clients.)	Formulate and pass Service delivery standards /client charter and implemented
Output 6	37 District Councilors trained on oversight and representation role, special group leaders trained on roles and responsibilities	Designing training curriculum, implement training, monitor and evaluate trainings
Project 1	Strengthening Governance and Accountability	Develop project profile, allocate funds for the project, lobby and advocate for funds, implement , monitor and evaluate the project
Likely risks	Bureaucracy, uncontrolled population growth rate, knowledge gap among leaders, post-election violence	Community mobilization and sensitization on demographic dividend, mindset change, community engagement on government policies and laws
Mitigation measures	Strengthening governance and accountability, mobilization and sensitization	Enforcement of existing legislations, empowerment of communities to participate in governance

Table 3.14 (b): Human Resource Requirements to fully implement the Governance and Security

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Public sector transformation	Improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.	Administrative Officers	116	24
		Personal Assistants & Typists	36	16
		Law Enforcement specialist	11	18
		Investigator Specialist	12	18
		Logistics officers/drivers	16	12
		Family Law specialist	0	5
		Criminal law specialist	8	12
		Immigration Specialist	0	3
		Information technology specialist	01	4
		Police Inspector and Detectives	98	34
		Civil Rights Law specialist	4	8
		Communication specialist	1	4
		Prisons Wards/Wardless	98	112
		Support team	67	77

Table 3.15(a): DDPIII Strategic Objective (s): Strengthen the role of State in development

Programme: Public sector transformation
Development challenges
Weak accountability systems for results across the district , weak transparency to eliminate corruption in the delivery of services, weak Government structures and institutions for efficient and effective service delivery; weak human resource management function for improved service delivery; and lack of decentralization and citizen participation in local development;

Programme outcomes	To improve public sector response to the needs of the citizens and the private sector”	Key Outcome Indicators	Status 2019/20	Target 2024/2025
		Level of client satisfaction with the client feedback mechanism	60%	80%
		% of individuals achieving their performance target	70%	90%
		% of Public Officers receiving salary according to the approved pay plan	85%	100%
		Level of beneficiaries satisfaction with services provided	60%	85%
		Level of compliance with SDS in the district	65%	85%
		% of staff accessing payroll within 30 days after assumption of duty	75%	95%
		%age of Public officers whose qualification and competences are aligned to their jobs	85%	100%
		% of critical positions filled	80%	90%
		level of compliance to recruitment guidelines by district service commissions	85%	100%
		Proportion staff supported for capacity building	40%	80%
Adapted Programme objectives	Adapted Interventions and Outputs			
Strengthen accountability for results across departments	Develop and enforce service delivery standards and client charter. Enforce compliance to rules and regulations Strengthen prevention, detection and elimination of corruption			
Strengthen Human resource Mgt function of Government for improved service delivery	Strengthen on job training for both short term and long term courses for skills enhancement Formulate and pass bye laws and ordinances to support public service delivery			
Deepen decentralization and citizen participation in local development	Increase participation of Non-State Actors in Planning and Budgeting Operationalize the parish model			
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)		
Output 1	One (1) Client Charter developed and implemented.	Provide technical support to HoDs and LLGs to develop client charters& SDS, Monitor and evaluate implementation. Review and strengthen the client chatter, SDS feedback mechanism to enhance the public demand for accountability.		
Output 2	20 Barraza program implementation scaled up	Provide & support sub counties and Town councils to be covered by the Barraza model to enhance the		

		public demand for accountability & undertake follow up of implementation of emerging issues
Output 3	Service Delivery Standards developed and enforced	Develop customized service delivery standards, disseminate the standards to schools and institutions , Monitor implementation of service delivery standards & review and strengthen the, SDS feedback mechanism to enhance the public demand for accountability
Output 4	.Capacity of staff built in records and Information Management	Build capacity of RIM staff to enforce compliance to RIM standards, Develop E-records Management systems, Disaster Management information system Access records strengthened and Use of Archives. .
Output 5	District performance assessment coordinated	Coordinate the district performance assessment Including LLGs
Output 6	Service delivery standards and 1 client charter developed and implemented (DLB & DCC Services Offered to clients.)	Formulate and pass Service delivery standards /client charter and implemented
	Performance agreements/ appraisals administered and enforce from Scale U8 - level upwards	Administer and enforce Performance agreements/ appraisals across district service from Scale U8-level upwards
Output 7	Guidance provided on recruitments and selection procedures	Conduct trainings and support supervision for DSC members.
Output 8	37 District Councilors trained on oversight and representation role, special group leaders trained on roles and responsibilities	Designing training curriculum, implement training, monitor and evaluate trainings
Output 9	Capacity of Human resource built in performance management & Planning	Conduct refresher trainings in performance management, & Planning
Project 1	Strengthen public sector response to the needs of the citizens.	Develop Capacity for Human resource project profile, allocate funds for the project, lobby and advocate for funds, implement , monitor and evaluate the project
Likely risks	Bureaucracy, uncontrolled population growth rate, knowledge gap among leaders, post-election violence	Community mobilization and sensitization on demographic dividend, mindset change, community engagement on government policies and laws
Mitigation measures	Strengthening governance and accountability, mobilization and sensitization	Enforcement of existing legislations, strengthen Human resource function empowerment of communities to participate in service delivery projects

Table 3.15 (b): Human Resource Requirements to fully implement the Governance and Security

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Governance and Security	Improve public sector response to the needs of the	Administrative Officers	116	24
		Records & Achieves Specialist	33	36
		Personal Assistants& Typists	36	16
		Logistics officers/drivers	16	12

	citizens and the private sector”	Information technology specialist	01	4
		Communication specialist	1	4
		Support team	67	77

Table 3.16(a): NDPIII Strategic Objective (s): Strengthen the role of State in Development

Programme: Regional Development Programme				
Development challenges There is imbalance in development of the district potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector				
Programme outcomes	To accelerate equitable, balanced economic growth and development in the district	Key Outcome Indicators	Status 2019/20	Target 2024/2025
		Proportion of budget allocated to Lower Local Governments lagging behind	10	30
		Number of investments targeting the lower Local Governments lagging behind	2	10
Adapted Programme objectives	Adapted Interventions and Outputs			
Stimulate the growth potential for the Sub counties through area based agri-business LED initiatives	<ol style="list-style-type: none"> 1. Organize farmers into cooperatives at district level 2. Strengthen agriculture extension services through increased supervision and implementation of the Parish Model 3. Develop and implement targeted agri-LED intervention for refugees and host communities 4. Construct small irrigation schemes and value dams to ensure production all year round 			
Close Sub County infrastructure gaps for exploitation of local economic potentials	Develop Community Access and motorable feeder roads for market access			
Strengthen the performance measurement and management framework for local leadership and public sector management	Introduce community scorecards for local government performance			
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)		
Output 1	5 farmer cooperative mobilized and registered and 6 agri-LED interventions for refugees and host communities designed and implemented	Identify, mobilize , sensitize and support farmers for cooperative formation, identify and implement agri-LED interventions for refugees and host communities		
Output 2	20 small scale irrigation schemes designed and implemented	Develop, design and implement small-scale irrigation schemes. Monitor and evaluate irrigation scheme activities. Offer technical support to farmers		
Project 1	Strengthen farmer institutions for Agro processing and value addition	Develop project profile, lobby and advocate for funding ,implement, monitor and evaluate performance of the project		
Likely risk	High community demand, climate change, issues of land ownership and land tenure system, community attitude towards development	Design and implement climate smart agriculture, mobilization communities to adapt appropriate farming practices, ensure that communities change current land tenure systems that is prohibitive to agronomic practices		

Mitigation measures	Community mobilization and sensitization on change of land tenure to facilitate commercial farming.	Design and implement community mobilization strategies that are effective and efficient
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Table 3.16 (b): Human Resource Requirements to fully implement the Regional Development Programme

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Governance and Security	Improve public sector response to the needs of the citizens and the private sector”	Commercial Officer	3	4
		Agricultural Economist	0	1
		Environment and Natural resource Management specialists	0	7
		Agro-LED business Specialist	0	3
		M+E specialist	0	2

Table 3.17(a): DDPIII Strategic Objective (s): Strengthen the role of State in Development

Programme: Development Plan Implementation				
Development challenges Slow implementation of the plans remains a major development challenge. This is caused by; weak implementation of planning and budgeting, weak M&E systems, limited financing, weak coordination and weak systems for statistical development.				
Programme outcomes	To increase efficiency and effectiveness in implementation of the LGDP	Key Outcome Indicators	Status 2019/20	Target 2024/25
		Proportion of district development plan on target	60	80
		Proportion of Local Revenue to the Total District Budget	1.2	2.5
		Percentage of the Total Revenue collected	75	90
		Proportion of investments in the annual work plan and budget aligned to the District Development Plan	65	100
		Proportion of Development Partners aligning their interventions to District Development Plan		60
Adapted Programme objectives	Adapted Interventions			
Strengthen capacity for development planning				
Strengthen capacity for development planning	<ol style="list-style-type: none"> 1. Integrate cross cutting issues in local government plans and programme interventions 2. Strengthen the planning and development function at the Parish level to bring delivery of services closer to the people 3. Strengthen human resource planning to inform skills projections and delivery of human resource capacity to support improved service delivery. 4. Strengthen the capacity of the Parish Development Committees and support project management committees in the implementation process 			

	5. Review and reform the local government system to emphasis parish/Sub County Planning model	
Strengthen budgeting and resource mobilization	<ol style="list-style-type: none"> 1. Expand financing beyond the traditional sources 2. Alignment of budgets to development plans at district level and Lower local government levels. 3. Develop a comprehensive asset management policy 4. Strengthen the alignment of the departmental plans, lower local government plans and none state actors into district development plans 5. Operationalized the system for tracking off budget financing. 	
Strengthen the capacity for implementation to ensure a focus on results	<ol style="list-style-type: none"> 1. Review and re-orient the institutional architecture for Community Development (from the parish to the district l level) to focus on mindset change and poverty eradication 2. Increase financing for LG investment plans 3. Empower the Parish Chiefs and Sub County Chiefs to oversee and supervise all technical works in jurisdictions 	
Strengthen coordination, monitoring and reporting frameworks and systems	<ol style="list-style-type: none"> 1. strengthen expenditure tracking, inspection , accountability, transparency and ownership 2. Develop an effective communication strategy for the district development plan 3. Develop integrated M&E framework and system for district Development 4. Strengthen expenditure tracking, inspection and accountability on green growth 	
Strengthen the capacity of the statistical system to generate data for development planning & decision	5. Strengthen completion and use of disaggregated district level statistics for planning and decision making	
Programme Outputs	Outputs and Targets	Actions (Strategic Activities)
Output 1	Capacity building done in development planning, particularly for Lower local governments and parishes	Identify, design and address capacity needs and efficient mechanisms and strategies for collecting new alternative revenue sources
Output 2	Alignment of the departmental plans, lower local government plans and none state actors into district development plans	Strengthen Alignment of the departmental plans, lower local government plans and none state actors into district development plans
Output 3	Aligned plans to Vision 2040 and the global agenda i.e. SDGs, Agenda 2063, APRM, EAC	Formulation Plans and budget that are well aligned the national vision and global agenda i.e. SDGs, Agenda 2063, APRM, EAC.
Output 4	District Development Plan IV formulated	Having in place five development plan and aligned to NDP IV
Output 5	cross cutting issues Integrated in local government plans and programme interventions	Identify and map cross cutting issues, integrate them in all district programme intervention.
Output 6	Resource mobilization, revenue enhancement developed and expenditure monitored and tracked.	Establish mechanism for resource mobilization, expenditure and budget performance tracking
Output 8	Alternative financing mechanization identified and operationalized	Identify, design and implement cost effective and efficient mechanisms and strategies for collecting new alternative revenue sources
Output 9	83 parish development committees revitalized and trained	Design and implement Parish Model development strategy
Output 10	Quarterly and annual monitoring interventions conducted and report produced and Mid-term and end of term evaluations conducted and reports shared	Effective communication strategy developed and operationalized

Project 1	Revenue mobilization and management and Expenditure monitoring and tracking	Design and develop project profile, identify sources of revenue for implementation of the project, monitor and evaluate progress on regular basis, Enhancement of skills for staff and leaders in planning.
Project 2	Development Plan and Statistics	Align and synchronize national survey and census programmes to DDPIII/ NDPIII, Africa Agenda 2063, SDGs and other development framework data requirements develop necessary statistical infrastructure including Information and Communication Technology and Human Resources
Likely risks	Limitation in funding to finance identified needs, limited data and staff capacity	Identify funds, lobby and advocate for funds from partners and central government, build capacity of stakeholders
Mitigation measures	Lobbying and advocacy for additional funding, training of staff to build staff capacity	Design lobbying and advocacy messages, implement strategies for building staff capacity, Monitor and evaluate progress of interventions

Table 3.17 (b): Human Resource Requirements to fully implement the Development Plan Implementation

Programme	Focus	Qualifications and Skills required	Status (Existing qualifications and skills)	Estimated Gaps
Development Plan Implementation	Increased efficiency and effectiveness in the implementation of the District Development Plan	Development Planners	3	4
		Accountant Specialist	6	4
		Expenditure tracking Specialist	4	6
		M+E specialist	0	2

3.7 Showing Summary of sectoral programmes/ projects

Project Name	Likely Risks	Mitigation Measures
Programme Description: Agro- Industrialization		
Sub-Programme : Agricultural Production		
Project 1: Small Scale irrigation	Climate change, land tenure system	Adaption of Climate Smart Agriculture, Community mobilization and sensitization, Land use planning
Project 2: Seed / Breed Improvement	Community attitude, high of acquisition, diseases, climatic conditions	Community mobilization for mindset change, lobbying and advocating for low interest rate financing, Pest and disease control through extension services, water for production schemes
Project 3: Fish farming and handling	Land conflict, community attitude, theft or forgery, grabbing, pests and diseases, climatic conditions, high cost of acquisition and maintenance	Community mobilization and sensitization, Systematic Land Acquisition and Consolidation, land use planning, pest and disease control, adoption of recommended fish farming practices, fencing and guarding fish farming premises

Project Name	Likely Risks	Mitigation Measures
Project 4: Produce handling and Storage facility construction	Community attitude, low production and seasonality of produce, pest and diseases, climatic conditions, land conflicts and land tenure systems	Community mobilization and sensitization, water for production construction schemes, pest and disease control mechanisms, Systematic Land Acquisition and Consolidation,
Project 5: Agricultural mechanization	High cost of acquisition and operationalization, community attitude, land scape in certain sub-counties is hinderance,	Public Private Partnerships, community mobilization and sensitization, use of appropriate technologies,
Sub Programme: Industrialization		
Project 1: Tea processing	Seasonality of produce, low production, pests and diseases, community attitude, land tenure system, cost of acquisition of machines, market fluctuation	Adoption of climate smart agriculture, construction of irrigation schemes, community mobilization,
Project 1: Winnie Processing		
Project 2: Horney processing		
Project 3: Cereal processing and packaging		
Project 4: Milk production and processing	Pests and diseases, cost of machine acquisition and maintenance, low purchasing power, limited knowledgeable and skilled personnel	Pest and disease control mechanisms established, lobbying and advocating for low cost financing, Public Private Partnerships, community mobilization for increased house hold income and skilling
Project 5: skilling and equipping young people for agro-industrialization	Community attitude towards vocational skills is poor, high cost of establishing vocational institutions,	Community mobilization and sensitization, public private partnerships, lobbying and advocating for low cost financing
Programme Description: Petroleum Development		
Sub-Programme: Petroleum Development		
Project: Capacity building of local SMEs and design communication strategy	Limitation in funding, low education level, poor community attitudes, land ownership and tenure systems, poor social and economic infrastructure to support oil and gas industry	Lobbying and advocate for more funding to improve local content, road networks leading to oil field, community mobilization and sensitization
Programme Description: Tourism Development		
Sub-Programme: Tourism Development		
Project 1 : Tourism Infrastructure construction	High cost involved in construction, low uptake of tourism products and services, weak private sector capacity, low community awareness	Lobby and advocate for low cost financing, public private partnerships, community mobilization and sensitization, promote update of tourism products and services
Project 2 : Community Tourism promotion		
Project 3 : Tourism Information Management System strengthening		
Programme Description: Climate Change, Environment and Natural Resources Management		
Sub Programme :Climate Change		
Project 1: Developing comprehensive and integrated water catchment plans	Wetland encroachment and degradation, water pollution, flooding and drought, low capacity of private sector, political interference,	Develop community led and own integrated water catchment management plan, enhance capacity of private sector to finance investment in wetland conservation, map, demarcate and protect degraded wetlands
Sub Programme: Environment and Natural Resources		
Project 1: Waste management sites development	Land tenure system, environmental pollution, high cost of waste management, low private sector capacity, land encroachment, Community attitude towards tree growing is poor, Technical and	Community mobilization and sensitization, land use planning, enhance capacity of private sector, hiring technical competent staff at district and sub-county levels
Project 2: Urban and rural growth centre greening		
Project 3: Capacity enhancement of disaster and risk Management Committees		

Project Name	Likely Risks	Mitigation Measures
Project 4: Afforestation or Tree Growing	managerial skills to support tree growing is weak	
Project 5: Integrated Water Management and development		
Project 6: Green Climate Project		
Programme Description: Private Sector Development		
Sub Programme: Private Sector Development		
Project 1: Mapping investment potentials and opportunities	Community attitudes towards business, low private sector capacity, low purchasing power, high interest rates poor social and economic infrastructure as well as climatic conditions	Community mobilization and sensitization, initiate and support income generating activities, strengthening local SACCOs, improving social and economic infrastructure
Project 2: Producer and Consumer Cooperatives mobilization and strengthening		
Project 3: Capacity Building of the private sector		
Programme Description: Transport Interconnectivity		
Sub Programme: Road Transport infrastructure		
Project 1: District road rehabilitation and maintenance	Displacement of population, encroachment on road reserves, road accidents, limitation in funding, community attitude, vandalism of properties, pollution and environmental degradation, labour disputes as well as sexual gender based violence, HIV/AIDS	Land use planning, community mobilization and sensitization, design and implement environmental mitigation measures, road signs, HIV/AIDS counseling and testing, work place based inspections and settlement of labour disputes
Project 2: Community Access road bottleneck improvement and upgrading		
Project 3: Urban road tarmacking		
Project 4: District road equipment maintained.		
Programme Description: Sustainable Urbanization and housing		
Sub Programme: Sustainable urbanization		
Project1: Urban greening and beautification	Environmental pollution and degradation, encroachment, lawlessness, land conflicts and disputes, community attitude, displacement Land ownership and tenure systems, un-organized settlement patterns	Land use planning, community mobilization and sensitization, advocate for change on land tenure systems, enforcement of environmental laws
Project 2: Land consolidation surveying ,titling and banking		
Sub Programme: Housing		
Project 1: Low cost descent housing designs and development	High level of poverty, high cost of industrial and building materials, community attitudes, low levels of education, land ownership and tenure systems, displacement, high transport cost and weak enforcement of housing standards	Supporting IGAs, community mobilization and sensitization, enforcement of housing standards, lobbying and advocate for affordable transport and building materials, initiate and support construction of low housing units for low income earners
Programme: Human capital development and social protection		
Sub programme: Human capital development		
Project 1: Strengthening teaching and learning environment	Community attitude towards education, low levels of literacy, low staffing levels, weak sense of responsibility,	Community mobilization and sensitization for citizens embrace to education, recruitment of additional staff, construction additional staff houses, provision of teaching and learning aid, strengthen referral systems,
Project 2: Strengthening and improving health system		

Project Name	Likely Risks	Mitigation Measures
Project 3: Improving water, hygiene and sanitation	Land conflict and ownership of facilities, operation and maintenance, risks of voluntarism of water user committees, water quality among others	Community mobilization and sensitization
Project 4: Expanding the social protection	Low level of enrolment due to high age benchmark of 80 years, weak community social safeguards	Lobbying and advocate for reduction in age requirement as well as revitalize the traditional community safeguards to protect special interest groups
Sub Programme: Social Protection		
Project 1: Expanding social protection to vulnerable groups	Community attitude towards vulnerable groups is negative, weak social cohesion, external social and economic shocks	Community mobilization and sensitization, revitalization of traditional and cultural protection systems
Programme Description: Community Mobilization and Mindset Change		
Sub Programme: Community mobilization		
Project 1 Community Mobilization and empowerment	High poverty levels, poor attitude towards hard work, weak sense of responsibility, dependency syndrome, duplication of mobilization functions	Community mobilization and sensitization for mindset change to drive community development
Programme Description: Governance and Security Strengthening		
Sub Programme: Governance		
Project 1: Strengthening governance and accountability	Bureaucracy, uncontrolled population growth rate, limited knowledgeable and skilled leadership, post-election violence, limited skilled personnel	Strengthen governance and accountability, community mobilization and sensitization
Programme Description: Special Programme		
Sub Programme: Special Programme		
Project 1: Strengthen Farmer institutions	High community demand, climate change, land ownership and land tenure system, community attitude towards development is poor	Community mobilization and sensitization, change of land tenure system, climate smart agriculture
Project 2: Strengthening Lower Local governments lagging behind district average	Limitation in funding, misappropriation funds, high demand for services, limited skilled personnel, weak political oversight role, low capacity to operate and maintain socio economic infrastructure	Community mobilization and sensitization, recruiting additional staff, strengthening the capacity of local elected leaders, training community leaders on operation and maintenance
Programme Description : Regional Development Programme		
Project 1: Strengthen farmer institutions for Agro processing and value addition	There is imbalance in development of the district potential; this is due to; sub county income poverty, limited and undeveloped value chain, inadequate economic and social infrastructure and poor local leadership and weak public sector	Design and implement community mobilization strategies that are effective and efficient Community mobilization and sensitization on change of land tenure to facilitate commercial farming.
Programme Description: Développement Plan Implémentations		
Sub Programme: Development plan implementation		
Project 1: Revenue mobilization and management	Limited financing for identified priorities, limited data and staff capacity, weak community attitude towards socio economic infrastructure, weak monitoring and	Community mobilization and sensitization, identify additional local revenue sources , improve financial management capacities of staff, training lower local governments in planning, monitoring and evaluation,

Project Name	Likely Risks	Mitigation Measures
	evaluation systems, political interference	strengthening community capacity to hold local leaders accountable

CHAPTER FOUR

LGDP IMPELEMENTATION, COORDINATION AND PARTNERSHIP FRAME WORK

4.0 Introduction

The chapter presents LGDP implementation and coordination strategy, institutional arrangements, integration and partnership arraignments and the pre-requisites for successful implementation of the plan. The main purposes of this Chapter is to provide strategic guidance on the required institutional policies and a number of pre-conditions that will be required to be in place for successful implementation of the LGDP, mmeaningful planning and consequently development through a multi-sectoral approach. All programme objectives and strategies should hinge on achieving the District Vision and mission, aligned to Vision 2040. Under this chapter therefore, a range of programme interventions / strategies and the respective objectives are highlighted. The chapter comprise of LGDP implementation and coordination strategy, institutional arrangement, Integration and partnership arrangements and pre-requisite for successful LGDP implementation.

4.1 LGDP Implementation and coordination strategy

The plan will be implemented through the Medium-Term Expenditure Frame Work (MTEF) through the Annual work plans, budgets framework papers, and budgets. The key elements of the implementation strategy are to ensure responsibility for developing and implementing the plans under different programs.

Both participatory approach and public private partnership will be used in implementing and monitoring the implementation of the district development plan. Implementation will be coordinated by the office of Chief Administrative officer. There are number of institutions that will be involved the implementation of the district development plan that include district departments, Lower Local Governments, Civil Society organizations and the private sector. Departments, Lower Local Governments and Civil Society organizations will be responsible for initiating procurements and contracting out of projects, supervision, monitoring and reporting. While the members of private sector (contractors and service providers will be responsible for implementing the contracted works and services.

The district executive committee and office of the Resident District Commissioner will oversee the implementation of the plan over the five-year period.

The district development plan will integrate interventions from all stakeholders most especially interventions from lower local governments, departments and civil society organizations and development partners. This will be done by sequencing programme interventions and projects in such way that there are clear linkages between projects that will require inputs, work in progress from other programmes or lower local governments. The higher local governments will also take care of lower local governments' projects that may have financial implications on the higher local governments. The district intends to focus its attention on both service delivery and local economic development/wealth creation. This will be achieved through engagement both public led approach and public private partnership.

For successfully implementation, adequate mobilizing of financial resources and equipment's will be a top agenda. Central Government should make available an extra road equipment's and provision for water for production. The district can also seek for donations through proposal writing and public private partnership, Zonal Industrial hubs, oil and gas and local should fast tracked decentralized for sustainable benefits to the public.

All the stakeholders need to work as a team and with commitment if the objectives of this plan are to be realized. The office of the Chief Administrative Officer and Chairperson LC V need to build teamwork and push the transformation process forward. This will require attitude change and better work ethics. The Chief Administrative officer assisted by planning department will enhance efficiency and effectiveness in implementation of this plan for sustainable achievements of targets, goal and objectives.

4.2 LGDP institutional Arrangements

The district will continue to conduct weekly senior management meetings, monthly Technical planning meetings at district level and Lower Local government levels. Monthly revenue meeting at district level, district executive committee meetings and councils meetings, quarterly review meetings, Quarterly Joint Monitoring, district management meeting (DMC) with implementing partners on a quarterly basis, pre- bid conference with service providers and any other stakeholders in course of implementing this plan.

The number of institutions that will be involved the implementation of the district development plan include district Council, DEC, Standing committees, Technical Planning committee, Budget desk, departments, Lower Local Governments, Civil Society organizations and the private sector. Departments, Lower Local Governments Implementing Development Partners and Civil Society organizations will be responsible for initiating procurements and contracting out of projects, supervision, monitoring and reporting. While the members of private sector (contractors and service providers will be responsible for implementing the contracted works and services. The district executive committee and office of the Resident District Commissioner will oversee the implementation of the plan over the five-year period.

Table 4.1 Role and responsibility of LG Organ/ Committee/Institution

S/No.	Role and responsibility of LG Organ/ Committee/Institution/
1.	District Council
	<p>The council and its sectoral standing committees shall undertake the following responsibilities;</p> <ul style="list-style-type: none"> a) Approve annual plans and budgets derived from the District Development Plan b) Authorize public expenditure and exercise general control over public revenues c) Enacting ordinances and byelaws d) Approve policies and bylaws that may be relevant in implementation e) Departmental quarterly work plans and budgets reviews and approval f) Discuss quarterly progress reports, including challenges and propose way forward g) Monitor project implementation in the district and report accordingly h) Report any deviation from approved work plans and budgets i) Approval of work schedule and quarterly work plans for implementation j) Review monthly revenues, expenditure returns, contracts and PAC reports
2.	The District Executive Committee

S/No.	Role and responsibility of LG Organ/ Committee/Institution/
	<p>The District Executive Committee is composed of all the LCV secretaries. The District chairperson chairs the committee and the CAO is the secretary. All heads of departments are co-opted members and the committee is expected to meet at least monthly.</p> <ol style="list-style-type: none"> The DEC will play the following role in the implementation of the plan; Over see the implementation of the DDP including policy formulation and guidance Monitor the implementation of council programmes and take action where necessary Review the budget performance Discuss monthly, quarterly and annual synthesis and progress reports, including challenges and propose way forward Consider and evaluate performance of council against approved work plans and programmes Initiate, encourage and support self help projects and mobilize people, materials and technical assistance in relation to the self help projects and lobbying for additional external resources Monitor and supervise projects and other activities being implemented Ensure political oversight in areas of implementation and evaluation of the District Development Plan
3.	Standing Committees of the District Council
	<ol style="list-style-type: none"> Reporting to the council on status of implementation Discussing quarterly and annual reports and making recommendations to District Council for improvement Approval of work schedule and quarterly work plans for implementation Departmental quarterly work plans and budgets reviews and approval
4.	The District Technical Planning Committee
	<ol style="list-style-type: none"> Provision of technical specifications and Terms of References, Bills of Quantities, Drawings and Designs to be submitted to Procurement and Disposal Unit and certification of works and services Create awareness for the full understanding and appreciation of the plan Ensure efficient allocation of resources through better coordination and budgeting Initiate procurement and disposal requirements and forward to PDU (procurement plan) based on approved budget Harmonize management, supervision, coordination and reporting arrangements for the DDP implementation. Preparation of monthly, quarterly and annual progress reports including challenges and recommendations and way forward for future implementation Supervision and inspection of projects and programs for compliance and standards in service delivery. Resource mobilization and accountability for funds received and spent on quarterly bases to all stakeholders including the community beneficiaries Project generation and appraisals for feasibility, viability and sustainability Technical backstopping to Lower Local Governments and other relevant institutions Advising District and Sub County Councils on project implementations Evaluation of projects and programs and document key lessons learnt for future designing and programming
5.	The Budget Desk
	<p>Budget Desk Team shall be appointed by CAO to coordinate budgeting process. The Committee shall be chaired by Chief Finance Officer and Planning staff as a Secretariat .</p> <ol style="list-style-type: none"> The role and responsibility of budget desk include; Ensuring that departmental plans and budgets are realistic Ensuring that departmental work plans and budgets are aligned to the DDP Coordinating the preparation of departmental annual work plans and budgets and ensuring that development partners' resources are integrated Ensuring that the local government budgeting cycle is followed and stakeholders are updated on the planning process

S/No.	Role and responsibility of LG Organ/ Committee/Institution/
6.	District Service Commission
	<ul style="list-style-type: none"> a) Local Governments Act section 54 section 1 provides for Establishment of a district service commission and section 54 subsections 2(5) made mention of composition, tenure of office and removal from office respectively b) The power to appoint persons to hold or act in any office in the service of a district or urban council, including the power to confirm appointments, to exercise disciplinary control over persons holding or acting in such offices and to remove those persons from office, is vested in the district service commission.
7	Local Government Public Accounts Committee (LGPAC)
	<ul style="list-style-type: none"> a) A local government public accounts committee shall examine the reports of the Auditor General, chief internal auditor and any reports of commissions of inquiry and may, in relation to the reports, require the attendance of any councillor or officer to explain matters arising from the reports. b) The local government public accounts committee shall submit its report to the council and to the Minister responsible for local governments who shall lay the report before Parliament. c) The chairperson of the council and the chief administrative officer or town clerk shall implement the recommendations of the local government public accounts committee.
9.	District Contracts Committees
	<p>The DCC will carry out procurement of goods and services required using the PPDA Act and Regulation. The functions of the DCC and user departments are as follows;</p> <ul style="list-style-type: none"> a) Approve recommendations from adhoc evaluation committee and award contracts b) Approval of District Annual Procurement and Disposal Plans c) Approval of evaluation reports and verifying asserts for disposal d) Approval of negotiation team e) Approval of bidding and contracts documents f) Approval of members of evaluation committee g) Ensuring compliance with the guidelines, the Act and regulations
10.	District Land Board
	<ul style="list-style-type: none"> a) The duties include: Hold and allocate land in the district that does not belong to any person or authority, Facilitate the registration and transfer of interests in land, Cause surveys, plans, maps, drawings and estimates to be made, Compile and maintain a list of compensations payable in respect to crops, building of a non-permanent nature after consulting the technical officers of the district, b) Review every year the list of compensation rates, referred to in paragraph (e) of subsection (1) c) The tasks above support the implementation of the District Development Plan effectively and efficient since all the developments take place on land or require land
11.	Sub County Area Land Committees
	<ul style="list-style-type: none"> a) Inspection of land for surveying and titling and endorse lease forms for lease, customary and freehold b) Determine ownership of land ownership and clearly identifying the boundaries and or demarcations to ensure that the land in question is free from disputes c) Mediation on land issues where ever they arise and ensure that the parties are either agree or in case of disagreement given opportunity to seek for redress elsewhere d) Sensitization of the community on land act emphasizing issues of procedure and process of acquiring land Verification of boundaries of land e) Witnessing land purchases
12.	Local Council Courts
	<ul style="list-style-type: none"> a) The cases and matters of civil nature which may be triable by Local Council Courts are specified in the Second Schedule of the Local Council Courts 2006 as; debts, contracts, assaults or assaults and battery, conversion, damages to property and trespass

S/No.	Role and responsibility of LG Organ/ Committee/Institution/
	<ul style="list-style-type: none"> b) Civil disputes governed by Customary law, triable by Local Council Courts are specified in the Third Schedule of Local Council Courts; c) Disputes in respect of land held under customary tenure, disputes concerning marriages, marital status, separation, divorce, or parentage of children, disputes relating to identify of heir and customary bailment
13.	Bidders/service providers /private sector
	<p>Bidders or service providers will be expected to execute most of the planned activities in the DDP. The district will work through pre-qualified firms and registered firms to handle procurement of goods and services required. The role and responsibility of bidders/service providers shall include;</p> <ul style="list-style-type: none"> a) They will be expected to execute works, services and supplies of high quality and accept full responsibility for works, services and supplies provided b) Comply with the professional standards of their industry or of any professional body of which they are members c) Bidders and providers shall not offer gifts to staff of procuring and disposing entity d) Comply with the laws of Uganda and any contract awarded e) Avoid association with business and organizations which are in conflict with the law f) Pay all tax obligations that are due <ul style="list-style-type: none"> - Participate in project implementation - Participate in resource mobilization g) Participate in monitoring and evaluation
14.	Civil Society Organizations
	<ul style="list-style-type: none"> a) Participate in community mobilization and sensitization b) Participate in resource mobilization c) Lobbying and advocacy d) Representation of the interest vulnerable communities e) Engaging government on the plight of the vulnerable members of the community f) Participate in monitoring and evaluation
16.	District Physical Planning Committee
	<ul style="list-style-type: none"> a) Establishment of district physical planning committee b) Their functions shall include and not limited to the following; c) To cause to prepare local physical development plans, through each officers, agents or any qualified Physical Planner d) To recommend to the board development applications for change of land use e) To recommend to the district councils, sub division of land which may have a significant impact on continuous land or be breach of against the title deeds in respect of such land f) To approve developmen applications relating to housing estates, industrial locations, schools, petrol stations, dumping sites or sewerage treatment which may have injurious impacts on the environment as well as applications in respect of land adjoining or within a reasonable vicinity of safeguarding areas g) To hear appeals lodged by persons aggrieved by decisions made by the District Physical Planner and Lower Local Physical Planning Committee under this act h) To ensure the integration of Physical Planning into the Five Year integrated Development Plans of the District i) To exercise supervisory powers over all lower Physical Planning Committees j) To ensure integration of social economic and environmental plans into the Physical Development Plans
17.	District Roads Committee
	<ul style="list-style-type: none"> a) Planning and management of road funds b) Collection of revenues from utilization of roads c) Investment of surplus funds d) Determine levels of road traffic e) Allocation and transfer of funds to designated agencies

S/No.	Role and responsibility of LG Organ/ Committee/Institution/
18.	Community Members
	<ul style="list-style-type: none"> a) Participate in planning and budgeting activities through the normal planning and budgeting cycle b) Prioritize their needs for submission by the Local Council I chairperson and Parish chief for integration into Parish, Sub-county development plans c) Participate in implementation and monitoring of the project implementation d) Providing project site security during implementation and report activities or acts that are detrimental to quality of the project e) Mobilization of resources either in kind or cash through relevant institutions such as School Management Committees, Health Unit Managements, Water Source and Sanitation Committees f) Participate when required or called upon for Evaluation of the projects

4.3 LGDP Integration and Partnership Arrangements

The district development plan will integrate interventions from all stakeholders most especially interventions from lower local governments, departments and civil society organizations especially conducting annual budget stakeholder consultative conference, district management committee meeting with implementing partners. This will be done by sequencing programme interventions and projects in such way that there are clear linkages between projects that will require inputs, work in progress from other programmes or lower local governments. The higher local governments will also take care of lower local governments' projects that may have financial implications on the higher local governments.

The district intends to focus its attention on both service delivery and local economic development/wealth creation. This will be achieved through engagement both public led approach and public private partnership. The district will ensure that joint monitoring with implementing partners, sharing our BFPs, work plans and annual budget with implementing partners as well as participatory planning meeting and interface meeting with community members.

4.4 Pre-Requisites for Successful LGDP Implementation

4.4.1 Financing

There is need to search support from the Development partners and the District own locally generated sources of financing and other support from the central government.

4.4.2 Structure and staffing:

There is need to ensure the filling of key staff positions of all departments both the district and lower local governments especially in health, community, production and administration. This will be achieved by working hand in hand with the ministry of public service and operationalizing the structure of health, production and other department, advertising for unfilled key positions and head hunting for those that may be difficult to get through the normal recruitment procedures.

4.4.3 Equipment

For successfully adequate mobilization for financial resources to procure, equipment's for excavating rocky and unfriendly terrain like Kabuga and Nyarwimuka in Nyarushanje and Ruhinda sub-counties among others prioritized. The district can also seek for donations through proposal writing and public private partnership. Office retooling like furniture to the new

administrative building, procurement of Laptops, desk tops, printers internet subscription and Motor vehicles/ Motorcycles.

4.4.4 Teamwork and commitment:

All the stakeholders will need to work as a team and with commitment if the objectives of this plan realized. The office of the Chief Administrative Officer and Chairperson LC V need to build teamwork and push the transformation process forward. This will require attitude change and better work ethics.

In order to foster collaboration and complementarities in the district planning process; the implementing partners, CSOs/NGOs, CBOs, FBOs Private sector will play pivotal roles including;

- Participating in planning and budgeting meetings of the district.
- Making available their plans and budgets for integration into the district budgets
- Providing information about their ongoing and planned interventions for integration in the LG development plan.
- Contributing funding towards the implantation of LGDP
- Bringing in their expertise to facilitate the district in planning process like RHITE under USAID partnership, GIZ, UNISAFE etc.

4.4.5 Private sector

Creating an effective support system for emerging entrepreneurs is a multi-faced endeavor. It requires a range of regulatory changes and programmatic support at a variety of institutional levels. For this reason, it is useful to use the LED framework and build capacity for staff and business communities in order to enable them contribute towards sustainable development business practices. The private sector of Rukungiri includes Stanbic bank, Centenary Bank, UGAFODE, Pride, and the Business Community led by the Rukungiri Business Forum and many other associations.

This approach suggests ten pillars towards promoting effective interventions

- Establishment, management and operation of business enterprises to the benefit of enterprise and community at large.
- An enabling environment that provides for an attractive investment climate and dynamic entrepreneurship.
- Adequate mechanisms, processes, and structures that address local needs.
- Active private sector institutions and linkages.
- Functioning and effective infrastructure.
- Access to effective and efficient support services and resources.
- Adaptive management capacity and entrepreneurial competence within business and enterprises.
- Local organizations, groups, and community associations representing the poor.
- Active participation and ownership of development processes by well-linked stakeholders

- Sustainable employment creation, income generation and investment as part of the execution of the business practices

Ongoing learning from success and failure by all stakeholders (sharing lessons learned). Access to open and integrated markets.

4.4.6 M&E Framework System

The M&E for this plan to succeed, the M&E framework will have the following policy implications.

- Integration of the existing management information systems.
- Refinement of the existing monitoring and information management systems to ensure that they provide a harmonized, objective and rational basis for effective tracking evaluation and feedback on the DDP Actions and result framework.
- Fully functionalizing the District Planning Department, and others in terms of staffing and other logistical requirements like reliable internet, vehicles and computers and lap tops, digital cameras and others.
- Adequate resourcing of data collection and M&E activities by establishing for M&E and data collection.

Local Governments: The District will be responsible for monitoring service delivery and accountability for results. The District departments will be responsible for reporting on progress of implementation and achievement of planned outputs and outcomes. This will involve reporting on the process of implementation focusing on the results, implementation constraints and challenges.

Community Level actors: These comprise of sub-counties, community based NGOs, administrative units. They will provide information on delivery of various services, transparency of resources given and challenges and gaps experienced in delivery of various services. They also validate outcomes of implementation of the DDPIII in their respective areas.

Household actors: These comprise of individual citizens who constitute the primary beneficiaries of the DDPIII strategies and initiatives. The role of citizens is to provide information on the DDP implementation and delivery of target outputs as well as validating results for better service delivery, transparency, and accountability mainly through the sub-county Baraza's.

Development partners: These will support the implementation of M&E activities, capacity building for M&E and use of M&E products.

CHAPTER FIVE:

LGDP FINANCING FRAMEWORK AND STRATEGY

5.1 Financing Framework

This table provides the financing framework of the Plan.

Table 5.1: DDP III Financing Framework (Figures are presented in million shilling)

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	41,183.776	47,593.089	49,972.74345	52,471.38062 3	55,094.949654	246,315.93873	94%	
Local Revenue	776.934	810.7721	851.310705	893.876240	938.570052	4271.463097	2%	
Development Partners	980	980	1,029	1,080.45	1,134.4725	5,203.9225	2%	
Subtotal 1	42,940.71	49,383.8611	51,853.05415 5	54,445.70686 3	57,167.992206	255,791.32		
Other sources of financing(AGODA addressing additional responsibilities in oil and gas)	866.0895	996.002925	1,045.80	1,098.09	1,152.99	5,158.98	2%	
Grand Total	43,806.7995	50,379.86402 5	52.898,85	55,543.80	58,320.99	260,950.304319	100%	

5.1.1 Central Government Transfers

This table provides breakdown of the Central Government Transfers

Table 5.2: Breakdown of the Central Government Transfers

Discretionary Government Transfers	FY2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025
Urban unconditional grant-N/w	127,359,000	146,462,850	153,785,993	161,475,292	169,549,057
District Discretionally Equalization Grant	299,819,000	344,791,850	362,031,443	380,133,015	399,139,665
Urban Discretionally Development Equalization Grant	42,909,000	49,345,350	51,812,618	54,403,248	57,123,411
District unconditional grant N/w	849,973,000	977,468,950	1,026,342,398	1,077,659,517	1,131,542,493
Urban unconditional grant-wage	505,177,000	580,953,550	610,001,228	640,501,289	672,526,353
District unconditional grant-wage	2,245,886,000	2,582,768,900	2,711,907,345	2,847,502,712	2,989,877,848
Pension arrears	1,226,532,000	1,410,511,800	1,481,037,390	1,555,089,260	1,632,843,722
Gratuity for LGs	1,650,300,000	1,897,845,000	1,992,737,250	2,092,374,113	2,196,992,818
Pension for LGs	3,018,152,000	3,470,874,800	3,644,418,540	3,826,639,467	4,017,971,440
Sector conditional grant wage	21,054,212,000	24,212,343,800	25,422,960,990	26,694,109,040	28,028,814,491
salary arrears	82,372,000	94,727,800	99,464,190	104,437,400	109,659,269
Sector conditional grant wage-N/w	5,923,266,000	6,811,755,900	7,152,343,695	7,509,960,880	7,885,458,924
Transitional Development grant	519,802,000	597,772,300	627,660,915	659,043,961	691,996,159
Development grant	2,245,778,000	2,582,644,700	2,711,776,935	2,847,365,782	2,989,734,071
Sub total	39,791,537,000	45,760,267,550	48,048,280,928	50,450,694,974	52,973,229,723
Other Government Transfers					
District road fund grant	925,277,000	1,064,068,550	1,117,271,978	1,173,135,576	1,231,792,355
MoES-UNEB	23,760,000	27,324,000	28,690,200	30,124,710	31,630,946
MoGLSD-YLP	47,500,000	54,625,000	57,356,250	60,224,063	63,235,266
UWEP	17,493,000	20,116,950	21,122,798	22,178,937	23,287,884
UWA share	271,608,000	312,349,200	327,966,660	344,364,993	361,583,243
SAGE					
EMYOGA					
MoH (RBF)	106,600,000	122,590,000	128,719,500	135,155,475	141,913,249
Sub total	1,392,238,000	1,601,073,700	1,681,127,385	1,765,183,754	1,853,442,942
Donor support					
WHO	250,000,000	287,500,000	301,875,000	316,968,750	332,817,188
UNICEF	250,000,000	287,500,000	301,875,000	316,968,750	332,817,188
GAVI For HIV/ TB & Malaria	120,000,000	138,000,000	144,900,000	152,145,000	159,752,250
Global Alliance for vaccines & immunization	360,000,000	414,000,000	434,700,000	456,435,000	479,256,750
	980,000,000	1,127,000,000	1,183,350,000	1,242,517,500	1,304,643,375

5.2.2 Local Revenue

This table provides breakdown of the Local Revenue

Table 5.3: Breakdown of the Local Revenue

Local Revenue	FY2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025
Taxes					
Local Service Tax	133,213,908	153,195,994	160,855,794	168,898,583	177,343,513
Local Hotel Tax	3,183,500	3,661,025	3,844,076	4,036,280	4,238,094
Subtotal	136,397,408	156,857,019	164,699,870	172,934,863	181,581,607
Non tax					
Rent& rates from other gov't units	29,752,000	34,214,800	35,925,540	37,721,817	39,607,908
Registration of businesses	16,666,000	19,165,900	20,124,195	21,130,405	22,186,925
Registration of births, marriage & deaths	23,468,000	26,988,200	28,337,610	29,754,491	31,242,215
Other licenses	13,146,143	15,118,065	15,873,968	16,667,667	17,501,050
Rent & rates from other private units	55,920,000	64,308,000	67,523,400	70,899,570	74,444,549
Park fees	13,700,000	15,755,000	16,542,750	17,369,888	18,238,382
Land fees	17,493,173	20,117,149	21,123,006	22,179,157	23,288,115
Business licenses	94,282,760	108,425,174	113,846,433	119,538,754	125,515,692
Application fees	17,690,000	20,343,500	21,360,675	22,428,709	23,550,144
Animal & crop husbandry related levies	40,341,000	46,392,150	48,711,758	51,147,345	53,704,713
Advertisements /billboards	3,168,000	3,643,200	3,825,360	4,016,628	4,217,459
Market/gate charges	193,966,400	223,061,360	234,214,428	245,925,149	258,221,407
Other fees & charges	15,160,000	17,434,000	18,305,700	19,220,985	20,182,034
Miscellaneous income	105,782,886	121,650,319	127,732,835	134,119,477	140,825,451
Sale of non-produced goods(scrap)	0	20,000,000	21,000,000	22,050,000	23,152,500
Sub total	640,536,362	756,616,817	794,447,658	834,170,041	875,878,543

5.2.4 Other Sources of funding (Off budget support)

This table provides breakdown of off budget support

Table 5.4: Breakdown of off budget support

Other Sources	FY2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025
Other sources of financing from oil and gas addressing additional responsibilities	866.0895	996.002925	1,045.80307	1,098.09	1,153.00
Total	866.0895	996.002925	1,045.80307	1,098.09	1,153.00

5.3 Costing of priorities and results

This table provides a summary of the Programme Costs, indicating funding sources (Figures are presented in million shilling)

Table 5.5: Summary of the Programme Costs, indicating funding sources

	Total LGDP Cost 2020/21 - 2024/25 (Million)						GOU + LR 2020/21 - 2024/25 (Million)						External Financing (DP, CSO + PS) 2020/21 - 2024/25 (Million)					
Programme	Total (000)	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5
Programme 1: Agro Industrialization		6,008,041	6,308,443	6,623,865	6,955,058	7,302,811		6,025,858	6,327,151	6,643,508	6,975,684	7,324,468	33,296,669					
Programme 2: Petroleum Development		0	0	0	0	0							0					
Programme 3: Tourism Development		1,595	1,675	1,758	1,846	1,939		2,595	2,725	2,861	3,004	3,154	14,339					

	Total LGDP Cost 2020/21 - 2024/25 (Million)						GOU + LR 2020/21 - 2024/25 (Million)						External Financing (DP, CSO + PS) 2020/21 - 2024/25 (Million)					
Programme	Total (000)	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5
Program 4: Water, Climate Change and Environment and Natural Resources Management		892,011	936,612	983,442	1,032,614	1,084,245		923,534	969,711	1,018,196	1,069,106	1,122,561	5,103,108					
Programme 5 : Private Sector Development		50,652	53,185	55,844	58,636	61,568		53,652	56,335	59,151	62,109	65,214	296,461					
Programme 6: Manufacturing		0	0	0	0	0												
Programme 7: Integrated Transport Infrastructure and services		1,585,381	1,664,650	1,747,883	1,835,277	1,927,041		1,654,353	1,737,071	1,823,924	1,915,120	2,010,876	9,141,344					
Programme 8: Sustainable Urban and Housing Development		15,000	15,750	16,538	17,364	18,233		15,000	15,750	16,538	17,364	18,233	82,885					
Programme 9: Human Capital Development		29,422,479	30,893,603	32,438,283	34,060,197	35,763,207		29,460,532	30,933,559	32,480,237	34,104,248	35,809,461	162,788,037	980,000	1,029,000	1,080,450	1,134,473	1,191,196

	Total LGDP Cost 2020/21 - 2024/25 (Million)						GOU + LR 2020/21 - 2024/25 (Million)						External Financing (DP, CSO + PS) 2020/21 - 2024/25 (Million)					
Programme	Total (000)	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5
Program 10: Community Mobilization and Mindset Change		365,376	383,645	402,827	422,968	444,117		385,284	404,548	424,776	446,014	468,315	2,128,937					
Programme 11: Regional Development		0	0	0	0	0							0					
Programme 12: Governance and Security		676,791	710,631	746,162	783,470	822,644		919,377	965,346	1,013,613	1,064,294	1,117,508	5,080,138					
Programme 13: Development Plan Implementation		761,219	799,280	839,244	881,206	925,266		900,075	945,079	992,333	1,041,949	1,094,047	4,973,483					
Program 14 Public sector transformation		7,814,545	8,205,272	8,615,536	9,046,313	9,498,628		8,063,602	8,466,782	8,890,121	9,334,627	9,801,359	44,556,491					
Total		47,593,089	49,972,743	52,471,381	55,094,950	57,849,697		48,403,861	50,824,054	53,365,257	56,033,520	58,835,196	267,451,888	980,000	1,029,000	1,080,450	1,134,473	1,191,196

Table 5.6: Summary of funding gaps by programme and strategies for bridging the gaps

Programmes	Funding gap Ushs. (Million)	Strategies
1. Agro-industrialization	7,295,995	Public Private Partnerships, Lobbying and advocating for private sector investments, Mobilization of resources from communities for investment and encourage other development partners to support Supporting stimulus package to business plans for Covid-19 and post Covid-19 to help SMEs and communities to equip and help agricultural productivity, affordable credit to help recover more quickly.
2. Sustainable Development of Petroleum resources	5,158,990	Lobbying and advocating for central government to engage private sector to conduct oil exploration in Rukungiri, Encourage private sector in Rukungiri support interventions related to oil and gas, encourage other development partners to support interventions related to oil and gas, Liase with AGODA to identify partners interested in oil and gas interventions
3. Tourism Development	450,003.142	Encourage private sector to invest, improving tourism infrastructure Support and Promote Public private partnerships through LED and domestic tourism to improve local revenue collections
4. Natural Resources Environment, Climate Change, Land and Water Management	1,118,044	Lobbying development partners to support investments in environment, climate change and water catchment management Enforcement of environmental regulation e.g. Minimum standard on management of soil quality, Implementation of relevant laws Soil fertility enhancement technologies
5. Private Sector Development	64,952	Public Private Partnerships, Strengthening capacity of private sector, lobbying and advocating for long term financing to support private investment Business continuity innovations e.g online business development, education, training support services to SMEs, Pupils/students and farmers
6. Integrated Transport Infrastructure and Services	2,002,785	Lobbying and advocating for central support in provision of road equipment, engage development partners to support improvement of road infrastructure
7. Sustainable Energy Development	-	Lobbying and advocating for rural electrification to bridge the gap of connectivity, engage development partners to support alternative sources of energy like solar, encourage private sector to invest in energy interventions
8. Sustainable Urbanization and Housing	518,159	Mobilize and sensitize communities to construct decent housing, encourage private sector to invest in low cost housing units, Urban authorities to invest in low cost housing and gazette urban areas for greening and attract future investments
9. Human Capital Development	35,665,368	Supply of safe and clean water and sanitation facilities to reduce water and sanitation diseases/ optimistic diseases, Sensitization of water user committees on HIV/AIDS Lobbying and advocating central government to support construction of the District Hospital, Encourage private sector to invest in health and education, engage other development partners to

Programmes	Funding gap Ushs. (Million)	Strategies
		support health, education and water programme and develop bankable project proposals in health, education and water
10. Community Mobilization and Mindset Change	466,431	Support women empowerment programmes through education, access to credit or enabling laws and to benefit from government programmes (Emyoga skills, UWEP, YLP FAL etc Lobbying funding for construction cultural museum, Advocate to Ministry of Gender, Labour and Social Development to increase funding for vulnerable groups, engage other partners to invest in social protection
11. Regional Development	0	
12. Governance and Security	1,113,012	Improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions
13. Development Plan Implementation	1,089,645	Improve local revenue strategy for effective and efficient revenue collection and management, lobbying and advocating to central government for additional funding, initiating Local Economic Development interventions
14. Public Sector Transformation	9,761,919	Lobbying and advocating for additional funding central government for underserved areas, Increase allocation to lower local governments lagging behind in service delivery, engage other development partners to support interventions in these areas
Total	64,705,303	

CHAPTER SIX

LGDP MONITORING AND EVALUATION FRAMEWORK

6.0 Introduction

This section provides an overview of the measurements, analysis and reporting needed to monitor and evaluate the DDPIII. The detailed monitoring and evaluation (M&E) strategies, including the results and M&E framework, the plan for data collection, analysis and storage, reporting flows and formats, the plan for the communication of DDP results and review, the capacity building plan as well as the implementation schedule.

The DDP III M&E Strategy guides information sharing and utilization at various levels for effective programming and implementation. It will ultimately aim at ensuring that quality and timely information gathering to guide decision-making. The M&E Plan will also provide a basis for continuous learning and improvement of the DDP strategies. The data generated by the M&E Plan will feed into the District database, linked to other sectoral databases such as HMIS, OVC MIS, EMIS and FMIS. All stakeholders will be able to access aggregate system generated reports for information and use.

The M&E matrix shall serve as a tool for management of overall M&E activities at all levels of the DDP implementation. It is the tracking path for achievement of the DDPIII objectives among the departments. In particular, it guides the departments on information gathering, responsibility centers and reporting mechanism. The matrix will also guide the CAO's office and the Planning Department by ensuring focused progress reporting. Each department will only be responsible for its component as highlighted in respective thematic areas of the matrix

6.1 LGDP Monitoring and Evaluation Arrangements

The M&E plan will be with a full list of indicators per programme, data collection methods, timelines and responsibilities. The M&E plan will also contain an evaluation plan detailing specific policy and programme reviews conducted during the life of this DDPIII. Monitoring and evaluation of the DDPIII will be participatory in approaches that entails the involvement of all key actors to fully internalize and own the system as well as use the results framework to inform their actions. The Chief Administrative officer will have a responsibility for M&E, assisted by planning department and other stakeholders for effective implementation.

Table 6.1: Showing LGDP Main M&E Events

Main M&E Event	Purpose and description	Output	Lead agency	Other key actors	Time frame
LGDP Annual Performance Review	Internal review of LGDP implementation (Programmes, interventions and projects)	Local Government Annual Performance Report	HLG/MC	LG Stakeholders (PTC, DEC, LLGs CSO's & Implementing Partners & private sector)	Annually, September
Alignment of BFPs and budgets to the LGDP	Align BFP with the LGDP (Alignment) following	- BFP	Accounting Officer,	MFPED, NPA, TPC Members and other	Oct-November

	communication of the 1st BCC to HODs and LLGs and		Planning Dept/Unit	LLGs & Other LG stakeholders	
Budgeting and Financial Planning	Circulate 2nd Budget Call Circulars to commence the budget preparation process	Annual Budget Estimates - Performance Contracts - Annual Work Plan	SAS, Planning and Finance Depts	MFPED, NPA, TPC, Council DEC, Standing committee and other LG stakeholders	Annual, March-May
Statistics Production and use in the NDP implementation	Basis for a before, midterm and end line assessment of the LGDP progress	Statistical abstracts and Quarterly Progress Reports	UBOS, MFPED& Planning Dept.	OPM, NPA, MFPED, other MDAs as well as LGs	Annually, Quarterly
LGDP Mid-Term Review	Assess mid-term progress of LGDP and projects and programmes to ensure consistency of implementation with overall focus and objectives	LGDP mid-term review reports	LG	NPA, MDAs, MFPED, OPM, LGs, private sector, CSOs	January-June 2023
LGDP end Evaluation	Assess end-term evaluation of LGDP including projects and programmes	LGDP End evaluation reports	LG	MDAs, MFPED, OPM, LGs, private sector, CSOs	June 2025

6.2 LGDP Progress Reporting

6.2.1 LGDP Quarterly Progress Reporting

DDP reporting shall follow two processes namely; physical progress reporting and budget performance reporting. For physical progress reporting, all DDP implementing agencies will submit activity progress reports based on the DDP M&E Reporting Matrix. There will be periodic District joint quarterly performance Reviews, involving political leaders at all levels of governance, district, and sub-county technical staff, supplemented by field spot visits to ascertain value for money. On the other hand, the budget performance reports will cover quarterly and annual financial performance (revenue and expenditure) from the government and non – government actors. The District budget performance generated from the PBS the combined district quarterly performance reports submitted to the NPA, MoFPED, MoLG, OPM, and line ministries to facilitate national progress reporting on each programme. District reporting requirements will largely include quarterly progress reports, annual performance report, Mid-Term Review Report and End Evaluation Report

6.2.2 Joint Annual Review of LGDP

Annual review are to prepared by different departments and will include the progress of implementation of the DDP programmes, challenges and lessons learnt and corrective strategies to be implemented in order to improve on its implementation. The reports submitted to the district council for discussion, NPA, MoLG, MoFPED, development partners and Lower Local Governments. This annual performance report shall be produced by September 30th of every year.

The district will undertake regular appraisal of progress across the entire district development plan with the view of bringing together all stakeholders in Joint annual District Budget Performance Reviews as well as budget conference involving political leaders at all levels of governance, district and sub-county technical staff including participating development partners. This enable efficient and effective planning, budgeting decisions and resource allocation to avoid duplication of scarce resources, this will involve desk review of planned activities and thereafter get evidence from the field.

Annual joint review for all local level stakeholders organized in July/ August to review progress across all district activities and in order to inform Government Annual Performance (Report GAPER). The review based on the cumulative quarterly performance reports produced by District Planning Department as well as on the first-hand experiences shared by plan implementing agencies. The annual joint review meetings will be attended by representatives of Municipal and Lower Local Governments, Civil Society Organizations (CSO), Faith Based Organizations (FBOs), Community Based Organizations (CBOs), Private Sector Organizations (PSOs), and selected citizens interest groups (youth groups, women groups, People Living With HIV/AIDs(PLAs), PLWD, etc.)

6.2.3 LGDP Mid -term Evaluation

The purposes of Midterm review of the district development plan for two and half years will be to review and assess the challenges that could be inhibit the implantation of the priority interventions identified, document lessons learned to improve implementation of the remaining period of the district development plan and to inform production of the next LGDP(IV).

Midterm review of the district development plan for two and half years conducted through a highly participatory approach involving all stakeholders in the entire process. The report will be presented to the district leadership including the district technical planning committee (DTPC), district executive committee (DEC) and council. In addition, joint annual LGDP meetings will also discuss the report and a copy submitted to NPA, MoFPED, MoLG and OPM to inform the production of the NDP Midterm report & development of NDP IV.

6.2.4 LGDP End of Term Evaluation

The final evaluation review of the district development plan for the entire 5 years will be conducted through a highly participatory approach involving all stakeholders in the entire process. The steps to follow will be the same as above but here the period under review will be for 5 years and which directly will inform the next development plan (2025/2026-2029/2030).

6.2.5 LGDP Communication and Feedback Strategy/ Arrangements

The district communication and feedback strategy is the tool for creation of awareness on the expected roles of stakeholders in the implementation of the development plan and promotion of dialogue and generation of feedback on the performance of the District. Communication plays a vital role in providing knowledge, changing people's attitudes and norms. It can play an important role in initiating or accelerating the changes that are already under way as well as in reinforcing and supporting change that has occurred.

Effective communication can also result in supportive policies, positive legislature and increased resource allocation. The strategy will consider three factors simultaneously and these include; the goal and objectives, operational constraints and imperatives i.e. things you must do and things you cannot do and Pertinent conditions in the environment and district will employ six Management plan.

- I. Decisions: To ensure that each stakeholder is reached?
- II. Audience: Who needs to be reached?
- III. Behavior: What change in behavior is required?
- IV. Messages: What messages will be appropriate?
- V. Channels: Which channels of communication will be most effective in reaching your audiences?
- VI. Evaluation: How will the success/failure of the communication strategy will be measured?

Below is the summary of the institutions and audiences identified.

Table 6.2: Showing Institutions and Audience

Institutions	Audiences
Central Government	Ministries, Departments and Agencies (MoFPED, MoLG, MEMD NAADS, Uganda Road Fund, OPM, UBOS, NPC, NPA, UWA, MoH, MoES etc), Donors, Academic and Research Institutions etc
Local Government	District and LLG technical staff,, RDC, DPC, DISO, Health Facility staff, Primary and Secondary School Administration, Teachers, Tenderers/Contractors, DTPC, STPCs
Council	LCV chairperson's office, council standing committees and PAC District Councillors/Council, LLG Councils, Parish Councils, District Executive Committee, Sectoral Committees
CSOs/NGOs	NGO forum reflection meetings and coordination meetings, District Management committee meetings, DOVIC and SOVIC
Mass media	Editors, reporters/writers
Cultural and religious institutions	Cultural leaders, cultural groups and religious leaders
Communities	General public, Parish Council, Parish Development Committees, CBOs/NGOs/FBOs/ Local Community Groups, Farmers, Children, Women, Youth, Elderly, LC1s, Security Committees, Women Councils, Youth Councils business community, community leaders and schools

.Table below describes the target audience for the communication strategy and their interest

Table: 6.3: Showing Analysis of target audience & their interests

Audience	Common Interest	Key message concept	Channel
MoLG & NPA	Annual Progress Reports, Quarterly Progress Reports Mid- Term Review Report and Final Evaluation Report on the implementation LGDP to achieve sustainable development	District Development Plan aligned to National Development Plan and sector strategic plans and they complement each other also on Progress on Strategic Investment, Physical and financial statements As well as Progress on implementation Changes on policies and guidelines	Planning Guidelines, Circulars, Dissemination workshop Inspection , mentoring ,website, e-mail, General Correspondences letters , Telephone calls and Progress reports.
MoFPED	Annual Progress Reports, Quarterly Progress Reports Mid- Term Review Report and actions in the DDP aimed at getting the best out of the resources released through effective and efficient resource allocation, utilization and management.	Progress on Strategic Investment Physical and financial statements Progress on implementation Changes on policies, guidelines, transparency, and accountability in district budget execution.	Mandatory public notices, posters, letters and memos, meetings and Baraza website, e-mail, General Correspondences letters, Telephone calls and Progress reports.
Other line ministries	Annual Progress Reports, Quarterly Progress Reports Mid- Term Review Report and departmental implementation government policies, Creating awareness, and mobilising the public to participate and utilize development programmes.	Planned outputs and activities implementation schedule, adherence to sector specific guidelines, norms, standards and quality assurance, budget absorption Adhere to principals of sustainable development in executing priorities in the DDP.	Circulars, guidelines, workshops and support supervisions Internet facility (website, e-mail) Correspondences (letters) Telephone calls and Progress reports
Office of LCV and Council	Information packages for dissemination on district programmes and projects to the external audience. Wants to see the quality of life of the population is positively transformed	Annual state of district report by chairperson. Council supports and enacts ordinances aimed at supporting the DDP III implementation. CAO and HoDs available to answer audit queries and provide guidance on planning to meet needs of the population.	Mandatory public notices, mass media, committee meetings and community meetings Internet facility (website, e-mail) Correspondences (letters) Telephone calls and Progress reports
CAOs office and all departments	The source of official government position on public issues in the district including communicating progress on implementation of the DDP. Inform, share and educate the public about the development efforts in the district, opportunities for participation and expected benefits	Work with other partners in managing emerging issues and crisis, Manage and coordinate the press conferences and press release statements, Maintain timely information sharing with other actors , Work with HoDs &partners to develop all communication materials, Planned outputs implemented on schedule, Budgets discussed by relevant stakeholder, regulations, policies and laws. Relevant and accurate information on accurate reports	Press statements, radio programmes, baraza, community meetings Policy & Technical meetings, Workshops, Conferences, Policy briefings, Internet facility(website,e-mail, Facebook, twitter and Correspondences (letters), Telephone calls and Progress reports

Mass Media	Access to and constant flow of information from the district. Availability to comment on emerging issues in the district. Proactive PR where the district and implementing partners initiate contact and engage the media on an on-going basis	The implementation of DDP is on course & delivering benefits to the citizen. More innovations & programmes are being designed for effective development. The district is interested in partnering with the media for development. The district and partners are available to answer media queries on regular basis	Quarterly press conference & press release Training workshop, e-mail & website Correspondences (letters), Telephone calls and Progress reports
CSOs/NGOs	Contribute to championing the rights of citizens by ensuring access to good quality services. Complement government efforts in service delivery. Work in partnership to improve transparency and accountability in the district.	CSOs/NGOs willing to work with the district to improve quality of service delivery and expand access. Information about good governance is available to the public for informed decision-making.	Quarterly press conference & press release Training workshop, s, e-mail & website Correspondences (letters), Telephone calls and Progress reports
General public	Concerned about the development of the district and the potential benefits. Interested in the fulfillment of government promises to provide quality services.	The district is committed to provide quality services. The public is willing to support the district's efforts to development. Resources allocated are used for public benefits through improved service delivery.	Community meetings, letters to LC1s, IEC materials, Radio programmes and announcements. Website information Correspondences (letters), Telephone calls and Progress reports

The District will also use the Local Radio every Monday's and Saturday's to explain to the audience in the district about the salient issues of the DDP, its implementation and allow phone – in-calls to get a feedback. Other methods will be sensitization of the stakeholders such as the district council, sub-county councils and the technical personnel plus posting of mandatory notices, and budget conference.

6.3 Roles/Responsibilities of Stakeholders.

The strategy also identified key stakeholders and their specific roles and responsibility. The communication and feedback strategy in the DDP framework has a number of merits, the major ones include:

- i. Disseminating district programmes, projects and progress reports to inform/create awareness, including LLGs.
- ii. Creating awareness on the expected roles of the stakeholders in the implementation of the district programmes, including LLGs, CSO, and community members
- iii. Promoting dialogue and generate feedback on the performance of LGs
- iv. Effective management of people's expectations with regard to public services of the district.

- v. Effective communication framework will help the people involved in the plan implementation process to understand fully the plan and its implementation strategy thus preventing misunderstandings
- vi. Strengthen relationships with the people involved in the plan implementation process and these leads to achieving the set targets of the plan.
- vii. Strengthens ownership of the plans

Table 6.4: Showing institutions and the roles and responsibilities

Institution	Roles and responsibilities.
Office of LCV chairperson	<ul style="list-style-type: none"> • Communicating district policies regarding the DDP priorities and their implementation • Providing leadership in public policy management in the district • Advocacy and mobilization for government policies and programmes related to development in the district • Promoting good governance in the district through the District State of Affairs, Budget speech, regular DEC meetings and other partner/donor meetings • Supporting policies and laws that will enhance citizen participation and inform them accordingly. • Informing the population on progress in the implementation of the plan.
CAO's office	<ul style="list-style-type: none"> • Act as the source of official government position on public issues in the district • Enforcing implementation of the policy on communication management in the district • Communicating government's position on policy and programmes • Informing the OPM of access to information request and release of information
Office of DIO	<ul style="list-style-type: none"> • Engaging the media to promote positively the image of the district • Ensuring consistency of district key messages on development issues • Work with HoDs and other partners to develop all the district communication materials (press release) • Providing logistics for press/media briefings • Maintaining timely information sharing with other stakeholders • Monitoring the media • Coordinating with CAO & other partners management of emerging issues and crisis in the district • Research and information gathering • Managing the district web site and internet
Heads of Departments.	<ul style="list-style-type: none"> • The line departments are responsible for implementing government policies, subject to their specific mandates • Developing communication materials for the department • Communicating on technical issues in their specific departments that may not be easily understood e.g. policies, progress reports, facts and other routine information • Providing logistics for the departmental events • Providing departmental specific operational or programme related communication efforts • Managing departmental guest relations, protocol and events • Informing the CAO's office of access to information request and releases of information in the department
Heads of Service Provision Institutions like Health units and schools.	<ul style="list-style-type: none"> • Inform staff about upcoming events and new policies • Prepare and submit facility reports to HoDs on regular bases • Communicates availability of services to clients • Gets feedback from clients on quality of services provided

Institution	Roles and responsibilities.
Management Committees of Service Provision Institutions like SMC, HUMCs, BMCs, Market management committees etc.	<ul style="list-style-type: none"> • Provide information on accountability to PTA and the general public on monthly and quarterly bases • Sensitize the community on their roles • Mobilize community contributions & manage especially WSCC
Project Management Committees.	<ul style="list-style-type: none"> • Provide security for project resources • Monitoring and reporting progress of project implementation • Provide additional resources in the event that it is required • Participate in evaluation of the project
LLG councils	<ul style="list-style-type: none"> • Community mobilization and sensitization • Support community prioritization process • Mobilize and allocate resources within their mandate • Conduct monitoring and evaluation of projects • Discuss reports and make recommendations for improvement
Sub-county chiefs	<ul style="list-style-type: none"> • Support Lower Local Government level planning and budgeting • Monitor and evaluate projects • Prepare progress reports for submission to Council for discussion and notify Chief Administrative Officer • Management and account resources within their jurisdiction
Community Development Officers	<ul style="list-style-type: none"> • Community Mobilization and sensitization • Support community in needs assessment and identification • Support communities in project implementation and reporting • Monitor and evaluate projects

ANNEXES

Annex 1: LGDP Results Framework

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Goal: Increase Average Household Incomes and Improve the Quality of Life of the people in Rukungiri District	Quality of life	Increased life expectancy	Life expectancy at birth	58	60	62	64	66	68
		Reduced population growth rate	Population growth rate	3.2	3.0	2.8	2.6	2.4	2.2
	Household income	Population below the poverty line (%)	Proportion of population below poverty line	60	55	50	45	40	35
Objectives	KRA	Outcomes	Indicators	Baseline					
1. Enhance value addition in key growth opportunities	Agro and Mineral based industrialization	Increase labour productivity in the agro-industrial value	Average Monthly nominal Household income	150,000	200,000	250,000	300,000	350,000	400,000
			Increase in volume of value addition products (tonnes)	0	10	15	20	25	30
		Increase in number of jobs created in agro-industry along the value	Proportion of jobs created along Agro-industry value chain	0	5	10	15	20	25
		Proportion of households that are food secure	Proportion of households dependant on subsistence agriculture	80	75	70	65	60	55
			Households having atleast two meals per day	40	50	60	70	80	
	Tourism	Increased tourism activities	Revenue generated from Tourism activities	0	0	1,000,000	2,000,000	3,000,000	4,000,000
			Percentage of tourism returns to total Local	0	0	0.1	0.2	0.3	0.4

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			Government Budget						
	ICT	Increased ICT Penetration	Percentage of area covered by Broad band internet connectivity	0	0	5	10	15	20
	Land	Increase area covered by wetlands	Increase in wetland cover	8	10	12	14	16	18
		Increase land area covered by forest	Increase in forest cover	7	10	13	16	19	22
			Percentage of titled Institutional land (Schools, Health centres, markets, sub-county and District headqurtes) surveyed and titled	10	30	50	70	90	100
		Increase the proportion of surveyed land	Proportion of rural growth centres with physical planning	0	3	6	9	12	15
		Increased water samples complying with national standards	Proportion of water samples tested complying with national standards	73	78	83	88	93	98
		Increased clean and safe water supply within the district	Proportion of population accessing safe and clean	75	80	85	90	95	100
1. Strengthen private sector capacity to drive growth and create jobs	Private sector growth	Increased volume of loans from the Local SACCOs to the local private sector	Total Savings in the Registered SACCOs as a percentage in the District budget	3	5	7	9	11	13

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		Reduced informal sector contribution to local employment	Total annully amount of loan disbursed by the registered SACCOS to Clients within the district	0.2 Bn	0.4Bn	0.5Bn	1.0 Bn	1.5 Bn	2 Bn
			Reduced youth unemployment	80	70	60	50	40	30
			Number of new enterprises developed and functional	0	5	10	15	20	25
			Number SACCOs registered and functional	1	2	3	4	5	6
2. Consolidate and increase stock and quality of productive infrastructure	Energy		Households with access to electricity, %	0	0	0	5	10	15
	Road	Reduce average travel time within and without the district	%age of District roads in Fair to good condition	49.4	54.4	59.4	64.4	69.4	74.4
		Reduce unit cost of building transport infrastructure especially roads	Upgrading Urban roads to paved standards	0	2	4	6	8	10
			Rehabilitation of District Feeders	0	10	15	20	25	30
			Upgrading Community Access roads to District Roads	0	5	10	15	20	30
		Increase average infrastructure life span especially (Urban paved roads, District Roads and Community Access Roads	Improving road bottlenecks within the Community Access Roads	0	50	80	110	140	170

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Water for production		Water usage (m ³ per capita)						
			Cumulative WfP Storage capacity (million m ³)						
	ICT	Increase ICT penetrartion in the district	Number of secondary schools with access to internet broad band	0	0	2	4	6	8
		Increase the proportion of population accessing services online	Number of primary schools with access to internet broad band	0	0	4	8	12	16
		Increase proportion of government services online	Number of Sub Counties & Town Council with access to internet broad band	0	0	1	3	4	6
			Percentage of population that have access to internet	4	8	12	16	20	24
			Number of health centres with access to internet broad band	1	2	3	4	5	7
4. Enhance productivity, inclusiveness and wellbeing of the population	Labour productivity & Employment	<ul style="list-style-type: none"> - Decrease the urban unemployment rate - Decrease the percentage of urban dwellers living in slums and informal settlement 	Proportion of the urban population employed in gainful and sustainable jobs	0	8	10	12	14	16

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		Improve the efficiency of solid waste collection	Solid and liquid waste management sites identified and developed	0	1	2	3	4	5
			Labour Force Participation Rate (LFPR)						
			Employment Population Ratio						
	Health		Life expectancy at birth (years)	58	60	62	64	66	68
			Infant Mortality Rate/1000	100	96	92	88	84	80
			Extent of hunger in the population (%)						
			Stunted children U5 (%)	30	25	20	15	10	5
			Maternal Mortality Ratio/100,000	340	330	320	310	300	290
			Neonatal Mortality Rate (per 1,000)						
			Total Fertility Rate	6	5.5	5.3	5.1	4.9	4.7
			U5 Mortality Ratio/1000	80	75	70	65	60	55
	Education		Primary to secondary school transition rate						
			Survival rates, % (primary & secondary)						
			Ratio of STEI/ STEM graduates to Humanities						
			Quality adjusted years of schooling	2	2.5	3.0	3.5	4.0	4.5
				3	5	7	9	11	13

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
			Average year of schooling						
			Proportion of primary schools attaining the BRMS ¹ , %						
			Literacy rate						
			Proportion of the population participating in sports and physical exercises						
			Employers satisfied with the TVET training (%)						
	Energy								
	Water and Environment		Safe water coverage (%) (rural & Urban	40	50	60	70	80	90
			Sanitation coverage (Improved toilet)	83	86	89	92	95	98
			Hygiene (Hand washing)	35	42	49	56	63	70
	Social Protection Coverage (%)	Strengthen Community Based Management Information System	Proportion of population accessing social insurance, %	0	0	0	10		
			Health insurance						

¹ Basic Requirements and Minimum Standards (BRMS)

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		<p>Strengthen systems for management of pests, vectors and diseases</p> <p>Improve skills and competence of agriculture labour force both technical & managerial</p>	water for production						
5. Strengthen the role of the District Local Government in development	Local Revenue to Total LG Revenue (%)	Public resources allocated to Local Rukungiri Government (%)	%age increase of proportion Of	1.2	1.6	2	2.1	2.3	2.5
			local revenue to Budget ratio	1	1.2	1.5	2	2.5	3
			Proportion total local revenue budget collected	75	85	86	90	90	90
			Number of new alternative local revenue sources identified and collected	0	2	3	4	5	6
	Improvement in alignment of plans and budget	Improvement in alignment of plans and budget	Proportion of investments in the annual workplan and budget aligned to the District Development	0	80	85	90	95	100
			Proportion of Development Partners aligning their interventions to District Development Plan	0	20	30	40	50	60

Category	KRA	Impact	Indicators	Baseline (FY)	LGD Targets				
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Increased monitoring and evaluation of programs	Increased monitoring and evaluation of programs	Number of monitoring and joint monitoring activities conducted and reports shared with stakeholders	4	4	4	4	4	4
			Number of mid term reviews conducted and report shared with stakeholders	1	0	0	1	0	0
			End of time evaluation conducted and report shared with stakeholders	0	0	0	0	0	1
		1. Develop Strategic Local Economic Development Plan	Number of LED initiatives established by LG and functional	0	3	4	5	6	7
		2. Strengthen Local Revenue Mobilization and management	Percentage of local revenue to the district budget	1.7	1.9	2	3	4	5
		3. Scale up civic education	Increase the percentage of the population participating in electoral process	50	60	70	80	90	100
			Increase percentage of youth engaged in district and national projects/ programmes and services	30	35	40	45	50	55