

**NAMUTUMBA DISTRICT LOCAL GOVERNMENT**

**DISTRICT DEVELOPMENT PLAN III**

2020/2021 – 2024/2025

**THEME:** Sustainable wealth creation to generate prosperity for all.

**January 2020**

# Vision

“A prosperous Namutumba District with well-developed socio economic infrastructure with people enjoying a high standard of living by 2040”

# 

# Mission

“Improve the standard of living of the people of Namutumba using the available resources efficiently”

Core Values

**Foreword** *(By the District Chairperson/ Municipal Mayor)*- 1 page

The people of Namutumba District, and well-wishers, I take this opportunity to present to you the third District Development Plan (DDPIII) whose goal like the NDP III is “Increased household incomes and improved quality of life” which is in line with Uganda Vision 2040, EAC Vision 2050, Africa Agenda 2063 and the Sustainable Development Goals (SDGs). During the Plan period, we will focus on enhancing value addition in key growth opportunities (Agriculture, Tourism and Minerals) which have the highest potential to generate employment for our people and positive multiplier effects on other sectors.

In the natural resources and environment sector, the District will focus efforts on sustainable management of natural resources through expanding forestry cover, maintaining swamps and other wetlands systems. Climate resilient crops and agronomical practices shall be promoted in addition to protecting and multiplication of flora and fauna.

Tourism investments emphasize aggressive marketing, diversification of products and development of tourism supporting infrastructure and services, including roads to tourism areas such as Kikalu, Bishop Kisiiro site. Tourist attraction sites shall be gazetted and developed.

In collaboration with the central government, the District will focus on addressing the infrastructure challenge of high electricity and transport costs, through providing any support in investments in energy, railway and road infrastructure. We also shall emphasize relevant skills development, starting with investments in early–childhood development and improving the quality of education, training and healthcare at all levels.

In light of the above, with effective implementation of this Plan, by 2025 we envisage average economic growth rate of 7%, increase in income per capita to USD 1,300 III and lower poverty rate to 15.4% as stated in the NDP.

To realize the goal of this Plan District leaders, policy makers and implementers, are urged to have a positive mindset and the right ideological orientation to facilitate efficient and effective implementation of this Plan. We cannot achieve different results unless we start thinking and doing differently.

I call upon all people of Namutumba in the public and the private sector to embrace the objectives of this Plan and implement the selected interventions and projects therein with great commitment. I urge the private sector, development partners, civil society, faith- based and cultural institutions to provide support towards the implementation of the Plan.

With the prevailing peace and political stability which has been protected by the National Resistance Movement (NRM) Government, I believe that Namutumba will join the rest of Uganda towards attaining middle income status and improved standards of living for the majority of the people by 2025.

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

For God and My Country

**CHAIRMAN, NAMUTUMBA DISTRICT**

**Acknowledgement (***Statement by Chief Executive / Municipal Town Clerk)***- 1 page**

I wish to acknowledge with gratitude the various stakeholders for their contribution to formulation of this District development plan, the guidance of the technical team comprising of heads of department which drafted the plan, the District executive committee and council in general have contributed significantly throughout the whole process.

I wish to congratulate the National Planning Authority for delivering the Draft National Development Plan III which formed a yard stick for the drafting team to take inference on the national policy strategic direction. Their continuous guidance and technical assistance in this process has enabled us to align our District goals to the national goals and strategy.

The District extends our sincere gratitude to members of the civil society such USAID, IPs supported by USAID, the NGO forum Namutumba, Food for the Hungry, Fields of life among others, the private sector, Community Based Organizations, Faith Based Organizations, Opinion leaders, the media, cultural institutions for their continuous support to the development planning process of Namutumba District.

The District is immeasurably indebted to the ministries, departments and agencies, Lower Local Governments, political and technical leaders at the respective levels for their contributions and views in the process of formulating this plan.

Finally, I acknowledge the guidance of His Excellence the President of the Republic of Uganda and his entire cabinet cascading to the District chairperson, members of the District executive committee, area members if parliament, councilors and other political leaders for their visionary leadership that formed the basis of setting priorities for this DDP.

**CHIEF ADMINISTRATIVE OFFICER, NAMUTUMBA**

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**EXECUTIVE SUMMARY** *(Summary of district Vision, mission, purpose, Broad development objectives/goals, sector -Specific development objectives, investment priorities, list of unfunded priorities, strategies to finance, implement and coordinate the plan, etc.) 2-3 pages*

This is a Five - Year Development Plan for the period 2020/2021 to 2024/2025 has been developed in line with government policy recommendations and in line with the National Development plan (NDP III). As the third in a series of six DDPs that has been developed to guide the District in delivering the District aspirations it covers an analysis of the current situation, objectives and strategies to be adopted and projects to be implemented. The plan also incorporates unfinished interventions from predecessor plans and strategy. Like during the DDP II, the plan will continue to implement aspects of Ugandans Vision 2040 which aspires Uganda to be a middle income country. It is also anchored on the progress made, challenges encountered and lessons learnt from previous planning and implementation of DDPI and DDPII. It should also be noted that the DDPIII is coming into effect at the time when the District and the entire country is battling the COVID-19 pandemic that has posed social and economic impacts. In light of this, the Plan defines the broad direction for the District and sets key objectives, interventions and targets for sustainable socio-economic transformation of District.

**Achievements, Challenges and Lessons learned**

1. The size of the District economy has more than doubled from UGX64 trillion in FY 2010/11 to UGX128 trillion in FY2018/19 in nominal terms;
2. Domestic revenue collection increased from UGX 5.02 Trillion in FY2010/11 to UGX 16.359 trillion in FY2018/19 in nominal terms
3. With rural electrification, more connections have been made especially in the south where we have seen a number villages connected on the main grid.
4. Arising of the UGIFIT funding, 2 health centers IIs have been upgraded to level III and this has increased access to and utilization of health services. With that level of funding expected in the next five years more HC II have been programmed for up grading.

However, there are a number of outstanding challenges, including

1. A large proportion of households still in the subsistence economy
2. The Quality of education remains low characterized by low levels of literacy and numeracy, coupled with a high rate of school dropout; and
3. Dwindling district level revenues insufficient to fund local service delivery;
4. Severe reduction in the forest cover as well as wetland degradation and encroachment leading to increased vulnerability to climate change;

**Strategic Direction**

**The goal of this Plan is “Increased Household Incomes and Improved Quality of Life of Ugandans”**. The goal will be pursued under the overall theme of **Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation**. The key objectives of the Plan are:

1. Enhance value addition in key growth opportunities
2. Strengthen the private sector to create jobs
3. Consolidate and increase the stock and quality of productive infrastructure
4. Enhance the productivity and social wellbeing of the population; and,
5. Strengthen the role of the state in guiding and facilitating development.

For successful implementation of the DDPIII, the following key development strategies will be pursued: i) Agro-Industrialization; ii) Mineral-Based Industrialization; iii) Promotion of Local Manufacturing; iv Harness the Tourism Potential; Increase local content participation; viii) Institutionalize infrastructure maintenance; ix) Develop intermodal transport infrastructure to enhance interoperability; x) Increase access to stable, reliable and affordable energy; xi) Leverage urbanization as a driver for socio-economic transformation; xii) Improve access and quality of social services; xiii) Institutionalize human resource planning for the economy; xiv) Enhance skills and vocational Development; xv) Promote Science, Technology, Engineering and Innovation as well as ICT; xvi) Increase access to social protection; xvii) Promote development-oriented mind-set; xviii) Increase government participation in strategic sectors; xix) Increase Resource Mobilization for Implementation of Local development programmes;

**Expected results**

At the end of the five-year period, the following key results are expected to be achieved: Reduced Poverty rates; from 21.4 percent to 18.87 percent; Reduced Income Inequality (Gini coefficient); from 0.41 to 0.37; Increased contribution of industry to GDP; from 18.6 percent to 28.6 percent; Increased rate of growth of the industrial sector from 6.1 percent to 8.1 percent; Increased rate of growth of the agricultural sector from 3.8 percent to 7 percent; Reduced Youth unemployment due to annual increase in jobs created at 513,000 annually; from 13.3 percent to 9.7 percent; Increased value of manufactured exports in total exports; from 12.3 percent to 19.8 percent; Increased ratio of merchandise Exports to GDP from 12.7 percent to 16.5 percent; Increased share of intermediate goods (inputs for manufacturing) in total import bill from 18.6 percent to 25.5 percent; Reduction in the percentage of household dependent on subsistence agriculture as a main source of livelihood from 68.9 percent to 55 percent; Increased electricity consumption per capita from 100kwh to 578kwh; Increased forest cover from 9.5 percent to 15 percent; Reduction in the cost of electricity to USD 5 cents for all processing and manufacturing enterprises; Increased households with access to electricity from 21 percen

1. **INTRODUCTION**

## **Background**

Namutumba District was established by an act of parliament in 2000 and it’s located in the eastern region of Uganda. The headquarters are situated in Namutumba Town council 120km from Kampala the capital city and 40km from Jinja. It’s bordered by Iganga in the north Jinja in the west, Bugiri in the east and Lake Victoria in the south which is shared by Mukono, district, Bugiri, Namutumba itself and Jinja city.

* + 1. Context of the Local Government Development Plan *(description of the past and present national/ Local Government development context as well as historical developments / recent experiences that underpin/ inform/ influence the current development plan)*

Section 35 of Local Government Act (Cap 243) requires both District and Lower local councils to prepare comprehensive and integrated Development Plans incorporating plans of Lower Local Governments. Development Plans therefore, form a basis tool for implementation of decentralization policy.

The Third Five-year District Plan is in line with the National Development Plan III which builds on the achievements attained under the previous Development Plan 2014/15-2019-20, mitigates challenges encountered during its implementation, and seeks to take advantage of existing development opportunities.

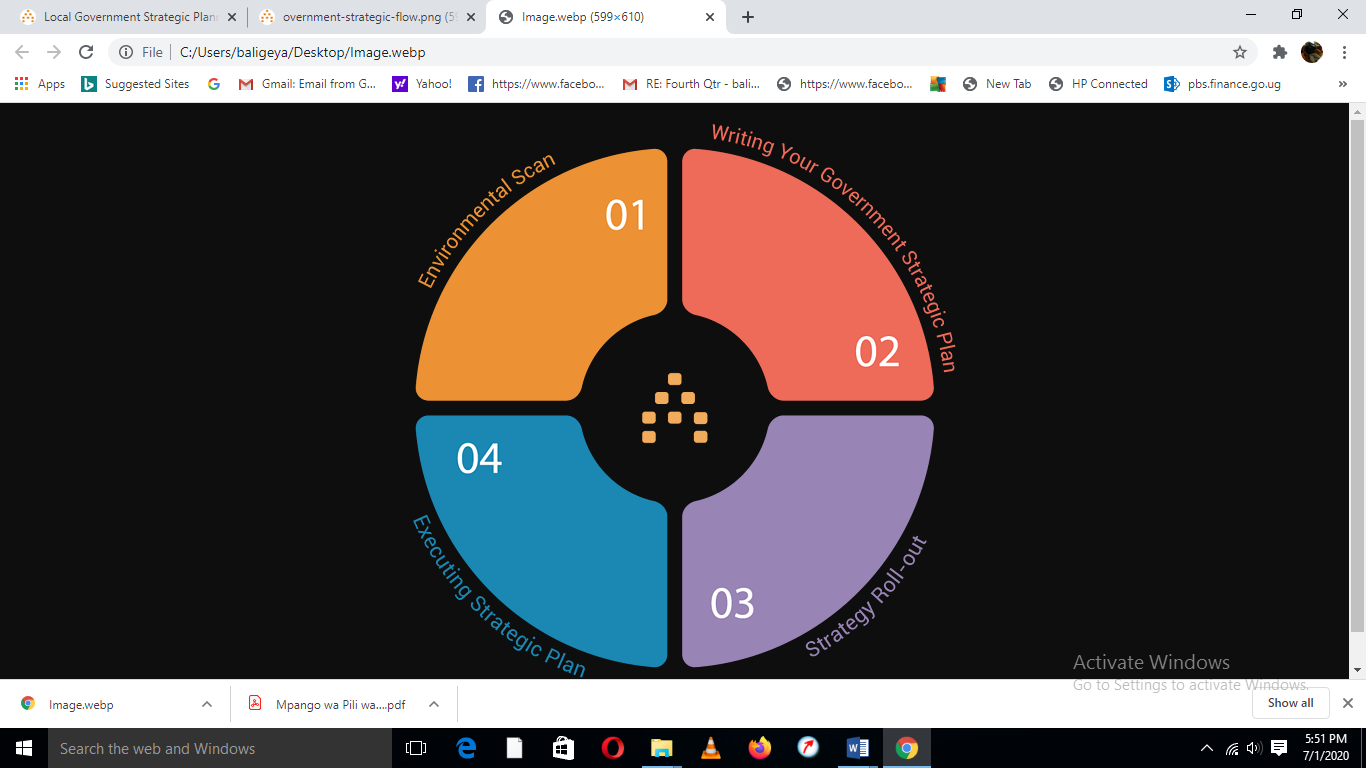
The emphasis has been on social sectors such as Education and Sports, health, community roads, water and sanitation and production and marketing. Concurrently, the Natural resources and environment, gender, community development /empowerment, HIV/AIDS are some of the cross cutting issues that have been emphasized over the last fifteen years.

The focus has been construction of new infrastructure in addition to rehabilitation of existing facilities. The infrastructure constructed has been in line with the government of Uganda policy for example all sub counties are supposed to have a health centre III and a secondary school while kilo metre of road is expected for every 1000 people. The human resources in the social services sectors has been emphasized with considerable numbers of civil servants recruited in education, health, at sub county level and District level where the number of critical position filled has reduced significantly.

The access to social services has been influenced by two things; first, the availability of physical infrastructures where the distance moved by the population to the service centres is reduced per square kilometer and two the actual receipt of the services from qualified personnel. This has enabled the improvement on the wellbeing of the people of Namutumba over the years. The quality of services provision is gradually improving though a lot still needs to be done given the growth in the population from about 320,000 people to over 480,000 in just a decade.

The District intends to continue pursuing a development agenda relating to the national objectives and priorities as hereunder which both complement and supplement the effective utilization of available social services as well as facilitating economic growth and development. According to the national development plan, the following shall been prioritized by sector.

* + 1. Description of the Local Government Development planning process *(processes, actors and timeframes / scheduling.*



In line with the Comprehensive National Development Planning Framework (CNDPF) that was adopted by Cabinet in 2007, National Planning Authority (NPA) issued revised Local Government Development Planning Guidelines. These revised Guidelines which are consistent with new reforms like the Public Finance Management Act (PFMA), 2015, The National Planning Authority (Development Plans) Regulations, 2018 guided and supported the development of this District Development plan III for the period, FY2020/21 to FY2024/25.

The District followed the traditional four planning steps represented by the clock above, through guidance by the District planner, the entire process was kick started when the District received a Planning Call Circular from the National Planning Authority that included communication on National Development vision /strategic objectives, goals, etc through a meeting that was organized at District level in November 2019.

In order to scan the environment the District formed the District level District Planning Task Team that comprised of heads of department. This team was responsible for supporting other DTPC members in the formulation process of their respective plans. This team also coordinated the contribution of other stakeholders such as development partners, political leaders, civil organizations as well as the private sector. This technical team was also responsible for provision of hands on training for technical teams at sub county level. Two training sessions were held for LLGs staff.

Consultations were made at District and sub county level where technical staff, political leaders, civil society organizations; private sector was invited to meetings to discuss the draft development plan. These meetings were held at District and sub county level. The focus of the consultations was to confirm the local government key development potentials, opportunities, constraints and challenges. The meetings also guided the identification of key development priorities for both the District and sub counties.

Issues generated during these consultations were used to generate Situations analyses on key development issues/ constraints, potentials, opportunities and challenges for the District as well as for sub counties.

The District task team together with sector heads reviewed and customized the broad National Development Strategic direction; sector–specific strategies, priorities and standards; and relevant cross cutting issues in line with the plan call circular, the existing midterm review report for National and District Development Plans for the period 2020/2021 to 2024/2025 among other documents.

The District planning task team synthesized all development issues/constraints, potentials, opportunities analyzed as well as those received from LLG planning forums to form the District presentation that was shared with development partners, civil society, the private sector among other during the District planning meeting.

The District compiled and analyzed the overall resource envelop which was to be used as the basis for allocation and selection of investments for the LGDP and determining the plan funding

Gap

The District Executive committee approved Development outcomes, goals, and strategic Objectives that will guide the strategic direction of the LGDP. This incorporated plans of LLGs for onward submission to council for approval.

The District task team working with sectors Identified sector specific development outcomes, goals, strategic objectives, outputs, strategies and interventions to comprise their sections in the LGDP. These outcomes were consolidated by the secretariat to form the overall District strategy. Emphasis was put on aligning the sector ministry priority areas as outlined in the plan call circular and the national development plan.

The Draft District Development Plan was presented to relevant standing committees of council for debate. The District development plan was the presented to council for approval.

The Printing and dissemination of final District Development Plan for 2020/2021 to 2024/2025 was done including submission to the National Planning Authority, sector ministries departments and agencies, all HLGs political leaders, technical departments and development partners; and LLGs including feedback on priorities incorporated in HLG plans.

* + 1. Structure of the Local Government Development plan *(Arrangement and content of the different sections/chapters comprising the plan)*

The District Development plan is organized in seven chapters. Mainly **Chapter one** includes introduction highlighting the background of the District with its profile.

**Chapter Two** outlines the situation analysis of sectors and cross cutting issues. It also hints on the status of achievements in regard to Millennium development goals (MDGs) and the new set of social development goals (SDGs).

**Chapter Three** covers the LGDP strategic Direction and the broad local development goals and outcomes. It details Sector specific development objectives, outputs, strategies and interventions. Key sector programmes to deliver desired development outcomes have also been highlighted in this chapter.

**Chapter Four** Mainlycovers implementation, coordination and partnership frameworks outlining roles of different stake holders in the implementation of the plan

**Chapters Five, Six** Highlightsthe financing frame works for the plan and also covers the monitoring and evaluation strategy, communication and feedback strategy respectively. Chapter Six also gives a detailed description of M&E strategies.

**Chapter Seven**, points out the projects for implementation in the first year of the plan and also summarizes the priorities for this entire plan period.

* 1. **District profile (***Summarized information, 1.2.2- 1.2.5- maximum 4 pages***)**

The District is located in the eastern region of Uganda. The headquarters are located in Namutumba town council 120km from Kampala the capital city and 40km from Jinja. It’s bordered by Iganga in the north Jinja in the west, Bugiri in the east and Lake Victoria in the south which is shared by Mukono, District, Bugiri, Namutumba itself and Jinja

* + 1. Key Geographical information (soils, geophysical features, land use, vegetation, etc. focusing on the extent to which some of the key geographical and natural endowment features /characteristics of a LG have been affected by human activity, etc.)

**Relief Features and Climate:**

**Geology and Topography**

Namutumba District is characterized by extensive undulating lowlands, isolated hills and pediments of approximately 115m with linear and convex slopes between 2 and 8%.

There are flat valley bottoms with slopes less than 2%. The general surface slopes range from 120m in the south-west near Lake Victoria t5o 100m in the North. The District is sculptured into rolling landscape with gentle slopes and swallows valleys (occupied by papyrus swamps) of amplitude far less than 115m and large portion of ridges/hilltops, so much so that lot of arable land is available on hill tops, slopes and the valleys and it is where most of socio-economic activities take place.

The District has along shoreline of Lake Victoria in the south with six islands forming Jaguzi Sub County. The Islands are mainly characterised by sand beaches, granitic and lateritic rock formations. All islands have suffered massive deforestation both in the lakeshores and on the hills due to various human activities.

**Climate**

The majority parts of Namutumba District lies within the Lake Victoria Climatic Zone, with little seasonal variation in temperature, humidity, and winds throughout the year. The District’s climate is related to its situation, elevation, the major air currents and the occurrence of a large mass of water (Lake Victoria) within the District.

**Soils**

The largest part of the District is underlain by un-differential gneisses formerly seen as part of basement complex. Rhodi, Ferralitic and Nitisol are the predominant soil types with patches of Epi/Endo petricplinthsols superimposed on the Nitsols in isolated and very small areas. This soil type is of relatively high to moderate fertility, they are permeable, with a stable structure, and low erodibility, hence less prone top erosion.

Along the shores of Lake Victoria, the soils are mainly Hydromorphic. These are associated with Buganda Surface and Kabira Catena characterised by low to medium fertility. The Northern and Eastern parts are dominated by quartzite and laterites whose parent rock is the Buganda Catena, the remaining part being occupied by Lake sand and Granitic Rocks.

Generally, all soil types in Namutumba District are of moderate stable structure, low in erodibility and high fertility, with ability to support a wide range of activities such as settlement, farming and forest establishment.

However, due to population explosion coupled with poor agronomy practices that range from over farming, monoculture, and deforestation among others, these formerly rich fertile soils have been depleted of natural fertility and rendered less productive than in the past.

**Land Tenure and Use**

The land in Namutumba is owned under a customary freehold system where pieces of land are owned in perpetuity and hence the owner is able to sell off any of his/her piece of land at wish. Through generation of slicing and sharing of family land and later exacerbated by emergence of land Markets, where thousands of land pieces have changed hands through sale, land fragmentation has occurred which has severely pressed limit on productivity.

Due to fertile soils and favourable climate, the District has great agricultural potential. However, the fact that open water and forest reserves occupy an estimated 87% of the total surface area of the District, significant pressure has been exerted on the natural environment by the increasing population numbers. Most of the Agriculture in the District is done on small scale due to small land holding capacity per household. Common crops grown are cane, coffee, rice, maize, cassava, sweet potatoes, gnuts, tomatoes, cabbages beans and trees that has currently picked.

Fishing is yet another high-value activity practiced in the District. The activity is the largest income earnerin the District, accounting for approximat3ely 63%. In 2013, estimated 3000 people were engaged in commercial fishing in the District. The fish caught from lake Victoria include; Nile perch, Tilapia, Rargentae (Mukene), clarias (cat fish), protopterus (lung fish).

In recent times, bee keeping for production of honey is becoming an accepted and practiced method of earning income in the District.

* + 1. Administrative structure (lower local governments and administrative units comprising the district)

Namutumba district is sub divided into 12 Subcounties and Four town council namely: - Baitambogwe, Buwaya, Malongo, Kigandalo, Imanyiro, Kityerera, Bukatube, Mpungwe, Bukabooli, Jagusi, Wairasa, Busakira and Namutumba, Magamaga, Bugadde and Bwondha Town councils. These Lower Local Governments form 3 constituencies i.e. Bunya East which is composed of Kigandalo, Bukabooli, Mpungwe and Buwaya sub counties, Bunya south which is composed of Malongo, Jagusi, Busakira and Kityerera while Bunya west is composed of Imanyiro, Bukatube, Wairasa Namutumba town council and Baitambogwe sub counties. There are 68 parishes and 385 villages as shown in the table below:

* + 1. Demographic characteristics (population size and structures disaggregated, critical demographic ratios and population densities for a LG or administrative units; labour force analysis; Migration issues analysis; refugee populations for hosting LGs, etc)

**Population size and growth Rate**

During the period 2002 – 2020 the District population increased to 569,969, from 327,045 in 2002 this means between 2002 and 2020, the District population increased by 242,924 in a period of 18 years, at an average annual growth rate of 3.1 percent. This trend suggests that, the population could reach 700,258 by 2025. More than half of the population (51 percent) is female, and due to the high fertility rate, its estimated that on average of there is 6.2 children per woman, half of the population is children under the age of 15 years.

Owing to the high population increase against fixed land, the average population density of Namutumba has increased from 48 persons per square kilometers in 1969, 123 in 2002

to 174 in 2014.

* + 1. Natural Endowments (Natural resources and their rate of exploitation)

**Vegetation and Forestry**

Namutumba has 3 main Central Forest Reserves namely; South Busoga, Bukaleeba and Walulumbo Central Forest Reserves. South Busoga CFR has heavily been encroached while Bukaleeba was leased to Green Resources/ South Busoga Company for commercial tree planting. Others are District Local Forest Reserves which have for so long been insignificant due to encroachment although the District has started reclaiming them back through the Lands Sector.

Elsewhere, after centuries of human interference, the current vegetation cover in the District comprises of various human manipulated or impacted types, with most of the areas under crop vegetation. There are isolated patches of natural forest left on a few hills, valleys and lakeshores. Elsewhere, grasses such as Pennisetum purpurem and Hyparrheniarufa dominate the vegetation cover. Remnants of tropical trees are scattered on many farmlands with species like markemia lutea, ficus, melicia, exelca, and albizzea spp. dominating most parts of the District. However, the modified types dominate the large extent in settlement or built-up areas such as the Namutumba Town Council and along Landing sites and Fishing Settlements.

**Fauna**

Bukaleeba Peninsula and the islands are the visible habitats for wild game in Namutumba District. Although heavily being encroached on, the peninsula is natural habitat for buffalos, antelopes, bushbucks, warthogs, wild pigs, fruit bats, insect eating bats, shrews, civet cats, squirrels, little white egrets, white eagles, snakes, crocodiles, velvet and Colousbadius. Islands are major habitats for birds, kites, otters, hippos monitor lizards, fish and crocodiles.

Elsewhere, continued cutting and planting of trees coupled with environmental degradation and pollution has impacted greatly on the mobility and habitation of wild birds and animals in Namutumba. Generally, there has been a shift of habitats and playing ground from agriculture lands to the forested areas.

**Fish**

The District’s main water body, Lake Victoria is a habitat for a variety of wildlife, of which the tilapia and nile perch are the major types. Lake Victoria supports high density of fish spp. which include; Bagrus docmac, clarias, protopterus, labeo victorianus, etc.

* + 1. Social –economic infrastructure (*life standards indicators; Local economy analysis; livelihood patterns; human settlement patterns; productive resources and Economic Activities of a LG;* etc.)

1. **SITUATION ANALYSIS** (15-20 pages)

**Is adscription of the general state of affairs affecting development, arising from the Natural resources, the HR and progress achieved from the past development.**

* 1. Analysis of District Potentials, Opportunities, Constraints and Challenges

**2.1 THE DIMENSION OF Busoga Planners LOCAL GOVERNMENT.**

Following the LGDPIII adopted programs, the contextual analysis of the different situations in the LG service delivery through the various programs.

1. **Agro-industrialization.**

The Agro-industrialization program is highly contributed too by the productivity of the district population through various agricultural, veterinary, entomology, fisheries, trade and industry, roads interventions that aim at achieving quality and efficient productivity in the district.

The **main LG problem/ issue** here is having a high proportion of the population dependent on subsistence agriculture due to;

1. Low agricultural production and productivity
2. Poor storage infrastructure
3. Poor market access and lack of competitiveness for products
4. Limited access to agricultural financial services and critical inputs
5. Inadequate knowledge and skills along the agro-industrial value chain
6. Poor coordination and inefficient institutions.

**Table:** POCC analysis per LG issue affecting agro-industrialization program

| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| **LG issue; Low agricultural production and productivity** | | | |
| Availability of fertile land | Favourable land tenure systems | Land fragmentation | Land grabbing, land ownership. |
| Availability of labour | Availability of machinery like tractors | Un skilled labour | Poor attitude, young population, High mobility |
| Availability of water for production | Good terrain to facilitate irrigation | Limited accessibility of water | Lack of advanced technologies to ensure accessibility |
| **LG issue; Poor storage infrastructure** | | | |
| Availability of community storage facilities(CSF) | Availability of Implementing partners that support communities to construct CSF | Dilapidated structures | Inadequate support from govt |
| Poor management |
| No longer serving the purpose for which they were constructed. |
| Modern storage facilities | Vibrant private sector | Inaccessibility | Few in the area |
| Expensive |
| Availability of cold chain infrastructure for dairy | Availability of diary SACCOs | Low production | Constant power fluctuations |
| Expensive |
| **LG issue; Poor market access and lack of competitiveness for products** | | | |
| Availability of Market | Large population | Low purchasing power | Poor road network |
| Lack of market information. |
| Lack of enabling law for setting up sugar cane value addition facilities. |
| Lack of collective marketing associations. |
| Availability of market infrastructure | Availability of agricultural products | Lack of ownership of land | Poor location of the marketing infrastructure. |
| Dilapidated structures | Conditional funds |
| Lack of modern handling facilities like refrigerators for perishables |  |
| **LG issue; Limited access to agricultural financial services and critical inputs** | | | |
| Availability of farmers | Availability of Financial institutions | Low financial literacy | Conditions on accessing agric loan products. |
| Inadequate information on loan products. |
| Availability of Govt programmes like OWC, YLP etc | Existence of community groups | Lack of organised viable farmer groups. | Poor attitude towards govt programmes |
| Lack of information on govt programmes |
| **LG issue; Inadequate knowledge and skills along the agro-industrial value chain** | | | |
| Availability of skilled staff | Availability agric Implementing Partners like send a cow, one acre fund etc | Low of commitment of staff to pass on knowledge. | Few training facilities |
| Poor attitude of agric staff. |
| Availability of farmers | Availability of literate farmers | Inadequate resources to undertake training | Inadequate capacity of farmers to meet the demand for value addition |
| Availability of govt programmes like NAADs |
| **LG issue; Poor coordination and inefficient institutions.** | | | |
| Availability of different govt institutions | Financially supported by govt | Low levels of involvement. | Operate in silos |
| Political will | Popularization of programmes enhancing ownership | Inadequate information | High political turnover |

**Transport infrastructure and services are still inadequate and disjointed** due to:

1. Transport investment prioritization being biased towards road transport over other modes;
2. High cost of transport infrastructure and services;
3. Inadequate integrated land use and transport planning;
4. Inadequate transport asset management;
5. Weak and disjointed policy, legal, regulatory, and institutional framework for infrastructure and services; and
6. High vulnerability of the transport sector to the impacts of climate variability and change.

**Integrated Transport Infrastructure and Services Programme**

| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| Transport investment prioritization being biased towards road transport over other modes | | | |
| Existence of staff | Existence of Implementing Partners to support local based staff | Inadequate skilled staff | High staff turnover |
| Low commitment of staff |
| Existence of road networks | Interconnectivity to National roads | High maintenance costs | Roads with limited carrying capacity |
| Affordability of road transport | Availability of various means of transport that can be used by the community | Low community support for maintenance of roads | Adverse weather conditions |
|
| **High cost of transport infrastructure and services** | | | |
| Availability of transport infrastructure | Availability of govt funding for transport infrastructure |  | Land tenure system that impede devt of transport infrastructure |
| Availability of equipment’s | Inadequate capacity to operate equipment |
| Availability of enabling laws | Availability of human resource to enforce laws | Low enforcement of the existing laws | Inadequate awareness of the existing laws |
| Inadequate integrated land use and transport planning. | | | |
| Presence of the National Physical Planning Act 2010 | Guided physical development | Absence of District Physical Plan | Lack of expertize at LG |
|  |  |  |  |
| **Inadequate transport asset management** | | | |
| Availability of staff | Trainable staff | Limited resources required to train staff | Poor attitude  High staff turnover |
| Availability of management systems | Existence of capacity building programs | Limited resources required to run updated systems | Lack of control of systems  Systems are expensive to manage |
| Weak and disjointed policy, legal, regulatory, and institutional framework for infrastructure and services | | | |
| Availability of laws | Availability of Gov’t offices to enforce | Low Enforcement  Lack of awareness  Corruption | Lack of awareness |
|  |  |  |  |
| High vulnerability of the transport sector to the impacts of climate variability and change | | | |
| Presence of staff to carry out Environment Impact Assessment | Presence of other institutions like UNMA, NEMA to provide technical expertise | Capacity gaps amongst staff to ably appraise projects | Adverse weather conditions |
|  |  |  |  |

**Nevertheless, Uganda’s private sector is weak and uncompetitive to sustainably drive growth**. This is due to:

1. High cost of doing business,
2. Limited production and organisational capacity,
3. Absence of a strong supporting environment,
4. Weak enforcement of standards and the proliferation of counterfeits in the market, and
5. Inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas

| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| High cost of doing business. | | | |
| Existence of business enterprises | Availability of PPP to foster development | Limited information on business establishment | Bureaucracy |
| Stringent requirements for the private sector to start business |
|  |  |  |  |
|  |  |  |  |
| **Limited production and organisational capacity** | | | |
| Availability of labour | Foreign direct investments | Un skilled labour | Poor attitude, young population, High mobility |
| Availability of financial institutions | Readily available and well placed in our localities | Limited knowledge of products of the financial institutions | Stringent measures to access finances such collateral |
| Availability of Technology | Presence of institution to support use of technology such as research institutions | Poor coordination between the Private sector and LG | Required skills to use the technology  Finances required to access technology |
| Existing government programs | Training of private in various areas | Lack of commitment by staff | Poor Attitude  Bureaucracy  Community mindset towards government programs |
| **Absence of a strong supporting environment** | | | |
| Availability of govt agencies | One stop centre for clearance of private sector business | Low involvement of local government | Bureaucracy  Attitude towards government officials  Corruption |
| Existing laws to support the private sector | Availability of willing investors | Inadequate information | Few investors willing to invest  Inadequate information |
| **Weak enforcement of standards and the proliferation of counterfeits in the market** | | | |
| Availability of Human resource to enforce standards | Availability of policies | Corrupt staff | Poor attitude |
|  |  |  |  |
| **Inadequate strategic and sustainable government investments and partnerships with the private sector in key growth areas** | | | |
| Availability of PPP policy | Availability of local investors |  |  |
|  |  |  |  |

**Governance and Security Programme**

1. delays in processing of bills and ordinances into policies affecting the delivery of services
2. inadequate information on the implementation of the international protocols which makes it challenging for parliament to oversee government’s commitments and/ or activities carried out at international level;
3. backlog of the constitutional reports for consideration by the parliamentary oversight committees
4. increased instances of maladministration and administrative injustice in the public sector resulting into ineffective service delivery;
5. corruption in the judicial system; and limited civic and voter education

| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| Delays in processing of bills, ordinances, and policies affecting the delivery of services in LGs | | | |
| Existence of council structures | Existence of Implementing Partners | Low capacity of legislators  Conflict of interest | Bureaucracy |
| Existence of knowledgeable staff | Existing legal frameworks  Existence of IPs | Lack of awareness | Lack of awareness of existence of the Legal frameworks |
|  |  |  |  |
| Backlog of the reports for consideration by the Council oversight committees | | | |
| Presence of the law which allows LGs to constitute the committees | Presence of technical staff attached to various committees for guidance | Conflict of interest | Bureaucracy |
| Presence of the committees | Presence of oversight bodies such as Public Service Commission | Lack of information  Inadequate resources | Corruption |
| Increased instances of maladministration and administrative injustice in the public sector resulting into ineffective service delivery | | | |
|  |  |  |  |
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| Corruption in the judicial system; and limited civic and voter education | | | |
| Existence of courts of law | Presence of supporting IPs | Conflict of interest  Lack of information | Bureaucracy  Corruption |
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**Public Sector Transformation Programme**

1. poor accountability systems and undue focus on processes rather than results;
2. inefficient government systems and processes;
3. inadequate talent management across government;
4. an inefficient and inadequately funded decentralized system of government;
5. limited computerization of government systems;
6. high level of corruption; and
7. Ineffective and inadequate communication and feedback mechanisms.

| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| Poor accountability systems and undue focus on processes rather than results | | | |
| Presence of internal control systems | Existence of enabling laws and guidelines | Lack of awareness | Lack of awareness |
|  |  |  |  |
|  |  |  |  |
| Inefficient government systems and processes | | | |
| Presence of a complaints handling desk |  | Lack of awareness | Bureaucracy |
|  |  |  |  |
| Inadequate talent management across government | | | |
|  |  |  |  |
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| an inefficient and inadequately funded decentralized system of government | | | |
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|  |  |  |  |
| Limited computerization of government systems | | | |
| Existence of computerized accountability systems | Government bodies to support Lgs to run government systems | Lack of Capacity to use the systems | Lack of awareness of existing computerized government systems |
|  |  |  |  |
| High level of corruption | | | |
| Presence of the laws | Presence of the other institutions to enforce | Limited knowledge of some of the existing laws | Lack of awareness of the law |
|  |  |  |  |
| ineffective and inadequate communication and feedback mechanisms | | | |
| Mandatory Meetings such as DTPC, Sector committees | Availability of resources to facilitate the meetings | Low participation of the stakeholders |  |
| Presence of feedback mechanism | Mandatory Meetings such as DTPC, Sector committees | Failure to have the right stakeholders during the feedback meetings | Loss of focus  Distortion of the message |
| Presence of District website |  |  | Community awareness on make use of websites |
| Presence of local radio stations | Free airtime from the radio stations | Limited geographical Coverage for some radio stations | Politicizing programs |
| Presence of noticeboards |  | Failure to Translate information to suitable local language | Vandalism |
|  |  |  |  |

**MANUFACTURING**

1. lack of requisite infrastructure to support manufacturing;
2. limited access to financing mechanisms that can support manufacturing
3. weak SMEs in the industrial sector;
4. proliferation of substandard goods and counterfeits on the market;
5. Poor linkage between trade and industrial development
6. lack of a support system to nurture innovations to full commercialisation
7. high cost of doing business,
8. low labour productivity due to inadequate skills, and
9. weak legal framework to support and promote manufacturing

| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| lack of requisite infrastructure to support manufacturing | | | |
|  |  |  |  |
|  |  |  |  |
| limited access to financing mechanisms that can support manufacturing | | | |
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| Weak SMEs in the industrial sector | | | |
|  |  |  |  |
| Proliferation of substandard goods and counterfeits on the market | | | |
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CLIMATE CHANGE

LG PROBLEM: Poor management of water, environment, and natural resources coupled with worsening effects of climate change due to;

| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| **LG issue; High exposure to hazards and disasters** | | | |
| Availability of land to migrate people in highly disaster prone areas | Existence of relief organizations during disaster times | Resistance from communities being shifted | Inadequate funding for logistical support and infrastructure. |
| Availability of government policies and regulations. | Availability of several actors creating sensitization to communities | Poor communication channels for community sensitization | Inadequate funding to enable implementation and enforcement of the policies and regulations |
| **LG issue; low disaster risk planning** | | | |
| Existence of disaster risk planning bodies | Existence of international organizations willing to help in disaster times | Incoordination of different bodies | Inadequate resources to match the prevailing disaster |
| Presence of national and local disaster risk Plans for prone areas | Existence of international organizations willing to fund the plans | Incoordination of different bodies | Inadequate resources to match the prevailing disaster |
| **LG issue; rampant degradation of environment and natural resources** | | | |
| Availability of land for afforestation and re-afforestation | Government and NGO funding towards tree planting.  Presence of alternative sources of fuel/ sources of energy.  Increased research on rapid maturing tree varieties | Land fragmentation  Land ownership  Low sensitization within communities | Alternative sources of energy are expensive.  Poor agricultural practices  Low attitude of communities to wards tree planting |
| Existence of laws on environmental conservation | Existence of a full authority (NEMA) and its police. | Ignorance of communities on the existing laws. | Lack enforcement of policies and laws |
| **LG issue; limited access and uptake of meteorological information** | | | |
| Availability of meteorological department at national level | Availability of technology to forecast weather changes | Absence of meteorological departments at LGs | Expensive technology  Poor funding of the department  Inadequate capacity at LG levels |
| Availability of mass media | Strong Government and private sector mass media players | Mass media players are not adequately fed with information by the department | In coordination between the media and the department  Inadequate funding.  Lack of media gadgets by all people |
| **LG issue; poor coordination and institutional capacity** | | | |
| Availability of institutions. | Availability of financial and logistical resources to expedite the plans | Duplication of programs | Uncoordinated planning |
| Political will | Easy community mobilization and sensitization | Inadequate information and capacity to disseminate | High political turnover. |
| **LG issue; absence of appropriate incentives for good environment management practices** | | | |
| Allocation of government land for tree planting | Ready market and demand for trees and their products | Lack of accessibility to government land. | Bureaucratic procedures in accessing government land |
| Local governments plan for tree planting activities | Allocation of free tree seedlings to communities | Poor attitude towards tree planting. | Limited funding  Delays in supply  Unfavorable weather conditions |
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**TOURISM DEVELOPMENT**

**LG PROBLEM:;**

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| --- | --- | --- | --- |
| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| **LG issue; High exposure to hazards and disasters** | | | |
| Availability of land to migrate people in highly disaster prone areas | Existence of relief organizations during disaster times | Resistance from communities being shifted | Inadequate funding for logistical support and infrastructure. |
| Availability of government policies and regulations. | Availability of several actors creating sensitization to communities | Poor communication channels for community sensitization | Inadequate funding to enable implementation and enforcement of the policies and regulations |
| **LG issue; low disaster risk planning** | | | |
| Existence of disaster risk planning bodies | Existence of international organizations willing to help in disaster times | Incoordination of different bodies | Inadequate resources to match the prevailing disaster |
| Presence of national and local disaster risk Plans for prone areas | Existence of international organizations willing to fund the plans | Incoordination of different bodies | Inadequate resources to match the prevailing disaster |
| **LG issue; rampant degradation of environment and natural resources** | | | |
| Availability of land for afforestation and re-afforestation | Government and NGO funding towards tree planting.  Presence of alternative sources of fuel/ sources of energy.  Increased research on rapid maturing tree varieties | Land fragmentation  Land ownership  Low sensitization within communities | Alternative sources of energy are expensive.  Poor agricultural practices  Low attitude of communities to wards tree planting |
| Existence of laws on environmental conservation | Existence of a full authority (NEMA) and its police. | Ignorance of communities on the existing laws. | Lack enforcement of policies and laws |
| **LG issue; limited access and uptake of meteorological information** | | | |
| Availability of meteorological department at national level | Availability of technology to forecast weather changes | Absence of meteorological departments at LGs | Expensive technology  Poor funding of the department  Inadequate capacity at LG levels |
| Availability of mass media | Strong Government and private sector mass media players | Mass media players are not adequately fed with information by the department | In coordination between the media and the department  Inadequate funding.  Lack of media gadgets by all people |
| **LG issue; poor coordination and institutional capacity** | | | |
| Availability of institutions. | Availability of financial and logistical resources to expedite the plans | Duplication of programs | Uncoordinated planning |
| Political will | Easy community mobilization and sensitization | Inadequate information and capacity to disseminate | High political turnover. |
|  |  |  |  |
|  |  |  |  |
| **LG issue; absence of appropriate incentives for good environment management practices** | | | |
| Allocation of government land for tree planting | Ready market and demand for trees and their products | Lack of accessibility to government land. | Bureaucratic procedures in accessing government land |
| Local governments plan for tree planting activities | Allocation of free tree seedlings to communities | Poor attitude towards tree planting. | Limited funding  Delays in supply  Unfavorable weather conditions |

**SUSTAINABLE URBANIZATION AND HOUSING**

**LG PROBLEM: Unsustainable urban development due to**

|  |  |  |  |
| --- | --- | --- | --- |
| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| **LG issue: Jobless Urban Youth.** | | | |
| Availability of employable youth | Increased labor intensive employers e.g. factories.  Positive attitude towards work. | Inadequate government employment policies. | Weak employment policies  Difficulties in capital access by the youth. |
| High youth literacy rate | Increased number of training and retraining institutions  Increased innovation of the youth. | Many theoretical graduates.  Few employment opportunities. | Inappropriate skills.  The education system is not practical. |
| Developing industrial parks. | Technological advancement and adoption. | Land wrangles hinder such investments. | Land is expensive to acquire. |
| **LG issue; inadequacies in physical planning and plan implementation leading to a sprawl of unplanned settlements.** | | | |
| Availability of physical planning function in local governments. | Existence of the fully fledged structure with technical staff in LGs.  Availability of private practitioners  Decentralized land registration | Lack of enough sensitization of masses. | Bureaucratic land registration procedures. |
| Laws policies and guidelines. | -availability of land surveyors.  -political will i.e urbanization programs | -Failure to implement/enforce these government policies  -inadequate funding of physical planning | -Land fragmentation.  -Fraudulent land transactions.  -Low rate of surveyed land in most parts of the district. |
| Availability of physical development plans | -existence of development partners  -existence of laws that guide physical developments. | -poor attitude /lack of compliance towards laws and regulations. | -Insufficient funds to enforce physical developments.  -Overcrowding especially in growing urban centers.  -increased and delayed compensations.  Inadequate/underdeveloped road network causing traffic congestion. |
| **LG issue; a deficiency in quantity and /or quality of social services, public infrastructure and and Housing.** | | | |
| Availability of public infrastructure. | -Increased government investment in social services.  -Increased private sector investment.  -Conducive investment environment | -Poor quality housing facilities.  -Inadequate skills and expertise to handle big investments.  -poor monitoring and supervision for quality assurance. | -Inadequate capital by local investors.  -increased profit repatriation  -unfavorable land tenure system.  -Increased population.  - inadequate statistical data to inform planning. |
|  |  |  |  |
| **LG issue; A skewed national urban system.** | | | |
| Existence of under and undeveloped area. | Willingness of the population to embrace urbanization. | -Un balanced national development agendas.  -Over ambitious planning. | -lack of social amenities that encourage urban development like power.  -poor attitude/resistance in some communities towards urbanization.  -natural calamities like increased lake water levels discourage investments on islands |
| Existence of laws and regulations on urban development. | Availability of implementing institutions. | -Low levels of awareness to the local population  -Poor involvement of locals in the formulation of these guidelines | -Limited financial and human resource to enforce these regulations.  -resistance /defiance from communities towards these regulations.  -Political interference. |

**DIGITAL TRAANSFORMATION**

**LG PROBLEM: Limited utilization of ICT services due to;**

|  |  |  |  |
| --- | --- | --- | --- |
| **Potentials** | **Opportunities** | **Constraints** | **Challenges** |
| **LG issue: Limited network coverage** | | | |
| Availability of network service providers | Potential market to consume the services.  Positive attitude from communities. | -Limited skilled manpower.  -Unfavorable government policies.  -failure to safeguard consumers from fraudsters. | -Wide area of coverage.  -Poor terrain of some areas.  -High charges to consumers due to high costs of production. |
|  |  |  |  |
|  |  |  |  |
| **LG issue; Uncoordinated and unregulated development of ICT infrastructure.** | | | |
| Availability of ICT infrastructure. | Availability of different systems in different departments | Manpower gaps and limited skills and expertise to integrate systems. | -Inadequate training rendered to trainees.  -Technological advancements/ changes calling for routine refresher trainings |
| **LG issue; High cost of end user devices and services.** | | | |
| Availability of a wide range of ICT services. | Presence of government and private investments In ICT. | -Limited capital to increase private investments in ICT.  -Limited uptake of ICT services due lack of skills. | -Availability of counterfeits on the market.  -High costs of business e.g. high taxation.  Un developed transport infrastructure. |
|  |  |  |  |
| **LG issue; Inadequate ICT knowledge and skills.** | | | |
| Availability of ICT training institutions. | -Computerization of work.  -Local demand for ICT services.  -Availability of ICT courses. | -High training costs.  -limited funding for the sector.  -few ICT training institutes | -Limited hands on trainings thus production of half baked graduates.  -High levels of illiteracy limits consumption of ICT services.  -Inadequate ICT equipment limiting hands on training. |
|  |  |  |  |
| **LG issue; Limited innovation capacity.** | | | |
| Availability of innovators on the market. | Available consumers of the newly developed technologies. | -Limited capital to fund these innovations.  -limited skills required for innovations | -Lack of incentives for these innovators.  -Weak laws to protect the intellectual rights of innovators.  -High costs in acquiring the newly innovated technology.  -Competitive environment.  -Rigidity from the communities |
|  |  |  |  |

**HUMAN CAPITAL DEVELOPMENT**

|  |  |  |  |
| --- | --- | --- | --- |
| **Potential** | **Opportunities** | **Constraints** | **Challenges** |
| **Issue: Low labor productivity** | | | |
| High population growth rate | Abundant labour force | Impoverished population  Unskilled labour | High dependence burden |
| Young population | Energetic population | Unskilled population | Unfavorable labour policies |
|  |  |  |  |
|  |  |  |  |
| **Issue: Low foundation for human capital development** | | | |
| Availability of education institutions | Policy guidelines, ECD care givers  Availability of STEI institutions  Availability of government financing for science graduate education  Availability of learners  Graduate science loan scheme, and bursaries.  Accessible roads for connectivity  Availability of learners  Availability of sports fields | Unlicensed/ unregistered ECD centres  Inadequate skilled staff  Inadequate of information  Inadequate career guidance  Inadequate information  Corruption  Unfavorable learning environment due to inadequate facilities  Inadequate deliberate early identification of talents  Undeveloped sports fields  Dilapidated infrastructures eg classrooms, fields,  Inadequate equipment in facilities. | Poor attitude of the parents  Limited number of learner taken on for sponsorship  Only science students considered under the under graduate loan scheme  Fewer Science Technology Engineering and Innovation(STEI) institutions |
| Availability of technical staff | Availability of laws  Skilled staff | Weak enforcement of laws  Corruption  Few technical staff  Low sanitation and hygiene coverage  Low levels of teacher motivation  Discriminative policies on salary payment eg scientists vs arts  Transport for hard to reach areas like landing sites, islands | Cultural/religious beliefs |
| Availability of Health facilities | Increased provision of free ANC, immunization, EMTCT( elimination of mother to child transmission) services in facilities  Increased proportion of Skilled deliveries  Availability of skilled health staff  Accessible roads for connectivity  Most of the parishes have a HCII | Low completion rate of immunization  Incomplete ANC visits  High number of unskilled deliveries  Limited access to health related information  High maternal and Infant mortality  Dilapidated infrastructures  Inadequate equipment for medical staff | Stock outs of essential drugs  Inadequate medical equipment.  Existence of traditional birth attendants  Low access to health insurance  Low level of education of mothers  Unmet need for FP of 28%  Lack of multi-sectoral response to health |

**COMMUNITY MOBILIZATION AND MINDSET CHANGE**

|  |  |  |  |
| --- | --- | --- | --- |
| **Potential** | **Opportunities** | **Constraints** | **Challenges** |
| **Issue: Limited awareness and implementation of national values** | | | |
| Availability of political structures | Availability of institutions responsible for national values e.g Ministry of ICT, National Elders Forum, Equal Opportunities Commission | A dependence syndrome  A High selfish tendency leading to corruption  Short-sightedness  A low sense of nationalism/patriotism  Low saving culture | Low nurturing of innovations |
| Availability of patriotism clubs in schools | Availability of learners | Non continuity of programmes due to transfers of teachers | Misconception by parents on patriotism clubs  Patriotism clubs are only in schools, leaving out those not in schools |
| Availability of existing organized groups | Availability of government programmes  Availability of all inclusive gender and interest groups | A weak community development function | Patriotism spirit is not fully integrated in all government programmes |
| **Issue: General lack of responsibility and ownership of government programmes** | | | |
| Existence of government programmes | Existence of families, citizens and communities  Availability of the media  Spirit of accountability and transparency  Existence of platforms for community engagement like Barazas.  Spirit of household savings and investments  Social cohesion and civic competences  Availability of public services at community and local government levels like education, health, child protection, population services, water and sanitation, livelihood programmes among others  Availability of Adult literacy education  Reduced prevalence of negative social norms and cultural practices that perpetuate gender inequality | Low involvement and participation of communities in government programmes  Low resource revenues to support implementation of community mobilization initiatives.  Cultural and religious institutions participation in development programmes not institutionalized  low popularization  and domestication of development, initiatives, programmes and policies to lower levels  poor monitoring and supervision  Weak implementation. | Low attitude of men towards adult education  The media is commercialized  Existence of negative social norms and cultural practices that perpetuate gender inequality  Limited coordination between government sectors. |

**DEVELOPMENT PLAN IMPLEMENTATION**

|  |  |  |  |
| --- | --- | --- | --- |
| **Potential** | **Opportunities** | **Constraints** | **Challenges** |
| **Issue: Slow implementation of development plans** | | | |
| Availability of development planning frameworks and guidelines | Availability of technical staff | Limited capacity to articulate the development guidelines  Unrealistic set development targets  Weak coordination of implementation  Low tax base | Low ownership and participation of other players in development planning  Weak systems for statistical development.  Off budget initiatives may not be in line with the planned priorities.  Ever changing national priorities like creation of new administrative units  National priorities are not necessarily linked to the local priorities. |
| **Issue: Low planning capacity at decentralized levels** | | | |
| Availability of staff | Existence decentralized planning institutions e.g Cities, Municipalities Districts , Sub-counties, , parishes e.t.c | Limited evidence based planning e.g inadequate gap analysis at all levels.  .  Limited linkage between the plan and the budget. | Mismatch between skills available and the labour market requirements.  Budget allocation skewed to MDAs other than LGs. |

**REGIONAL DEVELOPMENT**

| **Potential** | **Opportunities** | **Constraints** | **Challenges** |
| --- | --- | --- | --- |
| **Issue: Imbalance in the development of regional potential** | | | |
| Existence of development prospects e. g tourism, sugar cane | Existence of strong leadership in Busoga region.    Existence of the regional development framework (Busoga consortium) | Weak public sector management.  Weak local leadership | .Regional income poverty.  Limited and under developed regional value chains.  Inadequate economic and social infrastructure.  Un exploited natural resources in the region. |
| **Issue: High poverty levels in the region of 37.5%** | | | |
| Availability of fertile land for farming | Government programs supporting agriculture e.g OWC,  High fertility rates( large house hold sizes) | Fragmented pieces of land  Low land productivity  Inadequate value addition to products.  Dependency on rudementally tools for production  Production for subsistence purposes only. | Dependency on fluctuating rain patterns.  Adulterated farm inputs on the market.  Limited control over market price fluctuations. |

**SUSTAINABLE ENERGY DEVELOPMENT**

|  |  |  |  |
| --- | --- | --- | --- |
| **Potential** | **Opportunities** | **Constraints** | **Challenges** |
| **Issue: Low access to sustainable energy** | | | |
| Availability of power dams. | Availability of water to power the dams  Existence of institutions to increase access to clean energy e. g Uganda rural electrification agency for Hydro Electricity Power distribution. | Few skilled personnel to handle.  Transmission and distribution limitations | Reliance on biomas energy mainly 88% firewood, charcoal and crop residues.  Dilapidated infrastructure.  Limited Access and utilization to power due to high costs of acquisition and servicing.  Inadequate technology to extract the power  Privatization of the social services |
| Availability of solid waste | High population  Skilled labour | Poor solid waste management  Lack of information on alternative use of the solid waste.. | Turning of solid waste into energy is expensive |

2.2 LG Performance on Key development indicators

| **Expected key targets** |  | **Baseline 2019/20** | **LGDP III target** | **NDP III** |
| --- | --- | --- | --- | --- |
| Poverty rates (% below poverty line) E |  | 21.4 | 15.5 | 5 |
| Tourism receipts (USD billion) E |  | 1.3 | 2.5 |  |
| Rate of growth of the agricultural sector E |  | 3.8 (6.1) | 7 | 4.65 |
| No. of fully serviced industrial parks E |  | 0 | 22 |  |
| Access to electricity (%) E | Household population | 21 | 60 | 80 |
| H/holds dependent on subsistence agriculture as a main source of livelihood (%) E |  | 68.9 | 55 |  |
| Life expectancy at birth (years) S |  | 63.3 | 70 | 85 |
| Wetland cover (%) EV |  | 10.9 | 12 | 13 |
| Forest cover (% of total land area) EV |  | 9.5 | 18 | 24 |
| Infant Mortality Rate/1000 S |  | - | 0 | 4 |
| Maternal Mortality Ratio/100,000 S |  | 336 | 299 | 15 |
| WASH Coverage (%) S | Rural Water | 74.9 | 85 | 100 |
| Urban Water | 92.3 | 100 | 100 |
| Sanitation (Improved toilets) | 19 | 40 | 80 |
| Local Revenue performance to Budget(%) E |  | 12.5 | 15.01 | 25 |
| % of people within 1,000m of an improved water source EV |  |  |  |  |
| % of rural water point source functional EV |  |  |  |  |
| Share of irrigated arable land E |  |  |  |  |
| Share of drainage network maintained [%] S |  |  |  |  |
| Access to safe sanitation [%] S |  |  |  |  |
| Proportion of water sources tested for quality [%] EV |  |  |  |  |
| % of people with access to improved sanitation S |  |  |  |  |
| Pupil to latrine/toilet stance ratio S |  |  |  |  |
| Numeracy rate [%]S |  |  |  |  |
| Literacy rate [%]S |  |  |  |  |
| Enrolment rate [%]S |  |  |  |  |
| Completion rate [%]S |  |  |  |  |
| Proficiency scores (Proportion of students passing O' level) S |  |  |  |  |
| Enrolment rate S |  |  |  |  |
| Performance index S |  |  |  |  |
| Completion rate [%]S |  |  |  |  |
| Competency scores (Proportion of students passing exams) S |  |  |  |  |
| Enrolment rate S |  |  |  |  |
| Completion rate S |  |  |  |  |
| OPD Utilization [%] |  |  |  |  |
| DPT Immunization coverage [%] |  |  |  |  |
| Proportion of villages with functional VHTS |  |  |  |  |
| Facility-based Mortality Rate [%] |  |  |  |  |
| Share of admissions successfully discharged |  |  |  |  |
| Share of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS |  |  |  |  |
| Share of population with advanced HIV infection with access to ARV drugs |  |  |  |  |
| Incidence and death rates associated with malaria |  |  |  |  |
| Proportion of TB cases detected and cured under DOTS |  |  |  |  |
| Proportion of deliveries conducted in government health facilities |  |  |  |  |
| Average number of ANC visits |  |  |  |  |
| Share of District roads in fair-to-good condition [%] |  |  |  |  |
| Share of community access roads in fair-to-good condition [%] |  |  |  |  |
| Share of Urban access roads in fair-to-good condition [%] |  |  |  |  |
| Annual growth of marketed agricultural output [%] |  |  |  |  |
| Annual growth of farmer organization membership [%] |  |  |  |  |
| Annual growth of registered farmer contacts with extension staff [%] |  |  |  |  |
| Annual growth rate of the local business register [%] |  |  |  |  |
| Share of locally generated revenue [%] |  |  |  |  |
| Budget absorption rate [%] |  |  |  |  |
| Annual NDP compliance score |  |  |  |  |
| Adult literacy rate |  |  |  |  |
| Share of orphaned children |  |  |  |  |
| Share of population with disabilities |  |  |  |  |
| Annual change in reported cases of domestic violence |  |  |  |  |
| Annual Governance Score (LGFC Assessment) |  |  |  |  |
| Annual growth of approved construction plans |  |  |  |  |
| Share of LG establishment staffed |  |  |  |  |
| District reforestation rate [%] |  |  |  |  |
| Area (ha) of wetlands demarcated and restored |  |  |  |  |
| Proportion of Wetland Action Plans and regulations developed |  |  |  |  |
| Share of licensed polluters |  |  |  |  |

* 1. Analysis of Development Situations (Dimensions: Economic; Social and Cultural; and

Environment)

This section entails the analysis of the above indicators for example

The district has got a high level of poverty according to UBOS 2015 stands at 37.5% compared to the national level of 21.4%. We note that out of every ten Households 4 are living below the poverty line where the children, Elderly and female headed households are the most affected. The situation worsens as you move to households headed by persons with disabilities .The southern division of Jinja City is better off compared to the Northern Division which relies more on subsistence agriculture. Out the 4500 households in the northern division, 3400 depend on agriculture. Most of the land is controlled by men and yet it is the women who are involved in the farming. Most of the people depend on agriculture which have been affected by climate change with reduced outputs

2.3 Analysis of urban development as guided by the Physical planning act and implementation

guidelines

These small growth centres need to be planned in preparation for further developments and industrialization. Community mobilization and sensitization is critical in order for the inhabitants to appreciate the value of having well planned urban areas. Water systems, electricity, paved roads, industries are some of the prerequisites for urbanization. Modern urban areas need to focus on the global trends of urbanization in order to avoid repetition of the mess that has made management of existing towns and Kampala city council very difficult.

It is very important to improve on household incomes of the people such that they come to appreciate the values of building better dwelling units that suit the urbanization drive globally. Some of the people who are key stakeholders in these growth centres have no idea how to manage modern cities and towns. It should be noted that the size of town is not related to the quality of life of the people.

In summary, the prerequisites for cities and towns development are lacking for all the emerging trading centres in the District. Little is being done to curb the unplanned settlements. Therefore this plan shall focus on addressing some of the issues that can be reversed for the better.

2.4 Situation Analysis of LG Management and Service Delivery

Staffing levels, planning and Financing. Go ahead and draw a table to indicate the gender, PWD for all departments, Office space, transport, participatory planning, and capacity to articulate issues. Governance issues that include internal controls, draw a table to show revenue trends and talk about the projections.

2.5 Summary of development issues informing the LGDP formulation.

This plan is informed by the national strategic direction that is highlighted in the NDPIII, this include the national goal, the 5 strategic objectives and the 18 programmes. This has been adopted by the LG as issued in the LGDP guidelines and planning call circular. The plan formulation included data collection, analysis and a wide consultative approach.

After analysis, the following issues were identified to inform this LGDP formulation;

**Dilapidated infrastructure**

Quantify in terms of %ages and ratios by highlighting the extent of fairness of the infrastructure in health, Education, water, roads, production, environment, community, administration among others i.e Busoga has got 4545km of roads 70% is passable

Critically also assess issues of unemployment, poverty by looking at indicators such as electricity

**3.0 LGDP STRATEGIC DIRECTION AND PLAN (15-20 pages)**

3.1 LG Vision, Mission

**Vision**

“A prosperous Namutumba District with well-developed socio economic infrastructure with people enjoying a high standard of living by 2040”

**Mission**

“Improve the standard of living of the people of Namutumba using the available resources efficiently”

3.2 Summary of adopted NDPIII Strategic Direction (Goal, Overall Objective and Programs)

To be adopted as in NDP III

**Goal**: **Increased household incomes and improved Quality of life**

**Theme: Sustainable Industrialization for inclusive growth, employment and wealth creation**

| **Strategic Objectives** | **Strategies** | **Programs** |
| --- | --- | --- |
| 1. Enhance value addition in Key Growth Opportunities | 1. Promote agro-industrialization 2. Increase local manufacturing activity 3. Promote mineral-based industrialization 4. Harness the tourism potential 5. Promote export-oriented growth | 1. Agro-Industrialization 2. Mineral-based Industrialization 3. Petroleum Development 4. Tourism Development 5. ENR, Climate Change, Land and Water, Mgt |
| 1. Strengthen private sector capacity to drive growth and create jobs | 1. Provide a suitable regulatory environment for the private sector to invest. 2. Increase local content participation | 1. Private Sector Development 2. Manufacturing 3. Digital Transformation |
| 1. Consolidate & increase stock and quality of Productive Infrastructure | 1. Institutionalise infrastructure maintenance 2. Develop intermodal transport infrastructure 3. Increase access to reliable & affordable energy 4. Leverage urbanization for socio-economic transformation | 1. Transport Interconnectivity 2. Sustainable Energy Development 3. Sustainable Urban Development |
| 1. Increase productivity, inclusiveness and wellbeing of Popn. | 1. Improve access and quality of social services 2. Institutionalise HR planning 3. Enhance skills and vocational Development 4. Increase access to social protection 5. Promote Science Technology Engineering and Innovation 6. Promote devt. oriented mind-set | 1. Human Capital Development 2. Community Mobilization and Mindset Change 3. Innovation, Technology Devt. & Transfer 4. Regional Development |
| 1. Strengthen the role of the State in development | 1. Maintain peace and security 2. Increase Local govt. participation in strategic sectors 3. Enhance partnerships with non-state actors for effective service delivery 4. Increase Resource Mobilization | 1. Governance and Security Strengthening 2. Public Sector Transformation 3. Development Plan Implementation |

* 1. Key Development Results (Adopted/Adapted)

| **Results** | **Key Result Areas (KRA)** | **Indicators** | **Baseline** | **Target** |
| --- | --- | --- | --- | --- |
| **Goal**: Increased household incomes and improved Quality of life | Household incomes | Population below the poverty line (percent) | 37.5 | 24.5 |
| Quality of life | Population growth rate (percent) | 3.1 | 2.7 |
| **Objective 1:** Enhance value addition in Key Growth Opportunities | Agro and Mineral based industrialization | Average monthly nominal household Income (Ugx) | 416,000 | 632,044 |
| Tourism | Foreign exchange earnings from Tour­ism |  |  |
| Land | Percentage of titled land | 21 | 40 |
| **Objective 2:** Strengthen private sector capacity to drive growth and create jobs | Private sector growth | Youth unemployment rate (percent) | 13.3 | 9.7 |
| **Objective 3:** Consolidate & increase stock and quality of Productive Infrastructure | Energy | Households with access to electricity, % |  |  |
| Road | % of paved roads to total District road network |  |  |
| %age of District roads in Fair to good condition |  |  |
| Water transport | Freight Traffic on Lake Victoria (tons) |  |  |
| ICT | Internet penetration rate (internet users per 100 people) |  |  |
| Objective 4: Enhance productivity and wellbeing of Population | Labour productivity & Employment | Employment Population Ratio |  |  |
| Health | Life expectancy at birth (years) |  |  |
| Infant Mortality Rate/1000 |  |  |
| Maternal Mortality Ratio/100,000 |  |  |
| Neonatal Mortality Rate (per 1,000) |  |  |
| Total Fertility Rate |  |  |
| U5 Mortality Ratio/1000 |  |  |
| Stunted children U5 (%) |  |  |
| Education | Completion rates (%) |  |  |
| Literacy rate |  |  |
| Proportion of the population participating in sports and physical exercises |  |  |
| Water and Environment | Forest cover (% of total land area) |  |  |
| Wetland cover (%) |  |  |
| Safe water coverage (%) Rural |  |  |
| Safe water coverage (%) urban |  |  |
| Sanitation coverage (Improved toilet) |  |  |
| Forest cover (% of total land area) |  |  |
| Social Protection Coverage (%) | % population receiving direct income support |  |  |
|  | Proportion of eligible population with access to social care services, % |  |  |
| **Objective 5: Strengthen the role of the State in guiding and facilitating development** |  |  |  |  |

3.4 Summary of Adopted/Adapted Programmes, Objectives and Result (Outcomes), Interventions and Outputs

|  |  |
| --- | --- |
| **Goal** Increased Household Income | |
| **Overall Objective :** Enhancing Value addition in Key Growth Opportunities | |
| **Programme 1: Agro – Industrialization** | |
| **Development Challenge/Issue: Low agricultural productivity and value addition** | |
| **Program Outcomes / Results:** Increased Productivity of small-holder farmers in the district. | |
| **Programme Objectives** | **Interventions and outputs (Adapted)** |
| Objective 1: | Enhancing Production and Productivity in key Agriculture  Enterprises |
| **Intervention 1:** | **Increase access and use of water for agricultural production** |
| Output 1: | A total of 300 small holder coffee farmers equipped with affordable irrigation schemes. |
| Output 2: | A total of 300 small holder maize farmers equipped with affordable irrigation schemes. |
|  |  |
| **Intervention 2:** | **Strengthen the agricultural inputs markets and distribution systems in the District to adhere to quality standards and grades** |
| Output 1: | Distribution of 500,000 improved tree seedlings, banana suckers etc to small holder farmers. |
| Output 2: | Distribution of fish fingerings, heifers, piglets, goats chics to 100 farmers |
|  |  |
| **Intervention 3:** | **Strengthen the agricultural extension system** |
|  | 100% extension worked recruited and deployed |
|  | Develop and equip 400 youth with knowledge, skills and facilities for access and utilisation of modern extension services. |
|  | 10 farmers Strengthened in research-extension- linkages to increase uptake of new climate smart technologies. |
|  |  |
| **Intervention 4:** | **Increase access to and use of agricultural mechanization** |
|  | Procure and distribute tractors (1 per sub county) |
|  | Setting up demonstration greenhouses (I per division) |
|  |  |
|  |  |
|  | E.g. Post-Harvest Handling Project |
| Likely Risks | E.g. Low agricultural production and productivity due to effects of climate change |
| Mitigation Measures | E.g. Climate SMART Agriculture to ensure sustainable agricultural production |

Please go to page 70-74 for agro-industrialization

Human capital 165-178

Innovation etc

**5.0 LGDP FINANCING FRAMEWORKS AND STRATEGY (15-20 pages).**

5.1 Summary of funding sources for the five years *(Source of funding – GoU, DPs, Local CSOs, Private sector, off budget, Total Costs*)

| **Sources of Financing** | **Total Contributions 2020-2021** | **Total Contributions 2021-2022** | **Total Contributions 2022-2023** | **Total Contributions 2023-2024** | **Total Contributions 2024-2025** | **Total Contributions -** | **(%) Share by source of financing** | **Off Budget Contribution** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Central Government Transfers[[1]](#footnote-1) (Total Contribution) |  |  |  |  |  |  |  |  |
| Local Revenue |  |  |  |  |  |  |  |  |
| Development Partners (DPs)-Specify[[2]](#footnote-2) |  |  |  |  |  |  |  |  |
| *DP1* |  |  |  |  |  |  |  |  |
| *DP2* |  |  |  |  |  |  |  |
| *DP2* |  |  |  |  |  |  |  |
| *Etc* |  |  |  |  |  |  |  |
| **TOTAL** |  |  |  |  |  |  | **100** |  |

5.2 Summary of Programme costs for the five years (Based on Outcomes, outputs and Targets, annualized costs, funding sources- GOU, LR, DP, and Private Sector)

| **Programe: Agro-Industrialization** | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Output** | **Source** | **Total Cost** | **Annualized Estimated Costs (UGX)** | | | | | **Budget Component** | | **Unsecured Fund** |
| As outlined in the LGDP Results and Report Matrix | All sources | Summation of (1,2,3,4,5) | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **Recurrent** | **Capital** | Total Cost less summation of sources |
| Output1 | GOU |  |  |  |  |  |  |  |  |  |
| Donor |  |  |  |  |  |  |  |  |  |
|  | OSR |  |  |  |  |  |  |  |  |  |
|  | NGO |  |  |  |  |  |  |  |  |  |
|  | PS |  |  |  |  |  |  |  |  |  |
| Output2 | GOU |  |  |  |  |  |  |  |  |  |
| Donor |  |  |  |  |  |  |  |  |  |
|  | OSR |  |  |  |  |  |  |  |  |  |
|  | NGO |  |  |  |  |  |  |  |  |  |
|  | PS |  |  |  |  |  |  |  |  |  |
| Output3 | GOU |  |  |  |  |  |  |  |  |  |
| Donor |  |  |  |  |  |  |  |  |  |
|  | OSR |  |  |  |  |  |  |  |  |  |
|  | NGO |  |  |  |  |  |  |  |  |  |
|  | PS |  |  |  |  |  |  |  |  |  |
| Etc |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Total** | |  |  |  |  |  |  |  |  |  |  |

5.3 Summary of project costs for the five years (Based on Outcomes, outputs and Targets, annualized costs, funding sources- GOU, LR, DP, and Private Sector)

| **Project Name** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **GoU budget** | **LG Budget** | **Devt Partners off Budget** | **Unfunded** | **Total** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Programe : Human capital development** | | | | | | | | | | |
| Construction of 30 Classroom |  |  |  |  |  |  |  |  |  |  |
| Construction of 10 Teachers’ hse |  |  |  |  |  |  |  |  |  |  |
| Latrines |  |  |  |  |  |  |  |  |  |  |
| Desks |  |  |  |  |  |  |  |  |  |  |
| Project 5 |  |  |  |  |  |  |  |  |  |  |
| Etc. |  |  |  |  |  |  |  |  |  |  |
| **Sector :** | | | | | | | | | |  |
| **Sub-Sector:** Secondary Education | | | | | | | | | |  |
| Construction of Seed Sec. School |  |  |  |  |  |  |  |  |  |  |
| Project 2 |  |  |  |  |  |  |  |  |  |  |
| Project 3 |  |  |  |  |  |  |  |  |  |  |
| Etc. |  |  |  |  |  |  |  |  |  |  |

1. Central government Transfers include direct development transfers to LG by Ministry of Finance; transfers trough sector ministries; as well as funds expected from projects / programs implemented in LG by MDAs. [↑](#footnote-ref-1)
2. NGOs, FBOs, CBOs, PSOs as well as Bilateral donors dealing directly with LGs are all included in this categorisation [↑](#footnote-ref-2)