



THE REPUBLIC OF UGANDA

HOIMA DISTRICT LOCAL GOVERNMENT

DISTRICT DEVELOPMENT PLAN 2015/2016 – 2019/2020

VISION:

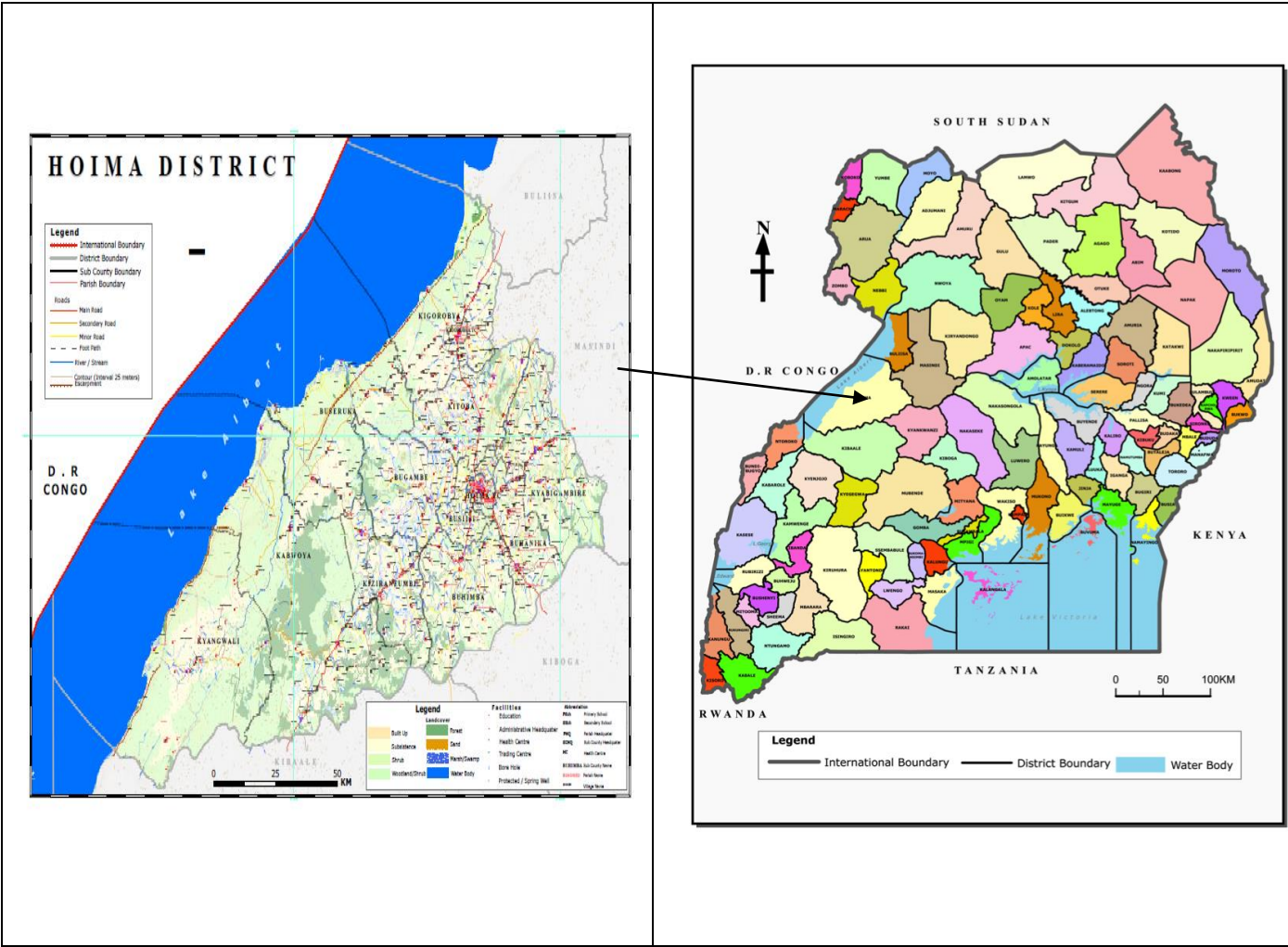
**A HEALTHY WELL EDUCATED PRODUCTIVE
SOCIETY WITH A HIGH QUALITY OF LIFE BY 2040**

THEME:

**GROWTH AND SOCIO-ECONOMIC
TRANSFORMATION FOR PROSPERITY**

June, 2015

The Map and Location of Hoima District on the Map of Uganda



Hoima District Local Government Vision and Mission

Vision

A healthy, well educated productive society with a high quality of life by the year 2040

Mission

To serve the community through the coordinated delivery of services formed on national priorities and significant local needs in order to promote sustainable development of the district

FOREWORD

The 2015/16 – 2019/20 Five Year District Development Plan provides a great opportunity for social economic transformation of the people of Hoima District. Section 35(3) of the Local Government Act requires the District Council to cause the preparation and approval of a comprehensive and integrated development plan. The 2015/16 – 2019/20 Five- Year District Development Plan was prepared in accordance with the Constitution of the Republic of Uganda, other relevant laws and in line with Government Policy that provides for decentralized participatory planning. The 2015/16 – 2019/20 District Development Plan was reviewed according to the Guidelines issued by the National Planning Authority in April 2014, which necessitated the comprehensive formulation of Hoima District Local Government and it guided the process by which the District came up with this 5-year development plan.

During implementation of the DDP I of Hoima District Local Government production of rice peaked to over 100,000 tons, Infant Mortality Rate (IMR) reduced to 88 per 1,000; Maternal Mortality Rate reduced to 353 per 100,000; malaria incidence reduced by 50%; 21 Classroom room blocks were constructed; 8 four in one teachers houses were built; 75 km of community access roads constructed; 6km of district roads upgraded to bitumen standards; and safe water coverage increased to 74.2%

The Five-Year District Development Plan for the period 2015/16 – 2019/20 was a result of a participatory bottom—up consultations and it builds on the achievements made during the last five years. The plan includes the views from all stakeholders (political, civic and development partners). The District Planning Unit basically did the coordination of the whole process, putting together the views of all stakeholders in the development plan.

The process of for developing the Hoima District Development Plan started in October 2014 with consultations of Political leaders, Technical Planning Committee, Civil Society Organization and stakeholders in the Budget Conference and continued to follow bottom-up approach which is enshrined in the Local Government Act, CAP. 243 (as amended) section 35. The main goal of the participatory and bottom up consultations exercise was to produce a Five-Year District Development Plan for the period 2015/16 – 2019/20. The entire process involved a lot of consultation using participatory approach. The plan therefore presents the views and aspirations of the people of Hoima District in the next five years given the opportunities and resources available.

The focus of this plan is to eradicate poverty through good governance, improved transparency and accountability, creating an enabling environment for increased and sustained investments in human resource development and social infrastructure to improve the quality of life and ensure coordinated delivery of services for the people of Hoima District.

I take this opportunity to thank the development partners like World Vision, GAPP, Uganda Red Cross, Sight Savers International, AVSI, AAH, UNHCR, AAH, Reproductive Health Uganda, Malaria Consortium, Stop Malaria, CSWCT, the Hoima Catholic Diocese, Bunyoro-Kitara Diocese, UMSC, BAT Uganda, all the Commercial and Financial Institutions operating in the District, Tullow Oil Uganda, CNOOC, HODFA, Little Hospice to mention but a few for the invaluable contributions already made and continued support towards developing Hoima District.

The District Council is dedicated to improving service delivery and boosting the development of Hoima District to greater. We are also committed towards sustaining our interventions and investments through Operation and Maintenance (O&M) of the investments as evidenced by the Operation and Maintenance Plan which is an integral part of this plan. I therefore call upon the

Central Government, Donor Agencies, the Private Sector, political and civil leaders and the people of Hoima to offer their support in the implementation of this DDP II. Successful implementation of this plan calls for teamwork, unity of purpose, commitment and transparency through which we shall galvanize our efforts to cause a positive change for our people in Hoima District.

I now call upon my technical team to implement the Plan as we strive to achieve overall goal of reducing by 10% the proportion of the people living in extreme poverty in extreme poverty by the end of 2020 to ensure a healthy, well educated productive society with a high quality of life.

I call upon all the people of goodwill to embrace the DDP II goals and strategies and apply them in the development and implementation of programmes and projects for Hoima District. I urge development partners, civil societies and the private to work together with Hoima DLG to align their development efforts towards achieving the DDP II objectives and the District Vision.

I wish to express my appreciation to all those who worked tirelessly to produce the DDP II.

FOR GOD AND MY COUNTRY

**TINKAMANYIRE BAGONZA GEORGE
DISTRICT CHAIRPERSON
HOIMA DISTRICT**

ACKNOWLEDGEMENT

Hoima District Local Government is honoured to present the District Development Plan 2015/16 to 2019/20. The development planning process for the DDP II has been an extensive and comprehensive exercise, which commenced in October 2014 up to the time of Council approval in May 2015. A cross-section of stakeholders contributed positively and constructively towards the formulation of this District Development Plan (DDP) through participation in planning meetings at all levels, DTPC meetings, Standing committee meetings, Executive Committee reviews and scrutiny and finally Council approval.

A number of individuals, District Departments and CSOs participated in the production of this DDP. I wish to thank specifically the Heads of Departments and CSOs who contributed data and also reviewed the DDP. In the same vein, I would like to thank the District Planning Unit for the role of coordination and review of the DDP, the National Planning Authority and GAPP Programme for their technical guidance, and the Central Government and donor agencies for continued technical and financial support.

We do appreciate the support and positive response we received from Hoima District Local Government staff, the District Local Council and Lower Local Councils, Boards and Commissions, Civil Society Organizations and all key stakeholders who were consulted.

Luke L. L. Lokuda
CHIEF ADMINISTRATIVE OFFICER

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LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Care
ASF	Animal Source Food
BFP	Budget Framework Paper
BMU	Beach Management Units
CAAIP	Community Agricultural Infrastructural Project
CAO	Chief Administrative Officer
CBF	Community Based Facilitator
CBP	Capacity Building Plan
CC	Contract Committee
CDD	Community Driven Development
CFM	Community Forestry Management
CFO	Chief Finance Officer
CFR	Central Forest Reserves
CBO	Community Based Organization
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
CSWCT	Chimpanzee Sanctuary Trust
CWA	Community Wildlife Area
DDP	District Development Plan
DEAP	District Environment Action Plan
DEC	District Executive Committee
DLB	District Land Board
DLC	District Local Council
DLG	District Local Government
DPAC	District Public Accounts Committee
DPU	District Planning Unit
DSC	District Service Commission
DTPC	District Technical Planning Committee
EIA	Environmental Impact Assessment
EMIS	Education Management Information System
ENR	Environment and Natural Resources
FAL	Functional Adult Literacy
FBOs	Faith Based Organizations
FF	Farmer Forum
FG	Farmer Group
FID	Farm Institutional Development
FPA	Family Planning Association
GEF	Global Environmental Facility
GOU	Government of Uganda
HC	Health Centre
HDLG	Hoima District Local Government
HLG	Higher Local Government
HMIS	Health Management Information Management System
HoDs	Heads of Departments
HRBA	Human Rights Based Approach
IGAs	Income Generating Activities
IMR	Infant Mortality Rate
ITN	Insecticide Treated Nets
JGI	Jane Godall Institute
KPIs	Key Performance Indicators
LGA	Local Government Act

LG FAR	Local Government Financial & Accounting Regulations
LGMSD	Local Government Management and Service Delivery Programme
LLGs	Lower Local Governments
LLIN	Long Lasting Insecticide Nets
LoGICS	Local Government Information Communication System
LQAS	Lot Quality Assurance Sampling
M & E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDGs	Millennium Development Goals
MIS	Management Information System
MMR	Maternal Mortality Rate
MoFPED	Ministry of Finance Planning and Economic Development
MoLG	Ministry of Local Government
MSC	Microfinance Support Centre
MTR	Midterm Review
MWE	Ministry of Water and Environment
NAADS	National Agriculture Advisory Services
NALMIS	National Adult Management Information Management System
NARO	National Agriculture Research Organization
NEMA	National Environment Management Authority
NFA	National Forest Authority
NGO	Non Governmental Organizations
NMS	National Medical Stores
NPA	National Planning Authority
NRM	Natural Resources Management
O & M	Operation and Maintenance
OBT	Output Budgeting Tool
OPD	Out Patient Department
PAF	Poverty Action Fund
PDCs	Parish Development Committees
PDU	Procurement and Disposal Unit
PES	Payment for Environmental Services
POSEC	Population Secretariat
PPDA	Public Procurement and Disposal Authority
PWDs	People with Disabilities
RDC	Resident District Commissioner
REDD	Reduced Emissions for Deforestation and Degradation
ROM	Result Oriented Management
SC	Sub county
SACCO	Savings and Credit Cooperative Organization
SNE	Special Needs Education
STI	Sexually Transmitted Infections
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic Health Survey
UN	United Nations
UNDP	United Nations Development Programme
UNRA	Uganda National Road Authority
UPE	Universal Primary Education
UPS	Uninterruptible power supply
URA	Uganda Revenue Authority
UWA	Uganda Wildlife Authority
VEC	Village Executive committee
VHT	Village Health Team
WWF	World Wide Fund for Nature Conservation
ZARDI	Zonal Agricultural Research and Development Initiatives

EXECUTIVE SUMMARY

The Five-Year District Development Plan (2015/16 – 2019/20) is anchored in the vision: a healthy, well educated productive society with a high quality of life by the year 2040; the District's Mission is to serve the community through the coordinated delivery of services formed on national priorities and significant local needs in order to promote sustainable development of the district; and the Development goal is to reduce by 10% the proportion of the people living in extreme poverty by the end of 2020.

The District Development Plan 2015/16 – 2019/20 objectives are: to provide a single point of reference for mobilizing resources for implementation of the district priorities; to ensure that resources are channeled to priority programmes and activities to support implementation of the priority programme areas (PPA); and to ensure coordinated and effective delivery of services at district and lower local levels.

To achieve the district goal and theme, the following objectives have been identified as strategic:

- To increase local revenue collection by 10% every year to ensure service delivery;
- To promote a democratic and accountable government;
- To increase the level of basic education;
- To provide accessible quality health services;
- To improve safe water coverage to 85% by 2020 from the current level of 76.1%.
- To improve sanitation coverage to 95% by the year 2020 from the current levels of 73.2%;
- To improve the condition of the road network in the District from 35% good to 70% by June 2020
- To promote sustainable development through reduction of the rate of environmental degradation from 150,000 hectares per annum in 2011 to less than 50,000 hectares per annum by the end of 2020 and ensure environmental conservation; and
- To promote local economic development in preparation of the oil industry

Priority Development Areas

Agriculture

For this Plan period, focus is placed on investing in the following agricultural enterprises along the value chain: Cotton, Coffee, Tea, Maize, Rice, Cassava, Beans, Fish, Beef, Milk, Citrus and Bananas. To increase production, productivity and add value, in the selected enterprises the following stages along the agricultural development value chain have been identified; production, transportation, storage, processing, as well as, marketing and distribution. .

To enhance transportation of agricultural products, investment will focus on improvement of the currently degraded stock of rural road network especially feeder, and community access roads as well as, construction and upgrading of strategic bridges along key routes to ease delivery of agriculture products to district, domestic and regional markets. To minimize post-harvest wastage and enhance quality maintenance, the Plan promotes improvement of the stock and quality of storage facilities for crops, livestock and fish products to enable individual farmers and farmers associations to bulk clean, grade, and store their produce more effectively.

To increase value-addition to agricultural products, this Plan will focus on: promoting contract farming or out-grower schemes for high-value produce in order to enhance agro-processing and ensure a steady supply of quality produce.

Aquaculture development with the overall goal of building a healthy and dynamic aquaculture sub – sector to contribute to increased income and food security amongst aquaculture producers, increased private sector investment in the aquaculture sub-sector and improved adherence to quality standards in the sub sector.

Infrastructure Development

The key strategic infrastructure that this Plan focuses on include: district and community access roads. Well-developed transportation network infrastructure will accelerate the harnessing of opportunities thereby spurring growth in the district.

Water for Production

Government will also invest in water for production infrastructure to boost commercial agriculture and industrial activities. Emphasis is on construction of small scale water schemes for irrigation, livestock and rural industries.

Human Capital Development

The human capital development priority area will focus on increasing the stock of a skilled and healthy workforce towards the production of human capital to accelerate the realization of the demographic dividend. The availability of appropriate and adequate human capital facilitates increase in production, productivity and technological growth thus making it one of the key endogenous drivers of economic growth.

Tourism

The tourism sector has demonstrated high potential for generating revenue and employment at a low cost, the district has numerous tourism attractions including diverse nature based, faith based, culture and heritage, and eco-tourism. This plan will focus on exploitation and improvement of the following tourist attraction products: Chimpanzee tracking; Game viewing (Safaris); Avi-tourism (Bird watching); Historical and Cultural sites / Monuments; These products are prioritized because they contribute the highest tourism revenue; some are unique to Bunyoro hence giving the district a niche over other districts whereas others can be easily invested in.

The 5-year DDP II has captured departmental un-funded priorities as per the table below

Department	Unfunded Priorities
Administration	<ul style="list-style-type: none">• Procurement of motorcycles for all sub county chiefs• Train DDMC and SCDMCs on early disaster warning system• Provide food and other relief items to disaster victims• Support IGAs for disaster affected communities
Finance	<ul style="list-style-type: none">• Procurement of 4Wheel double cabin vehicle• Construction of district stores• Fencing of markets in Buhimba, Buhuka, Runga, Sebigoro, Wairagaza, Kyarusesa, Buseruka, Butimba, Munteme, Kasenyi, Siiba, Kapaapi and Ngoma
Statutory Bodies	<ul style="list-style-type: none">• Establishment of a Council Resource centre.
Production and Marketing	<ul style="list-style-type: none">• Procurement of 1 vehicle for Production Sector• Procurement of 5 Motorcycles for the Production Sector• Procurement of 4 units of irrigation facilities• Construction of 10 valley dams• Procurement of feed preservation equipment• Procurement of hydroponic fodder making machine• Procurement of 1fibre boat and Procurement of outboard engine)• Procurement of 300 acres of land for industrial park• Procurement of 10 fruit processing machines

Department	Unfunded Priorities
Health	<ul style="list-style-type: none"> • Construction of 5 Health Centres IIIs (OPD, Maternity and General Ward, Staff house, and Toilet) in the underserved areas • Construction of 17 four unit staff houses • Construction of 3 drugs stores • Up grading of 5 health facilities • Construct 2 office blocks • Procurement of 2 - 4WD DC Pick • Procurement of 51 motor cycles • Procurement of 3 ambulances
Education	<ul style="list-style-type: none"> • Procurement of a 4WD Double Cabin Up • Procurement of 5 motorcycles • Conflict and Disaster risk management • Construction of 342 Classrooms • Construction of 80 Staff Houses • Construction of a sports stadium • Supply of materials for SNE
Works	<ul style="list-style-type: none"> • Periodic Maintenance of key strategic district roads • Spot improvement of structural bottlenecks • Rehabilitation of district roads • Construction of key community access roads
Community Based Services	<ul style="list-style-type: none"> • Procurement of a vehicle • Establishment of a resource centre • Construction of a remand home • IGAs for FAL instructors • Support to IGAs for the Women • Support to IGAs for the elderly
Planning	<ul style="list-style-type: none"> • Establishment and operationalization of the Community Information System (CIS) in all LLGs • Procurement of a 4-WD Double Cabin Pick Up • Updating district vital statistics (BDR) • Facilitate connectivity of LLGs, Primary and Secondary schools for e-government • Community based monitoring of service delivery

Institutional Arrangements, Structures and Systems for DDP Implementation

The implementation of the DDP will be done under the existing LG structures. The roles of these stakeholders will vary according to their mandates and functions. The implementation of District Investment Plan (DIP) is a shared responsibility of the public sector, the private sector and other non-government actors. The key public sector actors include: the District Chairperson, the Executive, Chief Administrative Officer, Heads of Departments and the Sub County Chiefs.

DDP implementation and management will be under the overall leadership of the District Chairperson. The District Chairperson will be represented at all levels of implementation in line with the existing institutional arrangements. To ensure political ownership and leadership of the DDP implementation, the functioning of the District Executive Committee will be strengthened to be an effective monitor for Council.

Council, through its oversight, legislative and appropriation functions, will ensure effective DDP implementation.

The Heads of Departments will have the responsibility for overall coordination and implementation at the departmental level, while the CAO in liaison with line departments, will coordinate implementation of the Plan by the Lower Local Governments. In order to strengthen the service delivery systems, departmental and individual performance contracts will be tied to the achievement of DDP outputs and outcomes.

To strengthen supervision of DDP implementation, technical, management and policy meetings will be held regularly under the chair of the CAO. Similarly, technical, management and policy meetings will be regularly held at LLG levels.

Coordination of DDP Implementation

The District Planning Unit (DPU) will be responsible for coordinating implementation of the DDP across departments. Overall, the DPU will be the main channel for the flow of public sector information and reports from departments and LLGs. The DPU will receive departmental and LLGs quarterly, bi-annual and annual reports on the progress off the DDP for consolidation for the CAO and Council.

Implementation and management at departmental level will be a joint responsibility of departments and sections. Departments will take charge of frontline service delivery and operational management. The political and technical inspection, supervision and monitoring roles of the district, departments and LLGs will improve service delivery. This will be achieved by empowering the district, departments and LLGs through capacity building, retooling and providing other necessary facilitation.

For implementation to be consistent with DDP objectives, strategies and interventions, DPU in collaboration with CAO's Office will put in place a system to quality assure the following key instruments: Departmental Policy Statements, Departmental Strategic Plans, Project Profiles, LLG Plans and Annual Plans and Budgets

Successful implementation of the DDP will also require political will at the district and LLG levels, sustained annual and quarterly planning and commitment of resources, increased private sector capacity and effective monitoring and evaluation to support implementation.

Project Selection, Design and Implementation

Project Selection, Design and Implementation will be guided by objectives, priorities and strategies within the DDP II and will be in compliance with the existing and new laws and regulations of Local Government service delivery and development. Project selection and implementation will also be required to take full account of sub county balancing, affirmative action for under-developed areas and gender, environmental sustainability, and development of the rural economy. The thrust of the implementation will be based on priority areas highlighted in the DDP and NDP.

Resource Mobilization and Disbursement

Government resources will be committed to the implementation of the DDP. Mobilization and disbursement of resources for implementation of the DDP II will be the responsibility of Finance Sector, within the framework of existing relevant laws. The district will be required to mobilize local

resources and expend them as per the Local Government Act, Cap 243 as amended and the Local Government Finance and Accounting Regulations (LFAR).

In addition PPPs and other initiatives will be encouraged for mobilization of resources to complement funding projects and programmes outlined within the DDP II.

Monitoring and Evaluation Strategy

The M&E Plan is designed to coordinate and support Hoima DLG and other stakeholders to regularly and systematically track progress of implementation of priority initiatives of the DDP and assess performance of the district in accordance with the agreed objectives and performance indicators in the next five years.

The existing M&E strategies conceived to enhance governance and public service delivery have not yet fully led to the development and institutionalization of the necessary monitoring and evaluation function in the district. This has led to reliance on secondary data sources as the main source of reliable data for the District and Lower Level Local Governments.

Consequently, this M&E Plan will constitute a district-wide management tool for tracking progress and demonstrating results of the DDP over the next five years. It will underpin all processes of DDP implementation and accountability for results by all the departments and lower local governments

M&E Approach

A well-coordinated district-wide M&E system for effective tracking, evaluation and feedback on DDP implementation and results will be established. This implies that the District, Departments, LLGs, CSOs and other stakeholders will be involved directly or indirectly in the M&E activities. Consequently, a participatory approach that entails the involvement of all key actors and primary stakeholders will be adopted. This will enable all key actors to fully internalize and own the system as well as use the results to inform their actions.

Operation and Maintenance Plan

The district has put in place an Operations and Maintenance Plan to ensure that the investments and projects completed are put to use for a long time and do not go to out of use because of lack of O&M. The district authorities pledge total political commitment to ensuring that resources are allocated annually to this important and inevitable cause of operations and maintenance of the district assets and investments that will be put in place.

Communication Strategy:

The district is slated to develop and implement a Communication Strategy, which defines the priority interventions required to respond to communication challenges arising from the DDP interventions. It will provide the district framework to guide as well as standardize planning, implementation, monitoring and evaluation of communication interventions relating to:

- Dissemination of DDP and Annual Progress Report of Implementation of the DDP;
- Creation of Awareness on the Expected roles of the Stakeholders in the implementation of the Plan, and promotion of Dialogue and generation of feedback on the performance of the district;
- Stakeholders being fully abreast with the National objectives, strategies, and intervention of NDP that are directly relevant to Hoima District Local Government.
- Public awareness: moving people from awareness to understanding to action; and
- Contribute to the overall image building

The district Communication Strategy will conform to the District Mission Statement: *“to serve the community through the coordinated delivery of services formed on national priorities and significant local needs in order to promote sustainable development of the district.”*

Conclusion

The district vision is to provide a high quality of life for the people of this district. The DDP is therefore dedicated to the people of the district.

CHAPTER ONE: INTRODUCTION

1.1 Background

Hoima District is one of the oldest in the country; it was carved out of Bunyoro Kingdom that had been established under the 1962 Constitution; which later became Bunyoro District under the 1967 Constitution that abolished the Kingdoms in Uganda. In 1974 Bunyoro District was split into North and South Bunyoro; the current Hoima district was part of the South Bunyoro until 1979 when it was changed into Hoima District; later in 1991 Kibaale District was carved out of the Hoima District; leaving Hoima with only Bugahya and Buhaguzi counties; in 2010 Hoima Municipality was created and carved out of Bugahya and later in 2015 Kigorobya County was further created out of Bugahya, giving Hoima the current 4 constituencies.

1.1.1 Context of the District Development Plan

In order to fulfill section 35(3) of the Local Governments Act (LGA) CAP.243, under which participatory decision-making is central, the District adapted a wide consultative process such that the people of Hoima own decisions finally taken up. Within the medium term frame work the District has implemented policies and programmes geared towards provision of services aimed at increasing the welfare of the population. These policies have led to a substantial improvement in the people's welfare and quality of life. More has to be done to ensure that all the people of Hoima improve their standards of living and maintain it. In April 2014, the Government of Uganda, through the National Planning Authority launched new planning guidelines to support local government development planning processes.

The new planning guidelines aim at ensuring that decentralized development plans are well linked to the overall national development strategic direction as well as to the sector development goals. The guidelines also ensure intra and inter agency synergies and a linkage in the district planning framework for addressing the key development challenges was developed. During the process of implementation, there arose new challenges and policies that led to the formulation of the Five Year 2015/16 - 2019/20 DDP.

This Plan is the second DDP that covers the fiscal period 2015/2016 to 2019/2020. It was informed by the Mid Term Review findings and recommendations and the current and unfolding developments and institutions in the district more especially the oil and gas industry. It builds on the achievements attained under DDP I, mitigates the challenges encountered during its implementation, it will serve as the point of reference to the district planning processes, thereby eliminating parallel planning. The Plan is in line with the Uganda Vision 2040, the National Development Plan (NDP II); the Constitution of Uganda, the Local Government Act; the National Planning Act legal provisions; and the Comprehensive National Development Planning Framework (CNDPF). The Plan seeks to leverage the districts opportunities and potential.

1.1.2 The District Development Plan Formulation Process

The Five-Year District Development Plan for the period 2015/16 – 2019/20 was a result of a participatory bottom—up consultations and it builds on the achievements made during the last five years and is informed by the findings and recommendations of the 2010/11 – 2014/15 Mid Term Review. The plan includes the views from all stakeholders (political, civic and development partners).

The District Planning Unit basically did the coordination of the whole process, putting together the views of all stakeholders in the development plan.

The process of for developing the Hoima District Development Plan started in October 2014 with consultations of Political leaders, Technical Planning Committee, Civil Society Organization and stakeholders in the Budget Conference and continued to follow bottom-up approach which is enshrined in the Local Government Act, CAP. 243 (as amended) section 35. The main goal of the participatory and bottom up consultations exercise was to produce a Five-Year District Development Plan for the period 2015/16 – 2019/20. The entire process involved a lot of consultation using participatory approach. The plan therefore presents the views and aspirations of the people of Hoima District in the next five years given the opportunities and resources available.

The District received a Planning Call Circular from the National Planning Authority as per its mandate communicating on the national development vision, strategic objectives and the development goals; thereafter the Chief Administrative Officer appointed the District Planning Task Team members who were responsible for supporting the DTPC in the DDP formulation process.

The Chief Administrative Officer wrote the Planning Call Circular to the Heads of Departments, Lower Local Governments, NGOs/CSOs and other stakeholders to inform them what was contained in the Planning Call Circular received from the NPA.

In early April 2015, the district embarked on desk based documents review, consultations and collection of data that would inform the DDP formulation from the Departments, Ministries, LLGs, CSOs and other sources. The data collected was processed and analyzed; and thereafter the District Planning Task Team organized a Planning Forum to discuss the district development situations; key development issues, constraints, potentials, opportunities and challenges; these were referred to the Heads of Departments, CSOs and the Private Sector in the Sector Working Groups (SWGs) for further discussions and refinement.

The District Planning Task Team was coordinated by the District Planning Unit (DPU) to carry out a synthesis of the district review and those received from the LLGs for customization to the broad National Development Strategic direction; sector specific strategies; priorities and standards; and other relevant cross cutting issues as highlighted in the NDP II to form one list of district development outcomes, goals and strategic objectives for the DTPC discussion and onward submission to the NPA.

In May 2015, the draft District Executive Committee approved the district development outcomes, goals and strategic objectives that were used to guide the strategic direction of the DDP. The Planning Task Team analyzed and compiled the development resource envelope that would be the basis for selecting the investments for the DDP and determined the plan funding gap. Local revenue projections; desk based review of financial commitments; consultation with sector ministries, other MDAs and respective development partners was carried out to inform the DDP. District received Hoima Municipal and LLG development priorities for integration in DDP.

The Draft District Development Plan was presented to the relevant committees of Council for scrutiny and debate; and on the 29th May the DDP was presented to the District Council and approved for implementation under Min. DLC/12/05/2015.

After approval by the DLC the District Planning Unit prepared the DDP documents including elaboration of project profiles, project costing; developed Spatial maps indicating location of main development interventions/ service delivery points and gaps

Printing and dissemination of the final District Development Plan to (NPA and other MDAS; all District political leaders, technical departments and development partners; and LLGs including feedback on priorities incorporated in DDP were the final activities carried out in the DDP formulation and preparation activities.

1.1.3 Structure of the District Development Plan

The District Development Plan has been presented and arranged in seven chapters and different sections.

Chapter one gives the background of the development plan in terms of context of the Local Government Development Plan; describes the past and present national and local government development context, strategies, historical developments and recent experiences; describes the local government development planning process and scheduling. The chapter further highlights the District profile in regard to the key geographical information and the extent to which they have been affected by human activity; Administrative structure, lower local government and administrative units; demographic characteristics, population size and population densities; Natural Endowments and their rate of exploitation; and the social-economic infrastructure and human settlement patterns.

Chapter two presents the situation analysis of the district, focusing on sector development situations about health, education water and sanitation etc; state of crosscutting issues; district Potentials, Opportunities, Constraints and Challenges; previous plan performance; urban development issues; and key standard development indicators.

Chapter three is about the Hoima District Strategic Direction and Plan. It explains how the district will adopt the broad National and sector specific strategic direction and priorities, and relevant National Crosscutting policies/programs. The chapter also describes the broad District Development Plan goals and outcomes; sector- specific Development Plan goals and outcomes; sector-specific Development objectives, outputs, strategies, and interventions; and summarizes sectoral programs/projects.

Chapter four gives a description of the Hoima District Development Plan implementation and coordination strategy; institutional and integration and partnership arrangements; pre-requisites for successful DDP implementation; and an overview of development resources and projections by source.

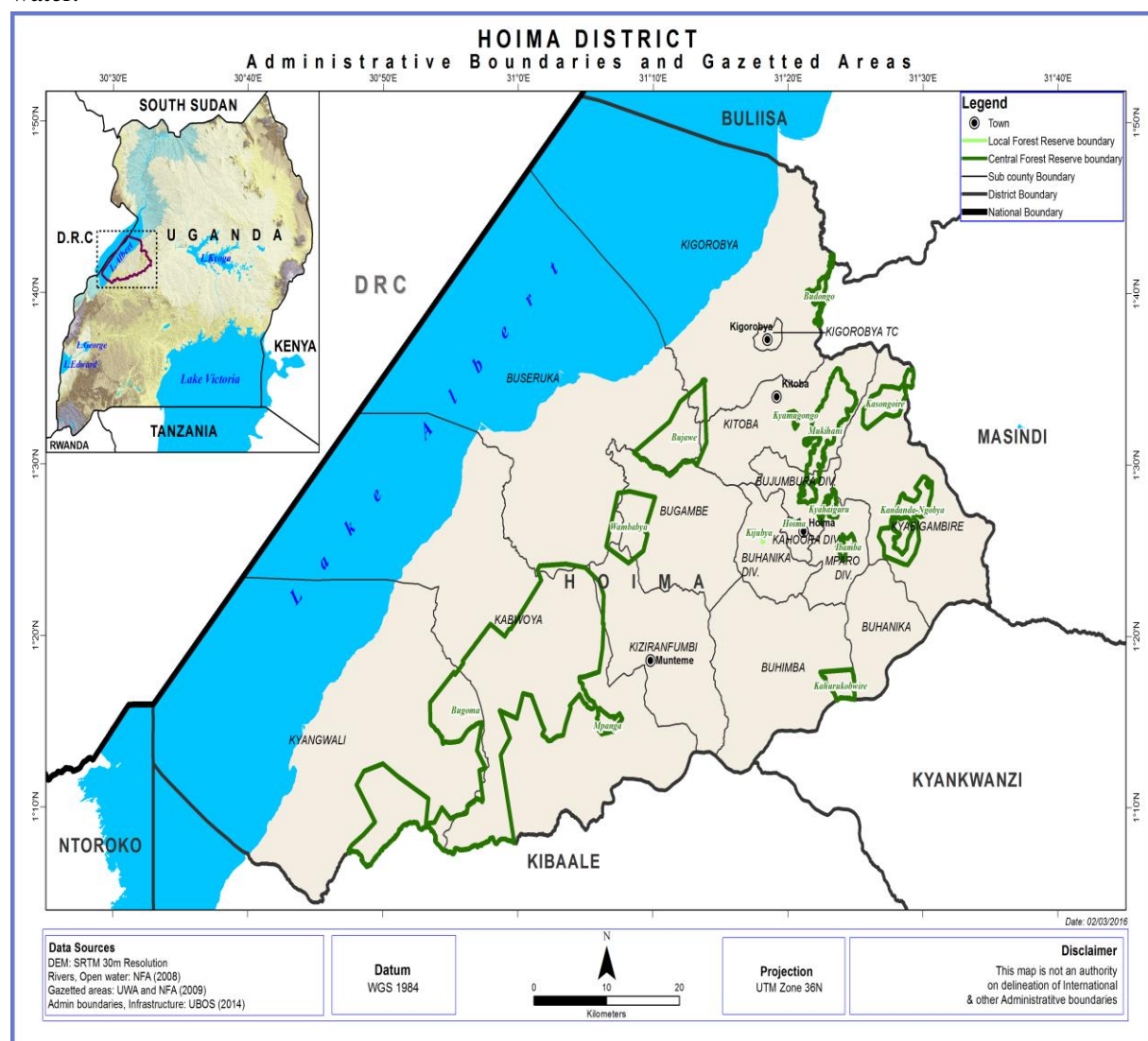
Chapter five gives details about the DDP Financing Frameworks and Resource Mobilization strategy.

Chapter six describes the DDP Monitoring and Evaluation strategy and arrangements, progress reporting, joint annual review of DDP, mid-term evaluation and communication and feedback strategy/ arrangements.

Chapter seven presents the framework for department and sector project profiles, which highlight the project work plan and budget, monitoring and evaluation strategy, operation and maintenance plan and environmental impact assessment and mitigation plan.

1.2.1 Geography

The district has a total area of 5735.3 square kilometres with a land area of 3612.17 square kilometres and covered by Lake Albert and other water bodies amounting to 2123.13 square kilometres of water.



1.2.2 Topography

1.2.2.1. Geology

Is a Cenozoic rift basin formed and developed on the Precambrian organic belts of the African Craton. Rifting was initiated during the late Oligocene or Early Miocene (25-40 million years ago). Available geological and geophysical data suggest that the region has undergone substantial tectonic movements and thick sediments have been deposited especially in the Albertine graben in fluvial deltaic and lacustrine environments. The sediments are predominantly sandstones, siltstones, clay stones and shales. The sandstones and siltstones are mostly of high porosity and permeability.

1.2.2.2 Climate

1.2.2.2.1. Rainfall

Hoima District has a sharp variation in rainfall amounts, mainly due to variations in the landscape. The landscape ranges from the low lying Rift Valley floor to the rift escarpment, and the raised hill ranges. The Rift Valley floor lies in a rain shadow and has the least amount of rainfall. The district receives a bimodal rainfall pattern with totals ranging from about 800 mm in the Lake Albert flat rising rapidly the further away East above the Escarpment to between 1250 - 1500 mm per annum before tapering off to 1000mm in the Eastern border areas of the District. The peak periods are between March - May and September to December. However, the rainfall pattern has become more erratic and less predictable. In general, the second peak rainfall (August to November) is higher than the early peak. This presents a very important potential for agricultural development.

1.2.2.2.2 Temperature and Humidity

Temperatures are moderate averaging 18 - 30°C with the hottest spot of the district lying in the Rift Valley to the West. Although this is a dry belt area it has potential for livestock keeping and Lake Fishery. Climate change and variability are the important factors impacting on the district's agriculture and environmental sustainability.

1.2.2.2.3 Wind

Wind speed and direction records indicate a high incidence of strong winds especially in the Rift Valley. The prevailing winds commonly blow along the valley floor in a north-east to south-west direction or vice versa. Winds also blow across the Rift Valley in an east to west direction. On the escarpment prevailing wind-blow is largely multi-directional. The long term wind speed records from the East African Meteorological Department (1975) indicate average annual wind speed of 3 knots and 5 knots at 0600 hours and 1200 hours respectively. The general conclusion from these climatic figures is that for most of the year, the district experiences moderate to strong and gusty winds, increasing in the afternoon. Both wind speed and direction have important implications in terms of wind energy for wind mills, electric power and the dispersion potential for oil pollutants.

1.2.3 The Drainage System

The entire district drains into the Nile. Within the district there is Lake Albert, most of the rivers and streams originating in the district drain into the lake which in turn, drains into the Nile. Most significant of these are rivers Nkusi, Wambabya, Hoimo and Waaki which enter Lake Albert at the southern and northern tips of the district respectively. Kafu River on the other hand drains into Lake Kyoga and ultimately to the Nile.

Hoima District has a significant amount of surface water resources including Lake Albert and rivers. The rivers/streams originate from the elevated grounds on the escarpment and hilly areas and flow down into the Rift Valley and other low lying areas. The area is drained by numerous perennial rivers including River Nkusi, Wambabya, Rwamutonga, Rutoha, Ijumangabo, Hoimo, and Waki.

Furthermore, a series of erosion valleys and gullies cut the escarpment and discharge runoff from the escarpment to the valley. There are also seasonal streams and rivers which are flooded by runoff from the catchment areas after a heavy rainfall event. The seasonal rivers include Sebigoro, and Nyamasoga. Most of the rivers and streams have incised into the landscape leading to a topographic pattern of narrow river valleys and sometimes gorge-like features.

1.2.4 Vegetation

The vegetation of the district can be broadly classified into forest, savannah, grassland and swamps. Human activities have had a great influence on the natural vegetation in the district, such as deforestation, wetland degradation, river pollution and many others.

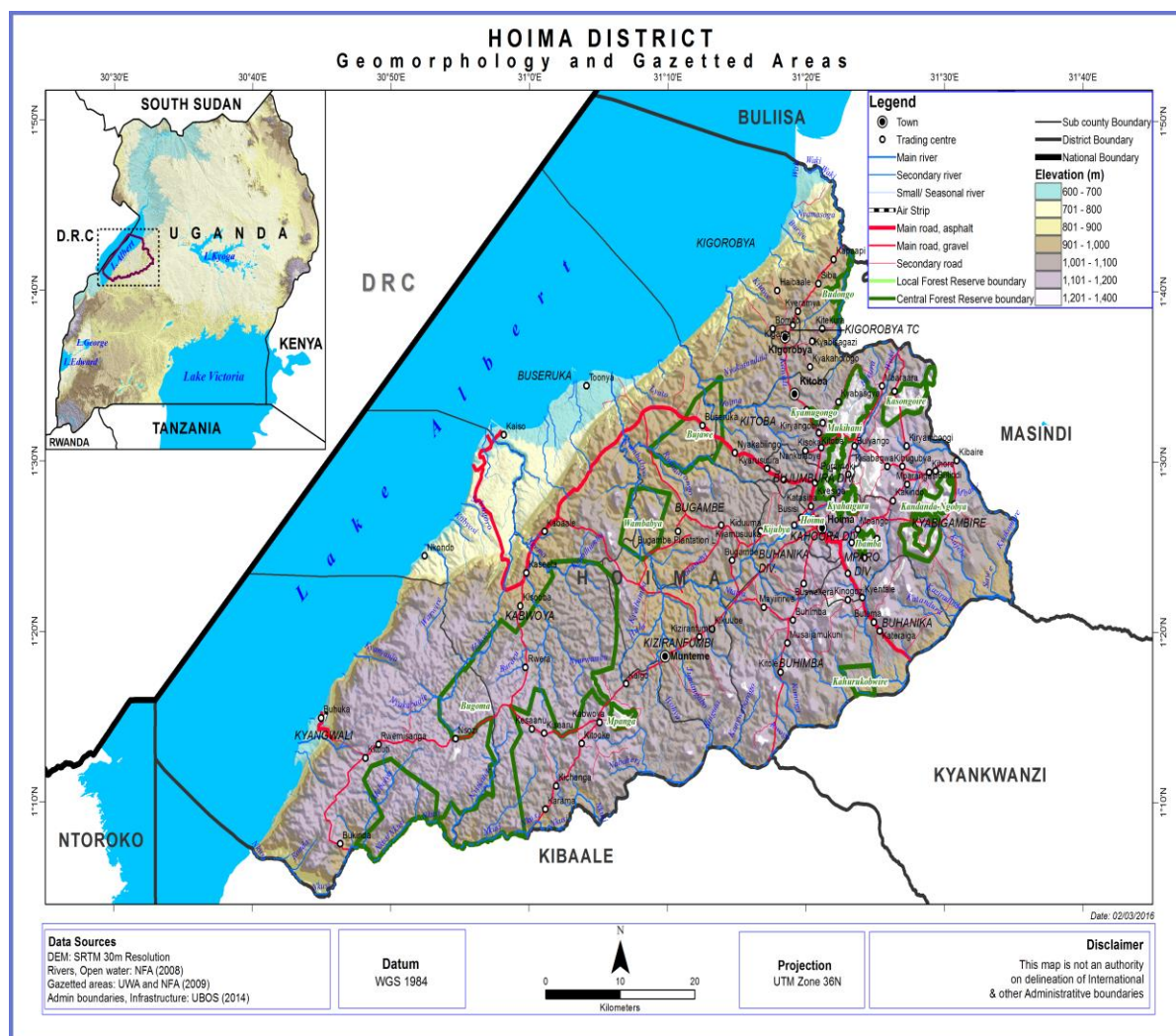
1.2.5. Soils

Hoima's soils are ferralitic and generally acidic. However they have adequate organic matter especially on the lower slopes and in the valleys. The soils are typically loam and deep on the valley slopes but tend to be shallower on the upper slopes. Soil erodibility is low, rainfall erosive is generally moderate. The water table is high with soils frequently water logged.

The soils of Hoima are defined by a number of parameters, which include parent rock, age of soil and climate. As mentioned in the paragraph above the most dominant soil type is ferralitic soil. Productivity soils are scarce, therefore, fair and low productivity soils in Buseruka, part of Kigorobyia, part of Kyabigambire, along the lakeshore and partly Buhimba must be managed effectively in order to sustain Hoima's agriculture.

1.2.6. Wildlife

There are a number of small animals in the remote areas especially in the Bugoma forests and Albertine rift valley large game such as buffaloes, hippos, bush and water bucks, and recently wildebeests in the Kabwoya wild life reserve.



1.2.7. Minerals and Energy Resources

1.2.7.1 Mineral Resources

Hoima District has a number of economic mineral resources. Hoima is endowed with favourable geological conditions associated with rich and diverse mineral resource base and substantial economic potential. Some of the known mineral resources have a mining history while others are yet to be exploited.

Table 1.1 Mineral Resources in the District

Mineral	Location
Gold	River Kafu basin and near Nyakabonge Hill
Heamalite	Nyaituma
Salt	Kibiro Hot Springs
Kaolin	South of Kihabwemi trading centre
Clays	Occurs in most valleys
Oil and Gas	Albertine Rift valley (Taitai, Runga, Kibiro, Toonya, Kaiso, Nkondo, Buhuuka and Nzizi, Mputa, Ngasa, Waraga, Kingfisher
Others (Ilmenite, Zircon, Monazite, Zonatime and Casserite)	In gravels

Existence of minerals has important implications to the dynamics of socio-economic activities in the district and possibly potential for their exploitation could be accelerated by the ongoing petroleum development activities.

1.2.8 The Administrative Structure

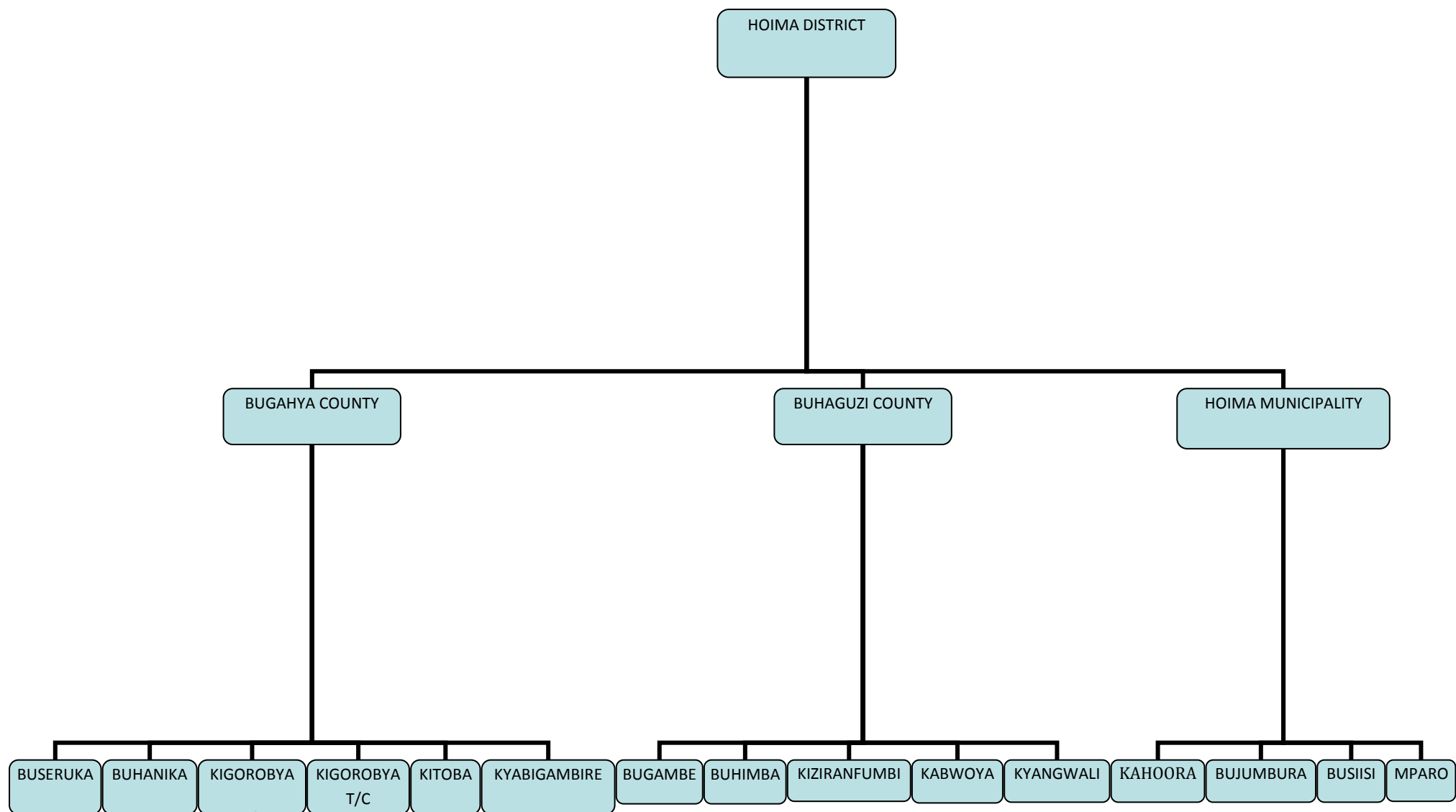
Hoima District is divided into two counties of Bugahya and Buhaguzi and one Municipality. The counties are sub divided into 10 sub counties and 1 Town Council and the Municipality is sub divided into four Divisions. There are six Lower Local Governments (LLGs) in Bugahya County namely; Buseruka, Buhanika, Kigorobya, Kitoba and Kyabigambire sub counties and Kigorobya Town Council. Buhaguzi on the other hand is sub divided into five LLGs of Bugambe, Buhimba, Kabwoya, Kiziranfumbi and Kyangwali. Hoima Municipality comprises of four divisions of Kahoora, Bujumbura, Busiisi and Mparo.

In total, the district has 46 rural parishes and 20 town wards; and 457 villages and 149 cells as per the table below.

Table 1.2 Hoima District Administrative Units

County	Sub Counties/Town Councils/Divisions	Parishes	Wards	Villages	Cells
Bugahya	4 Sub Counties	15		153	
Kigorobya	1 Sub County	7		44	
	1 Town Council		4		8
Buhaguzi	5 Sub Counties	21		260	
Hoima Municipality	4 Divisions		16		141
Total		43	20	457	149

The administrative structure of Hoima District is summarized as per the chart below.



1.2.9 The Demographic Characteristics

1.2.9.1 Hoima District Population

According to population and housing census 2014 provisional results, Hoima District is among the most populated districts in Uganda, with total population was 573,903 persons, comprising of 49.95% males (286,705) and 50.04% females (287,198). Hoima district population was 1.6 percent of the National population (34,856,813 persons). The last inter-censal period (September 2002 to August 2014), the population increased by 224,699 persons over a period of about 12 years.

The distribution of the Population by Sub County in 2014 Census is shown in Table 1.3. The findings show that the distribution of the population by Sub County is uneven. Among the rural sub counties, Kyangwali is the most populated with a population of 97,366 persons, followed by Kigorobyia with 68,402 persons and Kabwoya with 63,118 persons. Kahoora Division, in Hoima Municipality, was most populous among the Urban Divisions. On the other hand, Kigorobyia Town Council had the smallest population of 5,867 persons.

Table 1.3 2014 Census Population by sex and sub county

County	Sub county	Total Male	Total Females	Total Population
Bugahya	Buhanika	7,338	6,961	14,299
	Buseruka	22,105	20,913	43,018
	Kitoba	17,646	17,694	35,340
	Kyabigambire	20,972	20,152	41,124
Bugahya Sub Total		68,061	65,720	133,781
Kigorobyia	Kigorobyia	33,772	34,630	68,402
	Kigorobyia Town Council	2,732	3,135	5,867
Kigorobyia Sub Total		36,504	37,765	74,269
Buhaguzi	Bugambe	15,284	14,831	30,115
	Buhimba	19,635	19,404	39,039
	Kabwoya	32,239	30,879	63,118
	Kiziranfumbi	17,832	17,758	35,590
	Kyangwali	49,598	47,768	97,366
Buhaguzi Sub Total		134,588	130,640	265,228
Hoima District LG		239,153	234,125	473,278
Hoima Municipality	Bujumbura Division	10,850	11,954	22,804
	Busiisi Division	9,511	9,750	19,261
	Kahoora Division	15,824	19,244	35,068
	Mparo Division	11,367	12,125	23,492
Hoima Municipal Council Sub Council		47,552	53,073	100,625
District Total		286,705	287,198	573,903

Source: National Housing and Census 2014 Provisional Results

Nearly half of the LLGs (7 out of 15) have populations of between 25,000 – 50,000 persons, while 4 LLGs have population of between 10,000 – 25,000 persons and 3 sub counties with population of between 50,000 – 100,000 persons.

In 2014, **the sex ratio for Hoima District was 99.8** as compared to 95.4 at national level and 104.7, 97.5 and 102.5 for the neighbouring districts of Buliisa, Kibaale and Masindi respectively. The overall sex ratio in Hoima shows a declining trend between 1991 and 2014. Sex Ratio is defined as the number of males per 100 females. Sex composition is also valuable in understanding gender issues in development.

Table 1.4 Trends in Sex Ratios in Hoima, 1991 – 2014

Census Year	Hoima	Uganda
1991	101.3	96.5
2002	100	95.3
2014	99.8	94.5

1.2.9.2 Population Density

The Population Density of Hoima was only 69 persons per square kilometer in 1969, but has since increased to **158.9 persons per square kilometer** according to the 2014 Census. The population density for the District has increased overtime from 69 persons per square kilometre in 1969 to 72 in 1980, 74 in 1991 and 95.4 in 2002.

Table 1.5 2014 Census Population Density by sub county

County	Sub County	Total Male	Total – Females	Total Population	Land Area	Pop Density
Bugahya	Buhanika	7,338	6,961	14,299	61.8	231.4
	Buseruka	22,105	20,913	43,018	368.7	116.7
	Kitoba	17,646	17,694	35,340	235.3	150.2
	Kyabigambire	20,972	20,152	41,124	314.1	130.9
Bugahya County		68,061	65,720	133,781	979.9	136.5
Kigorobyia	Kigorobyia Town Council	2,732	3,135	5,867	2.5	2346.8
	Kigorobyia	33,772	34,630	68,402	328.3	208.4
Kigorobyia County		36,504	37,765	74,269	330.8	224.5
Buhaguzi	Bugambe	15,284	14,831	30,115	244.9	123.0
	Buhimba	19,635	19,404	39,039	273.5	142.7
	Kabwoya	32,239	30,879	63,118	689	91.6
	Kiziranfumbi	17,832	17,758	35,590	242.9	146.5
	Kyangwali	49,598	47,768	97,366	648.2	150.2
Buhaguzi County		134,588	130,640	265,228	2,098.5	126.4
Hoima District LG		239,153	234,125	473,278	3,409.2	138.8

County	Sub County	Total Male	Total – Females	Total Population	Land Area	Pop Density
Hoima Municipality	Bujumbura Division	10,850	11,954	22,804		
	Busiisi Division	9,511	9,750	19,261		
	Kahooro Division	15,824	19,244	35,068		
	Mparo Division	11,367	12,125	23,492		
Hoima Municipal Council		47,552	53,073	100,625	202.97	495.8
District Total		286,705	287,198	573,903	3,612.17	158.9

Source: Population and Housing Census, 2014, Provisional Results

1.2.9.3 Urbanization

There are 25 urban centers in Hoima, these include one Municipal Council, with 4 divisions and 1 Town Council and 21 Town Boards approved by the Minister of Local Government in October 2014. Hoima Municipal Council is among the 20 largest urban centers in the country and is in the 9th position with a population of 100,625 and growth rate of 10.7 between 2002 and 2014.

The majority of people in Hoima live in rural areas. The population living in urban areas was 106,492 in 2014, thus 18.6% of the population in 2014 was living in urban areas. The urban population increased overtime from 4,616 in 1991 to 31,534 in 2002, almost a sevenfold increase in 11 years. The period 2002 – 2014 saw a more rapid increase in the urban population, tripling from 31,534 to 106,492. This increase is partly because of natural population increase, an increase in the number of urban centers from 2 in 2002 to 25 in 2014, and expansion in the geographical area of Hoima Municipality.

1.2.9.4 Household Population

In 2014, the total number of enumerated households was 125,907 district-wide. The Mean Household size in Hoima is 4.5 persons and this gives a total household population of 565,189.

The non-household population in Hoima District constitutes a very small component (1.5%) of the total Population, which is the case at National level. The non-household population is predominantly male dominated with 61 percent being males, giving a Sex Ratio of 159 males per 100 females, compared to 99 percent for the household population.

Table 1.6 2014 Census Household Population by sex and sub county

County	Sub County	No. of House holds	Males – Households Pop	Females – House holds	Total Pop - Households	Av. House Hold Size
Bugahya	Buhanika	3,332	7,247	6,836	14,083	4.2
	Buseruka	8,896	20,525	20,498	41,023	4.6
	Kitoba	7,476	17,560	17,642	35,202	4.7
	Kyabigambire	8,908	20,808	20,055	40,863	4.6
Bugahya Sub Total		28,612	66,140	65,031	131,171	4.8

County	Sub County	No. of House holds	Males – Households Pop	Females – House holds	Total Pop - Households	Av. House Hold Size
Kigorobyia	Kigorobyia TC	1,285	2,613	3,033	5,646	4.4
	Kigorobyia	12,889	33,749	34,607	68,356	5.3
Kigorobyia Sub Total		14,174	36,362	37,640	74,002	4.9
Buhaguzi	Bugambe	6,827	15,269	14,820	30,089	4.4
	Buhimba	8,729	19,535	19,256	38,791	4.4
	Kabwoya	13,761	32,168	30,846	63,014	4.6
	Kiziranfumbi	7,563	17,660	17,591	35,251	4.7
	Kyangwali	20,911	48,384	47,634	96,018	4.6
Buhaguzi Sub Total		57,791	133,016	130,147	263,163	4.6
Hoima District LG Sub Total		100,577	235,518	232,818	468,336	4.7
Hoima Municipal Council	Bujumbura Division	5,295	10,611	11,740	22,351	4.2
	Busiisi Division	4,469	9,420	9,605	19,025	4.3
	Kahoora Division	9,871	14,921	18,204	33,125	3.4
	Mparo Division	5,695	10,883	11,469	22,352	3.9
Hoima Municipal Council		25,330	45,835	51,018	96,853	3.8
District Total		125,907	281,353	283,836	565,189	4.5

Source: Population and Housing Census, 2014, Provisional Results

could be further improved with the high levels of immunization for BCG (95%), Polio 3 (88%), DPT 3 (85%) and measles (80%). The maternal mortality ratio as of 2006 was 510 deaths per 100,000 live births. This has declined to 437 deaths per 100,000 live births in 2014. The improved mortality indicators are a result of improved social service delivery.

1.2.9.5 Life expectancy

The overall life expectancy at birth from 2002 census for Hoima District was 54.7 years for both sexes as compared to 57.2 for Uganda.

1.2.10 Natural Resources Endowments

Hoima District is naturally well – endowed with biodiversity, in terms of species richness and abundance; species of high conservation value and a rich varied landscape with many ecosystems. The main vegetation ecosystems include tropical high forests (including riverine and swamp forests), savannah woodlands and grasslands, papyrus and grassland swamps which will necessarily support a wide range of flora and fauna. In addition, many areas in the district are of great scenic beauty, interspersed by an extensive system of Lake Albert and rivers. The district also has magnificent features along western rift valley in the Albertine rift like salt pan/ gardens, hot springs in Kigorobyia, wild life reserves in Kaiso – Tonya, and oil and gas reserves in various parts along lake Albert like Toonya, Nkondo, Kibiro, Kapaapi and Buhuka parishes.

The key fauna and flora biodiversity resources in Hoima are presented under the following categories: mammals, birds, fishes, reptiles, amphibians, plants and insects. Most frequent woody species include acacia hocki, Bridelia, Rhus nantalensis, Hoslundia opposita, Flueggaea virosa. Most frequent herbaceous species include: Triumfetta annua, Sporobolus pyramidalis, Loudetia arundinacea, Hyparrhenia filipendula, indigofera spicata, Conyza floribunda. Invasive species include: Senna, Spectabilis, Acacia hocki.

Hoima District has a total area of gazetted forests equal to 359.9 sq. km and 25 sq.km of man-made forest cover. The total area for tree nurseries is 32 sq. km of which 1 sq. km is for government tree nurseries, 30 sq. km in respect to private tree nurseries and 1 sq. km for NGO/ CBO nurseries. Agro forestry sites are equivalent to 137 sq. km.

Hoima District is relatively well endowed with freshwater resources. Its renewable water resources include rivers, lakes, wetlands, groundwater aquifers and direct rainfall. The water resources in Hoima consist of open water bodies (surface sources), ground water (sub – surface) and rain – harvest. Hoima District has an area of 2,166.7 sq. km covered by water. The District has one Lake Albert in its border with the Democratic Republic of Congo and a number of rivers Kafu, Nkusi, Waaki, Wambabya, Hoimo and Rutoha. It also has large swamp areas. Water from these various sources is put to multiple uses including human, livestock and wild life consumption. In addition, the open water sources being rich in biodiversity are a source of fisheries resource. Increasing population has forced the communities to resort to reclaiming wetlands for agricultural activities to meet their household food requirement and incomes.

According to the national biomass wetlands cover about 183 km² of the district, 33% are permanent wetlands and 67% are seasonal example permanent wetlands included: Wambabya, Waaki, Nkusi,

Kiribanywa etc. The wetlands around rivers Waaki, Wambabya, Hoimo, Rwamutonga and Nkusii are heavily degraded for especially growing tobacco and rice.

Despite the above mentioned resources, they are being depleted seriously due to the human activities hence leading to the reduction and degradation of the environment. Unsustainable use of resources has led to the following: Soil degradation, Deforestation, Loss of Biodiversity, Wetlands degraded, Water and Air pollution, increased prevalence of environmentally related diseases.

1.2.11. Life Standard Indicators

Table 1.7 Trends of Health, Social and Development Indicators 2002- 2015

Key Indicators	Year of Reporting			
	2002	2005	2010	2014
A: Health Indicators				
Infant Mortality Rate (IMR) per 1,000 live births	87	88	88	76
Under five mortality rate per 1,000 live births	156	137	85	85
Maternal Mortality ratio per 100,000 live births	510	435	437	437
Contraceptive Prevalence Rate (%)	22.8	23.7	33	34
HIV Prevalence rate (%)	6.2	6.8	6.5	8.2
Percentage of births delivered by a skilled provider (%)	39.0	41.8	22.8	52
Immunization rates against measles (%)	56.8	57	80	80
Immunization rates for DPT3 (%)	63	63	72	85
Prevalence of fever in Children under five years (%)	22.8	15.9	18.1	21.3
B: Social Indicators				
Literacy rate (aged 10 years and above) (%)	70	69	73	74
Access to toilet facilities (% of households)	90	93.7	95.7	97
Access to safe drinking water (% of households)	62.6	67.6	73.8	74.2
Pupil – teacher ratio (Primary School)	59	58	57	56
Pupil – classroom ratio (Primary School)	54	53	51	53
Student – teacher ratio (Secondary School)	20	19	18	25
C:Economic Indicators				
Working age – population	173,020	181,152	189,666	198,580
Employed Population	26,576	27,800	29,100	30,468
Average Nominal and Real Monthly Income	140,100	144,244	144,244	161,553
GINI Coefficient (Inequality measure in household consumption)	0.35	0.33	0.33	0.33
Mean per capita consumption expenditure	24,500	38,400	42,150	48,780
D: Human Development Indicators				
Life expectancy (year)	54.7	55.2	57.3	60.4
Percentage of population below the poverty line (%)	37.3	31.2	24.5	9.8
Human Poverty Index (%)				

Key Indicators	Year of Reporting			
	2002	2005	2010	2014
E: Gender Empowerment Indicators				
Female Adult Literacy rate (%)	64.6	64.6	64.6	68.4
Share of women in wage employment in the non-agricultural sector (%)				

Source: Population and Housing Census, 2014, Provisional Results; UDHS, UNHS, and Population and Housing Census, 2002

1.2.11.1 Livelihood Patterns

Hoima District is endowed with natural resources which are used to derive livelihoods though others are restricted for protection and conservation of nature. The natural resources referred to include Lake Albert, rivers Nkusi, Waaki and Wambabya, Bugoma and other forest reserves, Kabwoya Game Reserve; permanent and seasonal swamps. Lake Albert and the rivers are the main sources of water. The waters from the rivers, swamps and the lake essentially provide water for production especially for livestock which is a key activity in the district. The other resources managed by government institutions such as Bugoma forest reserve and Kabwoya game reserve are resources not well accessed by the local communities.

The resources considered accessible to the communities are land, livestock and the government social services and infrastructure such as roads, schools, health units; and water services. The district's total land area of 3,612.17 square kilometres provides the most important of all resources usable by communities of Hoima District. From the gender/cultural perspective, most women partly own insignificant resources like saucepans, cups, brooms, and hoes, while men owned more productive ones like land, livestock, big boats and nets. This has rendered the women generally poorer than men.

The major source of livelihood is agricultural production with maize and tobacco the main crops grown for both income and domestic consumption. There are cattle reared with an average herd of 60-70, goats and pigs are also owned. Those that do not have land or livestock sell their labour to hire land; and in the case of women, income is got from petty trade, selling alcohol, fish, firewood and food.

Well-being is considered in terms of ability to afford basic life necessities, paying school fees for children and living in a reasonably good house on one's own land. It also has to do with what one is engaged in to earn a living. The well-off persons in the communities of Hoima could still be at the level of average income person by national standards as he/she has only some possessions that an outsider might consider basic. They include household things like beddings, mud/wattle house, a motorcycle and some livestock on his/her land.

Different people perceive poverty differently basing on the material and even non-material things possessed by individuals as well as the general community. Poverty is generally defined as lack of basic needs including food, shelter, health care and subsistence income. Poverty in Hoima is a complex multidimensional phenomenon influenced by cultural, historical, social, political, economic, physical, communication and educational factors. It is a result of inequalities that exist at individual, household and district levels.

Agriculture is the main source of livelihood for about 90% of the population, both in terms of basic nutritional needs, income generating activities and social organization. It is the most critical sector in the district's economies as it provides employment for over 85% of its labour force and it accounts for about 71% of the district GDP.

About 90% of the whole population of Hoima district lives in rural areas, socio-economic welfare depends almost entirely on the effective and efficient use of its substantial agricultural resource base. However, agricultural productivity in the district is low. Subsistence farming with minimal inputs is the main system practiced, while market oriented cultivation other than coffee and rice is negligible. An indication of poor food production level and food security is that only 20% of rural households in Hoima are able to store adequate amounts of grain to last till the next harvesting season.

Illiteracy as a dimension of poverty, inequality and exclusion needs to be tackled in its own right. This is because illiteracy has a negative impact on the distributive aspects of opportunities, scale of economic, social and political growth and poverty eradication measures.

About 90% of the whole population of Hoima district lives in rural areas, socio-economic welfare depends almost entirely on the effective and efficient use of its substantial agricultural resource base. However, agricultural productivity in the district is low. Subsistence farming with minimal inputs is the main system practiced, while market oriented cultivation other than coffee and rice is negligible. The above pattern of agricultural practices is reflected in very low average incomes in Hoima District, the annual average income per capita is estimated to be USD 554, representing almost 75% of the national average. In this situation, while the incidence of hunger is not common, 24% of the rural population in Hoima district is estimated to live below the poverty line. Majority of the people (over 70%) are subsistence farmers who live marginally, this poses challenges to sustainable development of the communities.

Women play a major role in productive pursuits, including crop and livestock production, processing and small enterprise operation, as well as in domestic and social activities. Rural women will be the predominant target group due to their responsibilities in interventions related to health welfare and household nutrition. They will also play a leading part in those DDP activities, which aim at increasing the opportunities of the rural population to start up new businesses, diversify, and expand the household level economic base.

Women have proved themselves interested in and capable of taking on an entrepreneurial role that enhances family income and well-being. Their principle involvement to date has been in small agricultural and livestock ventures and in businesses trading of farm produce and inputs and household requisites. With encouragement, it is foreseen that they will be able to expand this involvement and start to contribute in a more formal way to community and village planning and development.

Areas that require urgent action: Activities to restore the downward trend in income poverty

First priority shall go to rural development in particular agriculture development. Given that poverty has decreased least amongst crop farming households, agricultural development support services in areas, which have the competitive edge and offer high economic returns, shall be accorded the highest priority for public expenditure.

Such support services will include technical, financial and advisory services to the private sector in introducing new high value crops, water for production, promotion of model homes, techniques and technology and activities that add-value to agricultural commodities, post harvest handling and organization for crop marketing such as establishing joint ventures with farmers' organizations and cooperatives.

1.2.11.2 Human Settlement Patterns

Human settlement patterns in Hoima District have different shapes and sizes. Three major patterns common in Hoima District are: Clustered settlements, scattered settlements; and nucleated settlements.

Clustered Settlements:

A pattern of settlement in which houses and other buildings are laid closely together is largely evident in Rural Growth centres e.g. in Nyairongo, Kyarushesha, Mburara, Katanga, Kimbugu etc; this type of settlement is mainly associated with migrant population.

Clustered settlement is also common along the Lakeshore line on the landing sites, for example Buhuka, Sebigoro, Kaiso, Toonya, Runga etc; this pattern is closely associated to access a certain place, resource or social service. The majority of the clustered settlements are along the roads both trunk and district roads e.g. Buhimba.

Scattered Settlements

Several types of buildings spaced far apart not following a certain pattern; mainly seen on farmlands is the most dominant type of settlement in the rural areas of the district such as Kigorobyia, Buseruka, Kyabigambire, Kitoba and Buhimba. There are many different homesteads that are scattered throughout the district. Typically homesteads that are a part of the scattered settlement are surrounded by fields, often with trees growing at the edge of the fields.

Nucleated Settlements

Nucleated settlement pattern that refers to the grouping of many houses around a centre called a nucleus is common in the Alur and Lugbara communities in Buseruka, Kigorobyia, Bugambe and Kyabigambire sub counties.

The human settlement patterns mentioned above have different impacts on socio – economic development and service delivery.

Clustered settlement and to some extent the nucleated settlements are easy to provide social service like health, safe water, schools and even extension/ advisory services since they are concentrated in a given area with high population concentrations;

On the other hand scattered settlements pose a challenge in social service delivery, the population is scattered over a large area which puts a strain on the limited resources to be efficiently and effectively allocated to cause an impact on the well being and quality of life of the households.

Housing conditions:

The 2002 census revealed that only 19% of the dwelling units were made of permanent roof, floor and wall materials. The most common type of materials used for construction of the dwelling units were mud and pole for the wall (52%), iron sheets 67% or thatch (31% for the roof and rammed earth (72%) for the floor. Anecdotal evidence shows there has been a general improvement in the materials used for construction of dwelling units. There has been a decline in the number of households staying in dwelling units made of mud and pole walls, with rammed earth for the floor and an increase in households with iron sheets for the roof.

1.2.11.3 Productive Resources

Hoima is well endowed with natural resources, good vegetation, and climate; and has a large capacity for surplus production in a wide range of crops. The district covers a total land area of 3,612.17 square kilometres. Out of this 2,853.48 kilometres (79.1%) is under agriculture, settlement and other miscellaneous land uses. The remaining 758 square kilometres (20.9%) are under protected areas form of land use. Protected areas include forest reserves and wild life conservation areas.

The district therefore has four main types of land uses namely; agriculture, settlements, forest conservation and wildlife conservation with protected areas occupying a significant proportion of the total land area, i.e. 20.9%, which has important implications on available land for agriculture and other activities. However, oil development could disrupt conservation efforts if not well planned.

The major land tenure systems in the district include customary, freehold, leasehold and public land. All protected forests and wildlife conservation areas are under public land form of tenure, in addition to areas accommodating government institutions and infrastructure.

On private land, customary land tenure (both individual and communal) is the most widely practiced system. The lack of a uniform land tenure system, however, presents management challenges particularly with regard to land speculation that has been exacerbated by the discovery of oil in the district. This is threatening to cause land use conflicts and landless households and communities in the district, as land purchases and delineation form previously communally owned land continue to take place. This challenge is further exacerbated by the lack of a comprehensive land use plan.

Hoima District comprises of different physical landscapes, climatic conditions and soils which in turn significantly influence land use systems in the district including agriculture. Because of its location in the rain shadow, the Rift Valley zone is mostly dry and hot and hence the area has serious moisture deficiency problems for agricultural activities especially during critical crop growth periods. Furthermore, soils on the Rift Valley floor are dominantly sandy with excessive drainage characteristics, making the moisture deficiency problem even worse. The largest proportion of the Rift Valley area therefore is of low agricultural potential. This partly explains the current major use of the area as a conservation area. However, the other areas of the district receive moderate to high rainfall, largely due to orographic factors, which increase with altitude. As a result of both moderate to high rainfall and moderately productive soils in these areas, rich agricultural activities take place based on both food and cash crops. Agriculture in the district is both large scale and small scale, but more of small scale. The dominant crops

grown on the small scale farms include tobacco, rice, cotton, coffee, maize, beans, and bananas and tea plantation in Bugambe Sub County.

However, agricultural development has been largely restricted by inadequate road access for traders to buy produce, or for farmers to deliver to local markets, which serve as purchasing centres. This has resulted in market gluts, post-harvest losses, restricted competition, despite the large and competitive produce trading private sector; and therefore low producer prices, as buyers become frustrated by the difficulties and high costs of produce collection.

Development in the agricultural sector is also constrained by the fragmentation and small size of holdings; and the large numbers and individualism of small farmers and relative paucity of farmers' organizations or groups.

Hoima is a district naturally well endowed with biodiversity, in terms of species richness and abundance in both *flora and fauna*; species of high conservation value and a rich varied landscape with many ecosystems. In many areas in the district are of great scenic beauty, interspersed by an extensive system of lake and rivers. There are a number of small animals in the remote areas especially in the Bugoma forest and Albertine Rift valley. Large game such as buffaloes, hippos, crocodiles, bush and water bucks; and wildebeests are a common sight in the Kabwoya Wildlife Game Reserve. Hoima is the epicenter of Bunyoro – Kitara Kingdom, with rich culture; and cultural sites such as the Mparo Royal Tombs and Katasiiha Fort; all these combine to make Hoima a great attraction for tourists in the district.

Hoima District borders the Democratic Republic of Congo along Lake Albert, this is a great potential for an import/export trade and an opening to an international axis to the Great Lakes region.

1.2.11.4 Economic Activities

The percentage of people in Hoima District aged 10 and above who are economically active is estimated at 60%. The portion of males who are economically active is 66% while that of women is 54%. At the project area, most people derive livelihood from fishing or retail in fish, cloths and a few household consumer goods.

Small scale farming is the major economic activity in the district, engaging about 63% of the working population. Production is carried out on a myriad of small farms scattered all over the district with average land holdings of about 10 hectares. Production implements are generally limited to the hand hoe and machetes. Mechanization is almost non – existent while fertilizer and pesticide usage being minimal. Except for a few progressive farmers, most of the agricultural producers still rely on family labour. Common crops include bananas (for food), bananas (for beer), sweet potatoes, Irish potatoes, cotton, soya beans, groundnuts, pigeon peas, beans, sorghum and maize and tobacco. However, it is important to note that save for communal livestock grazing, no other farming activities are undertaken by the local community on the proposed site.

Hoima district is richly endowed with natural water resources and this has made fishing a major economic activity. Most Fishing is done on Lake Albert, which covers about 2,123.13 km² (38%) of the district. Fishing has greatly influenced the social and economic development in the sub counties of Kigoroby, Buseruka, Kabwoya and Kyangwali. There are 22 fish landing sites which act as major outlets to markets.

Major landing sites include Hoimo, Tonya, Bugoma and Nkondo. Lake Albert has the most diverse fish fauna in Uganda with species of commercial significance.

The biggest percentage of households in the district depends on agriculture as the source of livelihood (67 percent). There are differentials in residence as 11 percent of households in urban areas live on subsistence farming compared to 74 percent in the rural areas. Only percent of the households get their livelihood from employment income; those involved in business enterprises are higher in urban areas than in rural areas at 29 percent and 5 percent respectively and the overall district proportion of business enterprises is 8 percent

Table 1.8: Major Economic Activities by Residence

Source of Livelihood	Rural	Urban	Total
Subsistence farming	74.3	11.5	67.1
Employment income	11.0	42.7	14.7
Business enterprise	5.3	28.6	8.0
Cottage industry	0.3	0.5	0.3
Property income	1.0	1.1	1.0
Family support	5.5	14.1	6.5
Organizational support	0.0	0.2	0.1
Other	2.5	1.3	2.3
Total	100.0	100.0	100.0

Source: 2002 Population and Housing Census Analytical Report, Hoima

The major agricultural enterprises in the district are mainly crop, livestock and fishing; the major crops grown are cassava, beans, sweet potatoes, maize, ground nuts, tobacco, millet, banana, upland rice and Irish potatoes; and the livestock sub sector is steadily improving with livestock numbers, the major livestock types are goats, pigs, indigenous cattle, sheep and poultry. Local chicken is the major type of poultry kept by the households in the district (49%). Whereas fishing is a major activity along the Lake Albert shores, ownership of fish ponds is very low as the proportion of households with fish ponds of any type is less 1 percent in the district. However, there is still a big potential for increased livestock numbers particularly land which has a big carrying capacity. Hoima district is also endowed with plenty of water for fish farming, Lake Albert for lake fisheries and cage fish farming and vast forage for bee keeping.

Trade activities revolve around mainly trading in agricultural crops and produce, retail trade in various merchandize. The potential for trade is big with the expected oil and gas industry taking off soon.

CHAPTER 2 SITUATION ANALYSIS

2.0 Introduction

This chapter reviews the overall Sector development situations, analysis, the state of crosscutting issues and, more immediately; it analyses District Potentials, Opportunities, Constraints and Challenges (POCC) and the Review of the DDP1 performance in terms of achievements realized, unfinished activities and emerging needs.

2.1 Review of Sector Development Situations

2.1.1 Administration

Administration is a key function for efficient and effective management of public service delivery. It entails the establishment of institutions, structures and systems, and the formulation and enforcement of policies, laws, ordinances, regulations, standards and procedures for effective coordination and management of public delivery systems. Management ensures that public services are accessible by users in a timely and reliable manner, and they are affordable and of good quality.

As the district's coordination mechanism, administration ensures that the district's departments are well guided especially in strategic planning and policy direction, coordinated and regulated. Administration strives to build capacity of departments for effective and efficient service delivery as well as ensuring that these departments conduct themselves in a manner that is accountable to the general public ensuring value for money. The department co-ordinates and supervises the provision of quality services by all key players in the District. The department consists of Chief Administrative Officer's office, Information and Public Relations, Human Resource Management, Procurement and Disposal Unit and Disaster Management.

50 posts out of the 62 approved are filled translating into about 83% of the approved posts are in filled; this is good for the district because of the central role the department plays in coordination and supervision of the other departments and district development projects and programmes. However, whereas the staffing position is adequate at the district headquarters, there are still some gaps at lower levels especially at parish level in terms of both numbers and skills.

There is an operational central registry, which had earlier been computerized with support from the Ministry of Local Government, however, the software – Total Records and Information Management (TRIM) - collapsed and the records are being managed manually. The registry has other basic equipment like filing cabinets and bookshelves, however, there are still many challenges in managing records, some of which include; inadequate registry staff, inadequate equipment and materials, low skills in records management, lack of a records centre, lack of lockable pigeon holes and inadequate office space.

There are still inadequate field and office equipment, inadequate office and staff accommodation especially in sub counties and parishes; these are critical in effective and efficient service delivery. This implies challenges in providing adequate office accommodation, attracting and retaining quality staff, delivering efficient, effective and accessible services to the population of Hoima District.

The Management function is faced with a number of development challenges as highlighted below:

Understaffing in some sub sectors within the department and lower local governments is a key factor affecting service delivery. The problem manifests in unfilled established posts resulting from under-funding; Low levels of productivity in the service attributed to inadequate facilitation (man to capital ratio), understaffing especially in the lower local councils and poor work culture; Inadequate funding of

the sub sectors in administration largely due to low local revenue realization; and low motivation, remuneration and inspiration of public servants. Attracting, retaining and developing staff is another major challenge, manifesting into high staff turnovers; developing the human resource capacity of the district public service to deliver efficient and effective services.

2.1.2 Finance

The Sector of Finance has three Sub Sectors namely: Revenue, Budgeting and Expenditure; and Accounting. The scope and mandate of the Sector has broadened to include ensuring value for money and proper utilization of funds released to projects. The Government has established management reform initiatives to improve efficiency and effectiveness of public expenditure management promote transparency and accountability and enhance the quality of public finance management and service delivery. Key reforms introduced include fiscal decentralization strategy, electronic fund transfer, Integrated Financial Management System (IFMS), payroll management, output based budgeting and performance contracts.

The finance department is staffed up to about 69% i.e. 20 out of the 29 approved posts are in place, which is adequate for the smooth running of the department; the critical posts of the Senior Finance Officers are not filled, with the exception of the Accounts Assistants cadre who still have more than 55% vacant positions, however, many of the staff requires professional training in ATC/CPA/ACCA.

The available staff has the required requirements in terms of qualifications and experience to fill the vacant posts of Accountant and Senior Finance Officers internally.

The finance department is running a computerized system (IFMS); the department has sufficient number of computers for the system. However, the biggest challenge is the lack of a functional motor vehicle for the department to enable effective, regular and timely resource mobilization, support supervision and inspection of the other finance units at lower levels of financial management and revenue collection centres.

2.1.2.1. Budget Allocation and Performance Analysis

This section considers issues that have resource implications for the implementation of the DDP and for improvement in the quality of life in communities and households. The purpose of this section is to inform policy makers and stakeholders involved on the pattern of allocation of public resources. Implementation of the 2015/16 – 2019/20 Development Plan involves two performance reviews, firstly a review of the district performance against own strategy and secondly a review of departmental performance against their specific objectives, thus we have the matrix outlining performance against local development targets and national sectoral targets and an assessment matrix of the district performance.

This section serves as an advocacy tool for allocation of resources towards strategic interventions that can significantly contribute to the realization of the district development objectives and the national development objectives in general.

2.1.2.1. 1 Budget Performance

This section examines the pattern in which the District Local Government mobilized its resources and how they were allocated, analyzes the implication of the observed pattern of the outlays on attainment of the District Vision, Mission and Development Goals and also on attainment of the National and Millennium Development Goals, and recommends a way forward.

2.1.2.1.2. Revenue Performance:

Hoima District had three main sources of revenue in the three Financial Years running 1st July, 2012- 30th June, 2015 and these were as follows:

- Local Funds;
- Central Government Transfers; and
- Donor/NGO Funds

Of the three revenue sources in the three Fiscal Years Of 2012/13 - 2015/16, Central Government transfers contributed most to the actual revenue realized (95.5%), local revenue (3.4%), while donor funds contributed the least (1.1%). What is important to note is that the locally raised revenues have superseded donor funding in the contribution to the district budget. In the next table is the summary of the revenue performance in the last three financial years under analysis.

Fig. 2.1 Revenue Performance 2012/13 - 2014/15

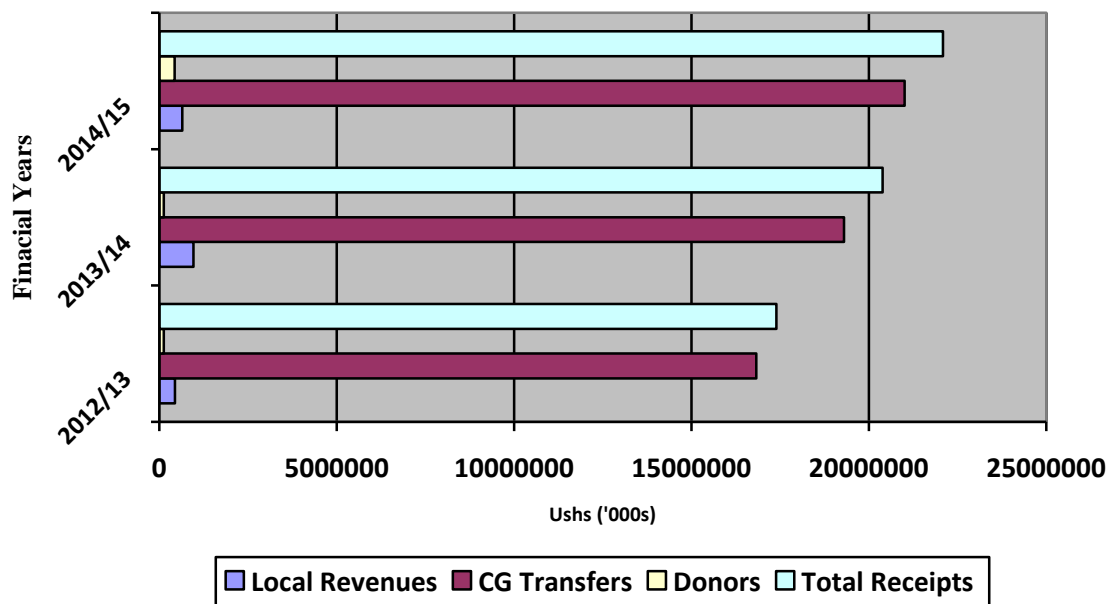


Table 2.1: Hoima District Local Government Performance 2012/2013 – 2014/15

Revenue Performance										
Revenue source	DLG Annual Performance									Remarks
	2012/2013			2013/2014			2014/2015			
	Budget '000	Actual '000	%	Budget '000	Actual '000	%	Budget '000	Actual '000	%	
Local Revenue	566,283	439,859	78	1,044,536	962,010	92	1,098,316	650,182	59	Local Revenue Collections are slowly picking up
Government Transfers	17,559,670	16,826,932	96	20,002,887	19,296,025	96	21,916,238	21,011,655	96	Govt. transfers show a positive trend. But most of it is for recurrent expenditure
Donors/NGOs	443,117	126,323	29	242,241	127,855	53	242,241	428,328	177	Donor contributions are dwindling
Total	18,569,070	17,393,114	94	21,289,664	20,385,890	96	23,256,795	22,090,165	95	

Source: Vote 509: Hoima District Budget Performance Reports for FY 2012/13, 2013/14 and 2014/15

2.1.2.3 Analysis of Revenue Performance by Sources:

Revenue performance was impressive in the last three Financial Years with actual records showing an upward trend from FY 2012/2013 to 2014/15 as compared to the budget estimates. Exceptional cases are the donor fund that reflected a downtrend in FYs 2013/2014 and 2014/2015.

In 2012/2013, the revenue performance was higher for all revenue sources as compared to budget with the exception of local revenue that reflected a variance of -17.6%. It was because of user fees and revenue from departments that showed big variance of -38.9% and -57.2% respectively.

The overall variance for all the revenue sources showed a positive variance of 5.9%, while that of 2013/2014 showed -3.4% which was mainly reflected by dismal performance of local revenue and donor funding.

2.1.2.3.1 Local Revenue:

The local revenue collection increased by 48% between 2012/2013 and 2014/2015 in actual terms although there was a greater growth of 119% in 2013/14 of actual collection. However, there was greater increase of all sources of local revenue in the three financial years in absolute terms. It is important to note that revenues of local revenue sources had an increased trend in the immediate past; this performance is attributed to three reasons:

- i. Through the revenue enhancement plan there was registration of eligible tax payers and mobilization of the population to pay taxes for development activities,
- ii. Realistic budgeting of revenues and
- iii. Increased direct supervision on revenue collection by various stakeholders

Generally, the good performance of local revenue collections may be attributed to one major factor privatization of revenue collection and increased productivity of the population. This has resulted to the population in the District beginning to access their land for cultivation and for other productive investments, hence has greatly increased the productive capacity of the population and the ability to raise taxes for development.

2.1.2.3.2 Government Transfers:

Revenue from this source has showed positive trends in absolute and proportional terms. Both Unconditional grant and conditional grants showed positive trends, in actual remittances in the three years under review.

2.1.2.3.3 Other Revenue/Donor and NGO Funds:

Donor funding increased drastically by 239% of actual collections between 2012/13 and 2014/15 from Ug Shs 126 million to Ug Shs 428 million in absolute terms. This though is not yet to the level of FY 2010/11 when the donor funding was Ug. Shs 1.25 billion

2.1.2.3.4. Expenditure Performance

The analysis is based on the chart of accounts consisting of the 11 functions of the District Local Government and five economic activities including compensation of employees, use of goods and services, consumption of fixed capital, other expenses and acquisition of physical capital; across which

the district outlays are classified. The functional categories on the one hand include provision of the following by the district:

- i. Administration
- ii. Finance
- iii. Statutory Bodies
- iv. Production and Marketing
- v. Health
- vi. Education
- vii. Works
- viii. Natural Resources Management
- ix. Community Based Services
- x. LG Planning Services
- xi. Internal Audit

The budget outturn can be extended, lending itself readily to multiple analyses but not limited to analysis of scarce public resources to the following areas:

- i. National Development Plan 2010/11 – 2014/15 Development Goals
- ii. District Develop Plan 2010/11 – 2014/15 Strategic Objectives
- iii. Local Economic Development

Table 2.2: Hoima District Local Government Performance 2012/2013 – 2014/2015

Expenditure Performance									
Department	DLG Annual Performance								
	2012/2013			2013/2014			2014/2015		
	Budget ‘000	Actual ‘000	%	Budget ‘000	Actual ‘000	%	Budget ‘000	Actual ‘000	%
Administration	723,871	677,398	93	927,691	1,128,430	122	2,093,881	2,079,250	99
Finance	297,996	309,425	104	601,627	592,768	99	463,127	381,907	83
Council & Statutory Bodies	536,804	575,995	107	712,356	710,215	99	699,047	623,688	89
Production	1,932,437	1,844,019	95	2,149,525	2,201,110	102	846,227	488,725	58
Health	3,769,935	3,197,907	85	4,395,731	3,909,908	89	4,233,477	4,177,292	99
Education	8,729,229	8,318,187	95	9,899,524	9,429,466	95	11,610,182	11,248,318	97
Roads and Engineering	1,141,847	847,374	60	1,160,029	1,040,037	90	1,295,783	1,151,258	89
Water	461,531	329,601	71	514,690	488,844	95	501,250	478,543	96
Natural Resources	210,129	136,267	65	202,070	101,397	50	107,850	50,625	47
Community Based Services	478,346	424,493	89	403,941	372,917	92	292,412	265,748	91
Planning	196,514	162,754	83	207,202	160,516	78	1,051,117	1,085,464	103
Internal Audit	90,431	81,448	90	115,280	92,051	80	62,443	46,745	76
Total	18,569,070	16,904,867	91	21,289,664	20,227,659	95	23,256,795	22,076,135	95

Source: Vote 509: Budget Performance Reports

2.1.2.3.5 Analysis of Expenditure Performance:

Arising from the table 3 of expenditure performance above, the overall actual expenditure increased in the review period 2012/2013 to 2014/2015 by 27%. It was as a result of increased local revenue collection and the increased transfers from the centre in terms of conditional grants and unconditional grant

With the exception of the department of natural resources department that had decreased actual expenditure in both absolute and relative performance, all the other departments had increased actual expenditure both absolute and in percentage.

Important to note is the little funds allotted to the Internal Audit department and yet it plays an important oversight function for the proper utilization of the district resources, in absolute terms the department received only Ug Shs 46.75 million, though there was an increase in actual expenditures in the three by 14.23%. The department mostly depended on local funds for the delivery of services.

Table 2.3: Hoima District Local Government Budget Outlay between Development and Recurrent 2012/2013 – 2014/2015

Revenue Performance										
Revenue source	DLG Annual Performance									Remarks
	2012/2013			2013/2014			2014/2015			
	Budget ‘000	Actual ‘000	%	Budget ‘000	Actual ‘000	%	Budget ‘000	Actual ‘000	%	
Recurrent	14,264,509	13,950,293	98%	17,437,241	17,262,869	99%	20,836,966	19,682,102	94%	More than 70% of the recurrent expenditure is for wages
Development	4,304,561	2,954,574	69%	3,852,423	1,636,782	42%	2,419,829	2,408,063	99%	The poor development budget realization in FY 2013/14 was due to non remittance from the MoFPED
Total	18,569,070	16,904,867	91%	21,289,484	18,899,651	89%	23,256,795	22,090,165	95%	

Source: Vote 509, Hoima DLG Budget Performance Reports

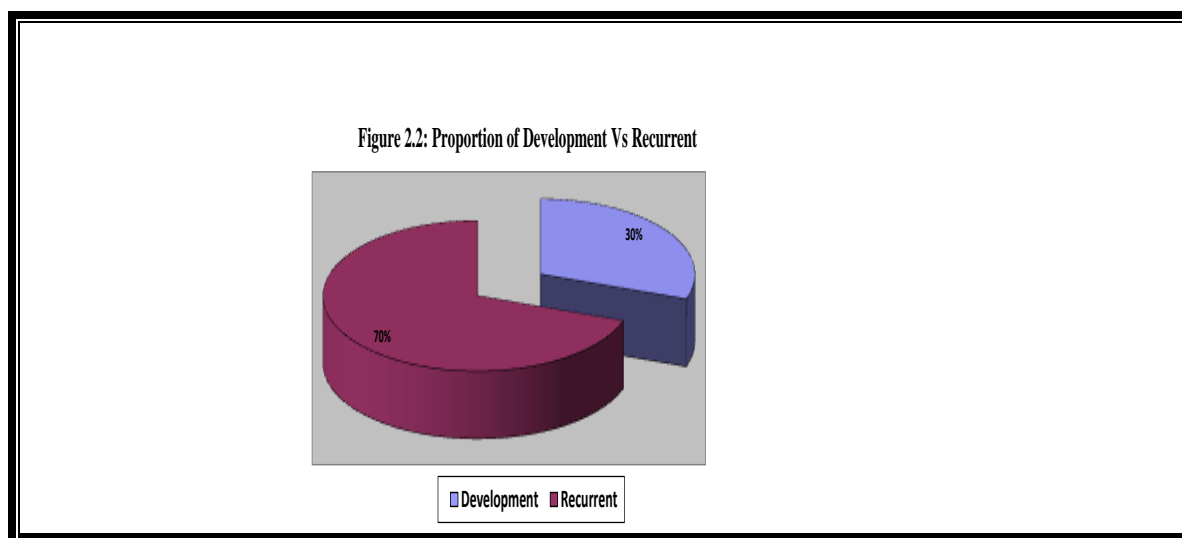


Figure 2.2 above shows that about 30 per cent of the financial resources that the district realized was spent on development, out of which at least 7 per cent was spent on human resource development, while the difference was allocated to physical/capital development. This is translated to about Ug. Shs. 8.7 billion having been spent on mainly infrastructure development and local economic development for the funds spent under NAADS.

Out of the total amount spent on development Ug. Shs 2.6 billion was transferred to lower local governments for implementation of NAADS.

It is important to note that there has been a positive trend in the realization rate of the development budget; it has grown from 69 percent in FY 2012/13 to 99 percent in FY 2014/15. The decrease in the development budget estimates is due to the NAADS funds being retained under the NAADS Secretariate and only remitting inputs and technologies to the district.

Fig: 2.3 Development Budget Realization

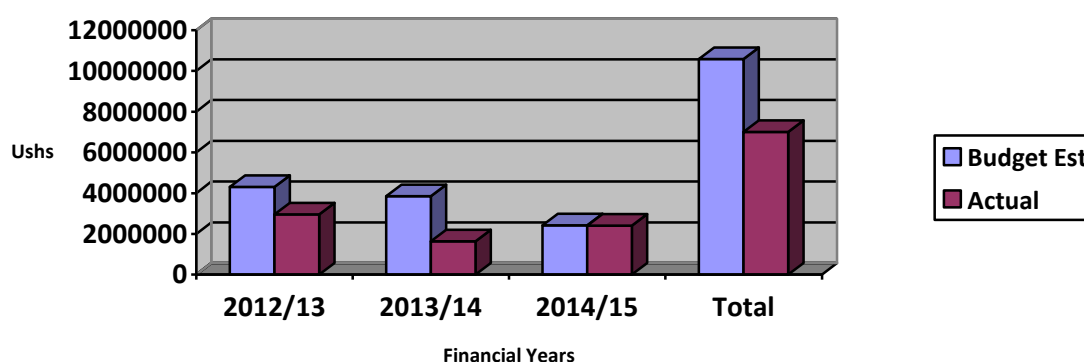


Figure 2.3 shows that in all the 3 years the actual expenditure always fell short of the budgeted estimates which ranged from 63% to 99% performance levels, overall a deficit of over Ug. Shs 3.3 billion has been

registered. This depicts a problem either in the absorption capacity or unrealistic budgeting or delayed releases of funds. All those are areas this plan should address to improve budget execution and ensure timely implementation of the planned outputs, so as not to deny the population of Hoima the services.

Further analysis reveals that donor funds realization rate is low perhaps due to the conditions attached to the release of these funds or due to delayed releases of the same funds, again this plan should devise strategies to address the structural problems associated with this scenario.

2.1.3 Council and Statutory Bodies

Article 77 of the 1995 Constitution of the Republic of Uganda, establishes the District Local Councils and spells out their functions in Article 79. The Local Government Act, Cap. 243 establish the following Statutory Bodies: District Local Council (DLC), District Executive Committee (DEC), Standing Committees, District Service Commission (DSC), District Land Board (DLB), District Public Accounts Committee (DPAC), and Contracts Committee (CC). The statutory Bodies of council are in place to offer support functions to the District Council. The current District Local Council is the fifth one that Hoima District has had since its inception in 1997 under the 1995 Constitution. The council is composed of directly elected representatives from sub counties and town council; and special interest groups as established by the Local Government Act, 1997

Table 2.4: Council Composition by Constituency as at 30th June 2015

County	Directly Elected Councillors			Vacant	Youth Councillors			People With Disabilities			Total		
	M	F	Total		M	F	Total	M	F	Total	M	F	Total
Bugahya	6	3	9	0	0	0	0	0	1	1	7	4	11
Buhaguzi	5	4	9	0	1	0	1	1	0	1	7	4	11
Hoima MC	4	2	6	0	0	1	1	0	0	0	4	3	7
Total	15	9	24	0	1	1	2	1	1	2	18	11	29

The Council has 5 standing committees and the District Executive Committee (DEC) that monitors implementation of its programmes on a day-to-day basis. The two elderly councillors (male and female) representing the whole district are not yet in place. Some councillors have performance capacity gaps leading to underperforming in the execution of their roles and functions especially at lower levels.

All the approved staff positions for the Council and Statutory Bodies are filled; this has increased the effectiveness of the department to timely organize and coordinate Council activities. Inadequate capacity among some of the technical staff in the department is one of the challenges faced by the department.

Table 2.5: Council/Boards and Commission as at 30th June 2015

Sub Sector	Approved	Filled			Vacant
		Male	Female	Total	
District Local Council	30	18	12	30	0
District Executive Committee	5	4	1	5	0
District Land Board	5	2	2	4	1
District Service Commission	5	4	1	5	0
District Public Accounts Committee	5	4	1	5	0

Sub Sector	Approved	Filled			Vacant
		Male	Female	Total	
District Contracts Committee	5	3	2	5	0
Total	55	35	19	54	1

The Council has in accordance to legal requirements established statutory bodies to spearhead its functions; these are District Land Board, District Service Commission, District Public Accounts Committee and the District Contracts Committee all their membership is in place.

Lack of a proper Council hall, Committee rooms and inadequate office accommodation and equipment is a challenge in the performance of council and statutory bodies; this is compounded by lack of legal reference materials and council library.

2.1.4 Production and Marketing

The Production and Marketing Sector is mandated to promote increased production and productivity in the fields of crop, livestock, fisheries, and entomology. It is further concerned with the creation and diversification of markets and development of productive capacities and industry to increase socio-economic development in Hoima district. Agriculture and fishing are the foundation on which most families depend for their household nutrition, while the district in turn depends on these farm and fishing families for establishing a tax base that will support the other public service-oriented sectors. Neglect to stimulate and improve upon these bases will derail sustainable attempts for development, and hamper the basic objective of the district to strengthen Hoima's competitiveness and alleviate chronic poverty in the district. Household level production is a key determinant in the equation for improving the socio-economic status, both through increased income and improved base on which to ensure food security, nutritional quality and wealth creation.

Agricultural output in the district is falling short of its potential despite generally favourable environmental conditions. Significant improvements can be generated in the agricultural systems currently in place if the extension system was strengthened and responsive and farmers were convinced of the potential and advantages. Technologies, primarily in the form of improved husbandry techniques and improved planting materials, which are available in the country, fail to reach farmers under the present extension arrangements which need strengthening.

Table2.6: Basic Production Data on Production 2014

Category	Indicator
Total Land Area (sq. km.)	3,612.17
Total Arable Land (sq. km.)	2,409.3
Altitude (in meters above sea level)	682 – 1,400
Wetlands as a % of the district	1.0
Land under Open Water (sq. km.)	2,123.13
Land under Cultivation (hectares)	1,609.8
Amount of rainfall	800 mm – 1500 mm
Temperature	18° - 30° centigrade
Total number of farm families (2014) estimate	113,085
Average land holdings per farm family (hectares)	2.5 ha
No of households receiving advisory services	10,600

Category	Indicator
Farmer Household – extension ratio	1,293
Subsistence Agriculture (%)	75
Commercial farming (%)	5
Semi –commercial (%)	20

Source: Hoima District Statistical Abstract, 2014

Currently, the department has a staffing strength capacity of 71% and capacity gap of 29%. This capacity has been exacerbated to a larger extent by the retrenchment of agricultural advisory services providers and NAADS coordinators. The capacity gap has implication in terms of delivery of extension services to farm families directly served by the department.

Production Activities in Agriculture, Livestock, and Fisheries

The performance of production and marketing department determines the welfare of the rural population in the district. Other issues related to gender, management of the environment, water and other natural resources, poverty, population dynamics, and the impact of HIV/AIDS have disproportionately affected agricultural production in the past three years. The farming system in the district has witnessed little progress in technological changes and practices with regard to the existing subsistence agriculture. The key constraints to sustainable agricultural development in the district is the predominant role of women in the agricultural production, who at the same time have to cope with household chores, child bearing and caring, maternal and infant health, high population growth of 4.7% against an estimated agricultural growth rate of about 2.9%.

Within the medium term frame work the Sector has implemented policies and programmes geared towards provision of services aimed at eradicating poverty among the people. These policies have led to a substantial improvement in the people's welfare and quality of life. However, more needs to be done to ensure that all the people of Hoima remain food secure while at the same time be able to move and stay out of poverty. The achievements made in the last three years are embedded in the following six major categories of activities:

- i. Farmer Institutional Development (FID)
- ii. Agricultural Advisory Services
- iii. Increasing agricultural production and productivity spearheaded under the Operation Wealth Creation (OWC) program
- iv. Agro-processing and value addition taken up by both the public and private sectors
- v. Agricultural marketing undertaken by the private sector
- vi. Provision of rural financial services by both the public (government) and the private sector

Over the next five years, the department will consolidate the achievements made and emphasize poverty-focused interventions for local economic growth and rural development. The departmental strategy is aimed at strengthening and removing bottlenecks in agriculture, marketing and value addition; and thereby improving the quality of life.

Table: 2.7 Production Statistics for Hoima

Crop production in Hoima district is summarized in the following table:

Selected Enterprise	Annual Production (Tons)	Acreage Under Production	Number of Households Involved	Target projected production
Maize	10,166	38,372	9,136	57,558
Finger millet	1,790	1,328	316	2,685
Sorghum	284	229	55	500
Rice	5,919	10,911	2,598	21,822
Beans	8,499	2,751	655	12,749
Field peas	237	1,208	288	1,208
Cow peas	28	62	16	62
Pigeon peas	112	52	12	224
Ground nuts	3,985	3,778	900	7,970
Simsim	42	8	8	150
Soya beans	9	13	13	100
Banana (food)	10,267	32,408	7,716	30,801
Banana (bear)	2,084	1,627	387	5,000
Banana (sweet)	520	912	444	1,000
Cassava	14,552	60,932	14,508	164,516
Sweet potatoes	5,908	26,838	6,390	26,838
Irish potatoes	563	2,024	1,687	4,000
<i>Source: Uganda Source of Agriculture, 2008; Production Department Reports, Hoima</i>				

2.1.4.3.2 Farming Systems

The district grows both food and cash crops, the traditional cash crops include coffee, cotton, tea and cocoa. The rest of the crops have turned into nontraditional cash crops. More of use today is upland rice, which has become very popular to lead in earning income to many households in the district. However, due to high demand for food in the local and regional markets virtually all food crops are equally income earners in the households. NAADS interventions have boosted production levels of these crops especially upland rice to more than three fold. Nevertheless, the productivity of major and many other crops is still below average as indicated in the figure below. Apart from rice, coffee and cotton with above mean production, the rest of the crops are being produced at lower than average production level. Most of these crops which are food security crops signify doom for food sufficiency, sustainability and stability of households in the district if such a trend is not reversed. None of the crops have surpassed the ideal productivity level as shown in the Table 2.10 above.

It is important to note that cash crops are not the only source of income for the average family; there is a highly diverse nature of cropping systems, and the diverse and inconsistent marketing of all crops including staples. In general, specialized farms for market production do not exist. Farms generally have a wide range of crops, with a diversified approach to take advantage of two rainy seasons according to their

locale, which varies within the district. There is a dominant tendency to intercrop, with relay cropping commonly practiced.

2.1.4.3.3 Causes of poor productivity of crops

Table 2.8: Productivity of some selected crop enterprises in Hoima

Selected Enterprise	Present productivity (kg/acre)	Mean/average productivity (kg/acre)	Ideal productivity (kg/acre)	Target projected productivity for next 5 years (kg/acre)
Rice	1,646	1,275	2,550	2,000
Maize	681	800	1,600	1,500
Cassava	2,000	5,000	10,000	2,700
Pineapples	3145	3,145	10,000	4,423
Bananas	500	3,000	6,000	862
Beans	350	450	900	550
Groundnuts	450	500	1,000	700
Sweet potatoes	2,100	2,500	5,000	3,000
Millet	600	900	1,800	1,000
Coffee	1,500	1,000	2,000	2,000
Cocoa	400	450	900	550
Cotton	1,200	750	1,500	1,500
<i>Source: Production and Marketing Department, Hoima, 2014</i>				

The above productivity levels imply that the present productivity per acre is less than the ideal for all crops up to over 50 percent, leading to less total production. Therefore the farmers are not producing to full capacity, leading to under performance, less income per acre.

The trend in low productivity of crops is attributed to the following:

- Poor adoption rates for the new or recommended practices and technologies. Soil fertility management is one critical factor that contributed to decreased crop production.
- Poor availability, access and usage of improved and tolerant/resistant planting materials and seed
- Emerging and re-emerging pests and diseases
- Climate or weather changes
- Market dynamics in the region that disfavour primary producers or farmers
- Lack of storage capacity to meet critical demands in the dry periods and unexpectedly high market demands

The major crop diseases afflicting remarkable losses are CMD, CBSD, BBW, Groundnut Rosette Disease, Tomato blight, etc. these diseases are also associated with a number pests which have equally had serious effects on crop productivity. As suggested in Table 2.10 above, the district will require increasing food crop productivity by over 30% to meet the set targets over the next five years. This will

demand for interventions in effective agricultural extension services delivery, demonstrations, high adoption rates by farmers and provision of improved and tolerant plant materials, animal breeds and inputs.

Rice is one of the crops with good performance in the district with productivity at about 1,800 kg/acre; well above mean production levels and close to the ideal production. Over a short period, the number of mills in the district has increased tremendously, indicating the high level of production of the crop.

Increased production of other crops like maize is reflected in the increase in the number of maize mills estimated to be more than 100. Generally, there is an estimated increase in income from the crop in the year 2014 compared to 2010. Upland rice topped the increment in revenue followed by coffee and cassava. The coming of nontraditional cash crop onto market has put some strain on food security situation in the district as more food leaves the district while the households fail to commit the earned revenue for food security.

Livestock

The livestock sector consists of the typical range of animals found in Uganda; in order of descending populations, these are poultry, goats, cattle, pigs, sheep, and rabbits. Almost all of these stocks are local breeds, with the exception of pigs and rabbits. Some crossbred diversity is present in cattle and goats but this is still quite limited. It has been noted that the demand for meat, milk and eggs cannot be met entirely from local production. With the exception of the drier lakeside sub counties, where one finds specialist cattle owners, livestock appears to be under-represented.

Livestock represents an essential part of Hoima's agriculture; culture, and economy, livestock trends are up considerably. According to livestock census 2008, the population of different species of animals increased between 2002 and 2008. The total number of cattle, sheep and goats more than doubled between 2002 and 2008, and the number of pigs and chickens grew by 88 and 59 percent respectively.

In Hoima, poultry and pigs showed the highest increase, followed by goats, cattle and sheep in that order. Correspondingly, egg and pork production increased accordingly.

Table 2.9: Population of Livestock in the District

Year	Local Cattle	Improved cattle	Goats	Sheep	Pigs	Local Poultry	Improved poultry
2005	99,600	2,896	66,900	24,866	74,987	628,322	238,210
2008	110,660	3,916	150,000	26,248	92,830	942,840	267,400
2012	124,549	4,407	79,838	27,313	112,835	1,282,723	312,820
2015	136,098	4,815	87,241	28,140	130,621	1,615,861	351,880

Livestock Population Projections

During the period 2005 – 2015, livestock populations grew by about 3.7% in cattle, 15% in poultry, 1.0% in goats and 7.9% in pigs.

Table 2.10: Hoima District Livestock/Animal Projections

Year	Cattle	Improved Cattle	Goats	Sheep	Pigs	Local Poultry	Improved Poultry
2015	136,098	4,815	87,241	28,140	130,621	1,615,861	351,880
2016	140,181	4,959	89,858	28,421	137,152	1,745,130	365,955
2017	144,386	5,108	93,452	28,705	144,010	1,884,740	380,593
2018	148,718	5,261	96,256	28,923	151,210	2,035,520	395,817
2019	153,180	5,419	100,106	29,282	158,771	2,198,361	411,650
2020	157,775	5,581	104,110	29,757	166,709	2,374,230	428,116
% growth p.a.	3%	3%	4%	1%	5%	8%	4%

Source: District Production Reports, 2014

As seen from Table 2.10, local poultry population is expected to grow higher than any other types of livestock. The rest of the species are growing at a slower rate below the growth rate of human population, for instance on average it is just 1 local cattle per household in the district and only 12 local poultry per household in the district. This has serious implications on accessibility, availability and affordability of animal source foods (ASF) in the near future. The demand for ASF is expected to increase amidst inadequate production levels.

Fisheries

The fisheries sub sector is comprised of both fish farming and fishing on Lake Albert, drying and salting of fish along the lake shore; marketing of lake fish in Hoima, since most of the catch is channeled through neighbouring districts or into Congo and the north which have easier access route by boat or with roads that reach down the road. The fish caught in the district is spread over the 68 landing sites in the district, the landing sites are distributed quite evenly along the shoreline.

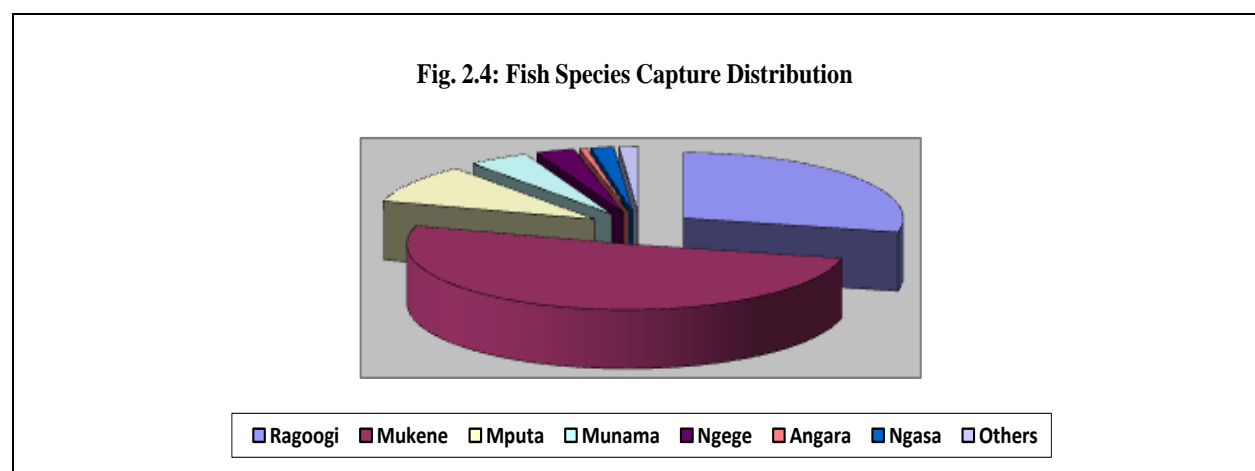
The potential for expansion of the fishing industry is uncertain if one considers the landed catch size which has been declining over the last 10 years.

Table 2.11: Local Fish Production Levels (Captured Fresh fish, 2014)

Fish Species	Weight (Kg) '000s	Value (Ushs.)
Ragoogi	35,636.6	356,366,640
Mukene	63,856.8	76,628,160
Mputa	12,039.3	30,098,250
Munama	5,578.4	251,102,886
Ngege	3,523.5	10,570,560
Angara	693.3	3,491,600

Fish Species	Weight (Kg) '000s	Value (Ushs.)
Ngasa	2,105.6	10,528,000
Others	1,742.9	4,357,134
Total	125, 176.4	743,143,230

Source: District Fisheries Office, Hoima District, 2014



Fish farming has been a growing enterprise in the district. Cage fish farming as a new intervention to re-introduce more stocks of fish in the lake without causing any environmental effects

Most of the fish is taken outside especially for the commercial farmers. Subsistence farmers normally consume only 20 – 30% of the fish produced and the rest is sold locally. However, the cost of fish has gone up by over 100% and this prevents local consumption.

Table 2.12: Fish Consumption Estimates in Hoima District

Location	Consumption
Quarterly fish consumption (kg)	6784.997
Estimated annual fish consumption (kg)	27139.99
Estimated fish consumption per capita (kg/person/year)	0.05

Source: District Fisheries Office, Hoima District, 2010

The annual fish consumption in the district is only 22% of the annual catch leaving the balance for sale outside the district either for national consumption or for export within the region. What is even more of concern is the fish consumption per person that stands at around only 50 gms per year, this is mainly due to dwindling catch of Nile perch and tilapia and the high cost of fish which is only available in the urban area and the landing sites.

Apiary

Hoima is endowed with good vegetation and climate that can support entomological activities like beekeeping and sericulture. Beekeeping in Hoima is a traditional rural enterprise; production of ancillary equipment consists only of hives. Methods of extraction are mostly crude, combs are taken and crushed along with brood population; adult bees either abscond in the process or they are killed when fire is used

at night to drift the bees. The result is a reduction in yield and swarm sizes, and a less marketable quality of honey which takes on a characteristically smoky taste.

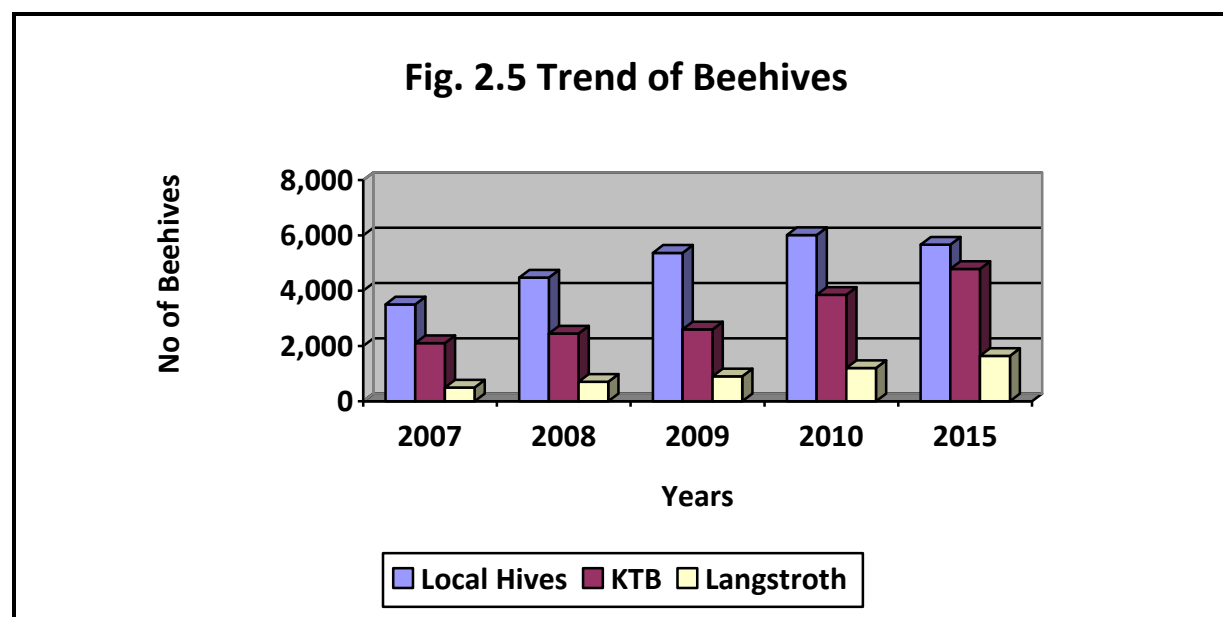
A census of beehives was conducted in Hoima is selected sub-counties. The census indicates that there is an increase in all types of beehives ranging from the local ones to improved types. There over 3,000 beekeepers in the district with varying numbers of beehives. On average, each farmer has 10 - 15 local beehives, 5 – 10 KTB and 3 – 5 Langstroth beehives.

Table 2.13: Summary of beehives in Hoima

No.	Type of beehives	2007	2008	2009	2010	2015
1	Local hives	3,500	4,470	5,370	6,010	6,670
2	Kenya Top Bar	2,100	2,450	2,600	3,850	4,790
3	Langstroth	500	700	900	1,200	1,640
	Total hives	6,100	7,620	8,870	11,060	13,100

Source: Entomology Office, Hoima

Table 2.10 reveals that total number of beehives has more than doubled since 2007, it's important to note that the change in modern beehives has grown substantially (247%); especially Langstroth that has increased from a mere 500 in 2007 to 1,640 (328%). This is attributed to the advantages of the modern bee hives in terms of honey and its products compared to the local hives. The change could also be attributed to the advisory, extension services and interventions from both the government projects and the development donors.



There are approximately 2,500 apiculture farmers producing about 6.5 tons per year, the biggest producing sub counties are Kyabigambire and Kyangwali with about 30 percent production each. The enterprise is largely rural based and therefore has a high potential to develop rural areas and rural cottage industries in honey and its products processing.

The enterprise contributes more to people's livelihoods in rural areas than in urban settings. Promotion is still too low, yet the district has the capacity to produce more than 10 metric tons per year. The district's strategy is to integrate the enterprise with natural resources conservation and management; and provide more farmers with modern beehives.

Trade and Industry

This sub-department is mainly concerned with marketing of agricultural and general merchandise, revival of farmer marketing cooperatives, formation and supporting microfinance (SACCO) associations, agribusiness, agro processing, tourism and private sector development. Trade development is concerned with the creation and diversification of markets, development and stability of productive capacities and expansion of the trade base and markets.

There is significant untapped potential for women to participate in higher levels of trade and industry value chains. Women own about 55 per cent of private enterprises in the district, mostly at small and micro enterprise, informal sector. Not more than 5 percent are engaged in the national and export trade and even then they are mainly in timber and produce trade with South Sudan.

There is no organized marketing system for food crops and fish; there are no collection centres and no established traders. Inadequacy of physical infrastructure such as feeder roads, communication facilities, power supply, education and health facilities, water supply, market infrastructure etc continue to constrain marketing of agricultural/fish produce and investments in rural enterprises and are responsible for the high prohibitive market transaction costs.

Hoima district has 58 functional markets of various grades as shown in Table 2.14 below. The merchandise traded in these markets are mostly:

- Agricultural produce - mainly groundnuts, green grams, cowpeas, millet, sorghum, sweet potatoes, vegetables, etc.
- Livestock – animals, poultry especially in markets around the cattle corridor of Buseruka, Kabaale, Kyarusesa and Kabwoya that attract neighbouring districts including Kampala and regional traders from South Sudan.
- General merchandise – clothes, manufactured goods, etc.

Table 2.14: Functional Markets in Hoima District, 2015

Sub County Name	Type of Market				Total Number of Markets
	Grade A	Grade B	Grade C	Grade D	
Buhanika			2		2
Buseruka	1	1	6	2	10
Kitoba				2	2
Kyabigambire			2		2

Sub County Name	Type of Market				Total Number of Markets
	Grade A	Grade B	Grade C	Grade D	
Kigorobya	2	2	4		8
Bugambe	1		1		2
Buhimba	1	1	3		5
Kabwoya		2	3	6	11
Kiziranfumbi		1	1	1	3
Kyangwali	2	3	8		13
Total	7	10	30	11	58

Source: Finance Department, Hoima 2015

Table 2.14 shows that 4 sub counties of Buhanka, Kitoba, Kyabigambire and Bugambe have only two functional markets moreover mostly of grade C, only 3 sub counties of Buseruka, Kabwoya and Kyangwali have 10 or more markets, again most of these are grade C and D. the same table reveals that there are only 7 Grade A markets. It should be noted that market gate charges are the biggest source of local revenues to the sub counties; this implies that with the exception of the sub counties along the lake shore with landing sites, the others are underserved and therefore derive minimal local revenues to support service delivery

Cooperatives

The cooperatives in the district is composed of unions and primary societies formed by individual members. The District views the cooperative movement as being central in mobilizing and organizing farm-level production, value-addition, marketing, savings and financial intermediation at the local level. It is a means through which productive enterprise involving local entrepreneurs can be built at all levels.

The cooperatives sub sector under commercial services guides and regulates the cooperatives. Hoima district has a rich history of the cooperative movement, the period 1992 through 2006 exhibited a continuous decline of cooperative commodity marketing for instance of coffee. The decline was largely on account of the policy to disband produce marketing boards and the general policy of liberalizing the marketing of produce. Cooperative enterprises were ill equipped to match the competition given their poor financial status, narrow product base and weak managerial competences.

Whereas, cooperative commodity marketing declined, other cooperative enterprises emerged; for instance, 123 SACCOs were registered between 2006 and 2014. This was largely due to the failure of the formal financial services sector to adequately respond to the needs of most people. This expansion was also on the account of the Governments intervention of building a strong savings and investment culture especially in the rural areas through SIDAs and BUTO.

There are some factors that are negatively impacting on the performance of the cooperatives. These include:

- Dented image and weak advocacy by the cooperative movement, this attributed to various disadvantages in the past such as poor leadership, unethical practices, poor accountabilities, political interference, mistrust among members and institutional failure to deliver services

- Unreliable market and management information: while farmers have responded to calls to produce, most of them are still exploited because they lack information on the available market opportunities for their produce

The cooperative sub sector has experienced poor image and erosion of confidence; limited mobilization for cooperatives formation, poor and inadequate storage facilities and other infrastructure; this is exacerbated further by low savings by members, constraining the ability of cooperatives to invest. This is partly due to high poverty levels and a low savings culture. The cooperatives are faced with the problem of insufficient working capital due to limited financing options.

Private Sector and NGO Activities Associated with Production

Activities of the private sector are not yet fully developed in the district. It is quickly picking up and most of its activities revolve around small-scale enterprises but those operating on medium scale level are also emerging. The sector has associations in the district to promote its activities and development for instance the District Chamber of Commerce. While these associations are in existence, it is important to note that their functionality is very weak. There is therefore need for the district through the Trade and Industry department to make deliberate efforts to organize and promote growth in this sector as a mechanism to improving the districts' local economy. Hoima District Farmers' Association (HODFA) is very active and has been operational in the district since 1995.

The tea industry one of the most significant agricultural concerns in Hoima district is primarily operated by McLeod Ltd in Bugambe and Kabwoya sub counties. Extension services and technical training are provided by the company, along with a complete system of providing fertilizer on credit, collecting green leaf from designated collection centres located reasonably near each of the growers. The company operates one factory in the district, and is currently encouraging farmers to rehabilitate old stands and plant new tea gardens; however, the investment for new smallholder tea plantations is very costly, and a critical mass of small farmers in a particular area must decide to plan tea so there is adequate production to create a collection point.

2.1.5 Health

Hoima District Local Government is committed to facilitating the attainment of a good standard of health for all the people of Hoima district in order to promote a healthy and productive life enshrined in the district's vision. The goal of the Health Sector therefore is to reduce morbidity and mortality from the major cause of ill health as a contribution to poverty reduction, economic and social development of the people of Hoima. Within the realm of the NDP, the department has therefore developed this Sector Development Plan for the DDP which will guide implementation of the planned activities. The key areas of focus are: Human Resource, Infrastructure, medicines and service delivery.

Hoima District Health service delivery is implemented at five levels under the following facilities; 1 Regional Referral Hospital, 3 HCIVs, 33 HIVIIs, 20 HCIIIs and VHTs. The district also has 9 private not for profit health facilities and 4 private for profit health facilities. This is in addition to services provided by Health implementing partners including; Infectious Diseases Institute (IDI), Meeting Point, HUDIPU, Eco-Agric, UNASO, CARITAS, THETA, among others. The information available suggests that the

highest mortality in Hoima is caused by malaria, followed by respiratory infections, anaemia, AIDS, meningitis and dysentery. Although the Health indicators in the district have improved over the years, most indicators are still below the national average; as shown in the table below. These indicators could be further improved with the current high levels of immunization for BCG (95%), Polio 3 (88%), DPT 3 (85%) and measles (80%). The sector continues to prioritize health interventions defined in the Uganda National Minimum Health Care Package under a Sector-Wide Approach arrangement.

Table 2.15: Basic Demographic and Health Data for Hoima (2014)

Indicators	Hoima	Uganda
Infant Mortality Rate (per 1000)	88	88
Child Mortality (under 5 years/1000)	85	120
Maternal Mortality (per 100 000)	435	437
Stunting (%)	26.5	39
Wasting (%)	8.5	4
Under weight (%)	19.5	24.5
Total goitre rate (%)	27.9	33.8
Fertility rate (%)	6.7	6.2
HIV Prevalence rate	8.2%	6.1%
Population per doctor	28,769	15,678
Population per nurse	33,280	
Life expectancy at birth (years)	54.7	57.3

Source: District Health Office – Hoima, Uganda Demographic and Health Survey, 2011

Ill health and lack of effective health services are important aspects of poverty. They are also important determinants of poverty as they have a strong negative effect on economic productivity and school attendance. Furthermore, ineffective health services cause a serious waste of scarce household resources and thus aggravate poverty. Despite previous and ongoing investments in the health sector in the district, effective health services are not available to a big segment of the population. The total expenditure for health, mainly the users of health service, is relatively high. The management of resources for health services is thus of more concern than absolute availability of resources.

The 2011 Uganda Demographic and Health Survey (UDHS) showed a marked improvement in health indicators. Infant mortality rate (IMR) reduced from 88/1,000 live births in 2001 to 76/1,000 live births in 2011. Similarly under 5 mortality rate (U₅MR) decreased from 137/1,000 live births in 2001 to 122/1,000 live births in 2011. Hoima has similarly experienced a decline in maternal mortality rate (MMR) over the last 10 years. Maternal Mortality Rate was 537/100,000 live births in 2000, this has declined to 435/100,000 live births in 2011. In order to achieve the district target of 354/100,000 live births, the reproductive and sexual rights activities shall be focused on increasing deliveries attended to by skilled health workers and provision of goal oriented antenatal care.

The basic demographic and health data for Hoima are provided in the table 2.15. The socio-economic indicators such as infant under five and maternal mortality rates indicate weak social and economic development.

Table 2.16: Health Facilities (2010 – 2015)												
Indicator	2010				2012				2015			
	Govt	PNFP	Private	Total	Govt	PNFP	Private	Total	Govt	PNFP	Private	Total
Hospital	1	0	0	1	1	0	0	1	1	0	0	1
Health Centre IV	2	0	0	2	2	0	0	2	3	0	0	3
Health Centre III	18	3	1	22	18	3	1	22	21	3	1	25
Health Centre II	22	5	0	27	22	5	0	27	19	5	0	24
Total	43	8	1	52	43	8	1	52	44	8	1	53
Source: Hoima DLG Health Department Report 2015												

The above progress registered in the health sector in general, was as a result of improved availability of resources including finances, health infrastructure and equipment; increased accessibility to especially government services and improvements in management. Over the past decade the district has focused on expanding its health infrastructure through construction of more health facilities in an effort to bring services closer to the people, however most of them are neither manned with the right cadre of staff nor adequately equipped.

In Hoima District, there is only one referral hospital with about 200 beds, to facilitate curative, preventive, disease control, surveillance and other health services, this grossly inadequate as it serves more than 2 million ,with a catchment area of more than 5 district. In addition, the district has Bugahya and Buhaguzi Health Sub Districts, 2 Health Centre IVs, 25 Health Centre IIIs, and 24 Health Centre IIs distributed throughout the sub counties. The number of HC IIs has reduced from 27 to 24 because the three HC II facilities have been upgraded to HC III for better service delivery; thus increasing the number of HC IIIs from 22 to 25.

Table 2.17: Hoima District Health Facility Master List as of 30th June 2015

County	Sub County	Parish	Health Unit	Owner	Level
Hoima Municipality	Mparo Division	Bucunga	Buhanika	Government	HC III
		Butebere	Kyakapeya	Government	HC II
	Kahoora Division	Central Ward	Hoima RRH	Government	Regional Referral Hospital

County	Sub County	Parish	Health Unit	Owner	Level
			DHO's Clinic	Government	HC II
			Islamic HC	Private for Profit	HC II
			Police Clinic	Government	HC III
			Prisons Clinic	Government	HC II
			EDPA Medical Services Ltd	Private for Profit	HC III
			Hope Community HC	Private for Profit	HC II
		Western ward	AZUR	UPMB	HC IV
			Kabalega MC	Private for Profit	HC II
	Busiisi Division	Kasingo	Bacayaya	Government	HC II
		Kihuukya	Kihuukya	Government	HC III
	Bujumbura Division	Northern ward	Bujumbura	UCMB	HC III
		Karongo	Karongo	Government	HC III
Bugahya	Buhanika Sub County	Butema	Butema	Government	HC III
	Buseruka Sub County	Kabaale	Kabaale	Government	HC III
		Nyakabingo	Buseruka	Government	HC III
		Toonya	Toonya	Government	HC III
	Kitoba Sub County	Birungu	Kiseke	Government	HC II
		Bulyango	Mbaraara	Government	HC II
		Kiragura	Dwooli	Government	HC III
		Kiryangobe	Kyabasengya	Government	HC II
	Kyabigambire Sub County	Bulindi	Kibaire	Government	HC II
		Buraru	Buraru	Government	HC III
		Kibugubya	Mparangasi	Government	HC III
			Kasomoro	Government	HC II
		Kisabagwa	Kisabagwa	Government	HC II
Kigorobyia	Kigorobyia Sub County	Bwikya	Bombo	UMSC	HC II
		Kapapi	Kapapi	Government	HC III
		Kibiro	Kibiro	Government	HC II
	Kigorobyia Town Council	Northern Ward	Kitana	UCMB	HC II
		Eastern Ward	Kigorobyia	Government	HC IV
Buhaguzi	Bugambe Sub County	Ruguse	Bujugu	Government	HC III
		Katanga	Bugambe Tea	Private Not	HC III

County	Sub County	Parish	Health Unit	Owner	Level
				for Profit	
		Bugambe	Bugambe	Government	HC III
	Buhimba Sub County	Kinogozi	Lucy Bisereko	Government	HC III
		Kyabatalya	Buhimba	Government	HC III
		Ruhunga	Muhwiju	Government	HC III
		Musaijamukuru West	Kisiiha	Government	HC II
		Musaijamukuru East	Bujalya	Government	HC III
		Musaijamukuru East	Kitoole	Government	HC II
	Kabwoya Sub County	Bubogo	Kabwoya	Government	HC III
		Igwanjura	Kisaru Tea	Private Not for Profit	HC II
		Kaseeta	Kaseeta	Government	HC III
		Nkondo	Sebigoro	Government	HC III
		Kaiso	Kyehoro	Government	HC III
	Kiziranfumbi Sub County	Bulimya	Kikuube	Government	HC IV
		Bulimya	Mukabara	Government	HC III
		Kidoma	Wambabya	Government	HC III
		Munteme	Munteme	UCMB	HC II
		Munteme	Kicompyo	Government	HC II
	Kyangwali Sub County	Buhuka	Buhuka	Government	HC III
		Kasonga	Kasonga	Government	HC II
		Kasonga	Ngurwe	NGO	HC II
		Kasonga	Rwenyawawa	NGO	HC III
		Kasonga	Malembo	NGO	HC II
		Kyangwali	Kyangwali	Government	HC III
		Butoole	Nsozi	Government	HC III
3	15	48	58		

NB: Government = 44, NGO = 5, UMSC = 1, UCMB = 3, UPMB = 1 and PFP = 4. PNFP = 3 HSP = 1, HC IV = 3, HC III = 33 and HC II = 20

Some NGOs have also put up health facilities some of which get support from government and they include Bujumbura health centre, Munteme, Azur clinic, Kabalega Medical Centre, EDPA medical services, Divine clinic, Doctor's clinic, Supreme Moslem council health centre etc. Currently, 90% of the population lives within the catchments area of 8km and 94% of the population are within 5km of a government or PFP health unit compared to 73% in 2002.

Personnel Establishment

The health department has 4 doctors, 24 Midwives and 40 enrolled nurses; the ratio of filled approved positions is 70.2%, but there still remains a gap of 29.2% to be filled by doctors and mid-wives. These cadres of medical personnel are very critical to the delivery of health services, key intervention to address maternal and infant mortality.

The services have a pyramidal structure. The higher level hospital and health centre is always better staffed, better equipped and can offer more specialized health services. Most of the units are severely understaffed at all levels. Out of the total required staff of 403, the occupied posts are only 282, leaving a capacity gap of 29%. The situation is even bleaker when it is realized that the missing staff belong to the most important categories in the delivery of primary healthcare.

The referral system is non-functional at present. In view of limited staff it is estimated that services are not available to large segments of the population and the quality of care provided is not adequate.

Medicines and Supplies

The district receives its medicines and supplies from the National Medical Stores. It receives 51 kits every two months and these are supplied by the NMS. Of the 13 units not covered, 4 belong to NGOs and arrange their own supplies, while the remaining 9 government units are supplied by the district. Formally drugs are supplied free of charge to the patients.

Cholera and Other Diarrhea Diseases

Recurrent cholera epidemics along the shores of Lake Albert are declining because of the control measures put in place. Control interventions involve case management, surveillance, health education, and intensive campaign for latrine construction and use in the epidemic prone areas.

To control diarrhea diseases, the District Health Team (DHT) works in partnership and collaboration with the water and sanitation department, community development department, and AVSI (Italian NGO) especially in the provision of safe and clean water, proper hygiene practices and pit latrine construction and use. A demonstration VIP latrine was constructed by AVSI at Runga fish landing site for the community to use and copy the technology for replication using locally available and cheap materials.

Cases of disease conditions among children – malaria, diarrhea and pneumonia

Malaria is a major problem for children under 5 years. Diarrhea and cough are main problems and their incidence higher among children aged 6-18 months. Child mortality remains high: on average, 1 child in 7 dies before reaching the 5th birthday. Children born to teenage girls and those born after a short birth interval are subject to much higher mortality rates than those born to older mothers and after longer birth intervals.

The recent Lot Quality Assurance Sampling (LQAS) survey for Hoima District revealed that 39.4% of children 12-23 months suffered from fever in the last 2 weeks, 7.8% pneumonia, and 25.4% diarrhea

while 50% of children 24-59 months suffered from fever in the last 2 weeks, 18.4% pneumonia, and 27.1% diarrhea.

The survey further revealed that Kyangwali, Hoima Municipal Council, Kigorobya, Kitoba and Buhimba sub counties were below the required target as regards cases of malaria conditions among children; Kyangwali, Hoima Municipal Council and Buhimba were still below the required target as regards cases of pneumonia conditions among children; and for diarrhea conditions, Kyangwali, Hoima Municipal Council, Kigorobya, Kitoba and Buhimba were still below the threshold.

Sexual Reproductive Health and Rights

Almost half of Hoima district women (46%) live within 5km of a family planning facility and 63% within 5km of a centre that provides primary health care and maternity services. The recent LQAS survey (February 2011) revealed low access and use of family planning services. 43% of women 15-49 years sought family planning at a health facility but only 37% always received the service. However 45% are doing something to delay or prevent pregnancy. 22% of mothers of children 0-11 months sought family planning and 43.8% of mothers of children 12-23 months are currently, together with their partners, using a family planning method.

There is generally low knowledge on signs and symptoms of STIs among men as compared to the youth, women and mothers. 59.6% and 57% of men in Hoima know the signs and symptoms of STIs in women and men respectively. 41.9% of the youths 15 -24 years know the signs and symptoms of STIs among men and 54% know the signs and symptoms of STIs among women. For women aged 15-49 years, 39% and 63% know the signs and symptoms of STIs in men and in women respectively. 41% of mothers of children 0-11 months know signs and symptoms of STIs in men where as in women 67%. In addition, 23% of mothers of children 0-11 months can correctly identify at least 2 ways of preventing sexual transmission of HIV and reject 6 misconceptions on HIV transmission. Use of antenatal service is high. 9 in 10 pregnant women receive some antenatal care but only 27% of births occur in a health facility with medical assistance from trained personnel.

Malaria Control

Malaria remains the main cause of morbidity and mortality in the district. Health workers have been trained in the management of simple and complicated malaria. In the Ante Natal Clinics, 33% of pregnant mothers received Intermittent Presumptive Treatment with *fansidar* (SP in the year 2004/2005).

83.3% of pregnant women received the first dose of fansidar as compared to 63% of the mothers of children 12-23 months who received fansidar or septrin for malaria prevention during pregnancy. 57.6% of the of mothers with children 24-59 months reported that they slept under a mosquito net during pregnancy while 67.5% slept under the mosquito net regularly during pregnancy.

Coverage of mosquito nets in households is high with low utilization of the mosquito nets. However, there is non-availability of In-door Residual Spray (IRS) services in Hoima district.

HCT/PMTCT

At least 86.3% of all the age categories (mothers of children 0-59 months, women 15-49 years, men 15-54 years) in the district know the nearest place where they can be tested for HIV however Kyangwali, Kigoroby, Kigoroby T.C, and Kabwoya sub counties need attention since they are below the expected target. However, there is generally low knowledge on PMTCT among the above categories throughout the district.

Neglected Tropical Diseases

The Neglected Tropical Diseases have had a devastating impact on Hoima district in the sub counties where they are endemic. The Neglected Tropical Diseases (NTD) in Hoima are mainly three:

- Human onchocerciasis (river blindness)
- Bilharzias; and
- Intestinal worms

The NTDs are major causes of ill health and disability in our communities. The diseases cause impaired vision and blindness, ugly disfiguring skin lesions, severe skin itchiness and extended stomachs, which disturb concentration and work leading to less productivity. Most of the victims of NTDs live in rural areas as subsistence farmers or fisher folk. Thus rural agricultural development is hindered by the diseases, and this aggravates hunger, poverty and drop out from school.

However, the diseases can now be controlled/eliminated using safe drugs that are delivered to whole communities at risk through Mass Drug Administration and the Ministry of Health through the NTD Control Programme is spearheading the response by the national health sector to NTDs, including those for elimination.

Table 2.18: Health Minimum National Standards of Service Delivery

Indicator	Minimum National Standards Service Delivery (MNSSD)	District Service Delivery
Health Centre Population Ratio		
District Hospital	1:500,000 or 1 per district	0 (the district only has a referral hospital serving 6 districts)
Health Centre IV	1: 100,000 or 1 per county	1: 260,000 (2 HC IV i.e. Kikuube and Kigoroby HC IV)
Health Centre III	1: 20,000 or 1 per sub county	1: 37,357 (5 sub counties have 2 HC III, 4 have 1 HC III each, it is only Kigoroby SC without a HC III)
Health Centre II	1: 5,000 or 1 per parish	1: 11,369 (Most parishes have HC IIs except 7 parishes of Igwanjura, Kimbugu, Bwikya, Kiganja, Kijongo, Kyabisagazi and Kitoonya)

Indicator	Minimum National Standards Service Delivery (MNSSD)	District Service Delivery
Percentage of population residing within 5 km of a health facility (Access)	85%	86%
Number of stock outs of Essential Medicines and Health Supplies (EMHS) per health centre	0	0

2.1.6 Education

Education is very important for rapid transformation of any given society. An educated society can have a tremendous development in the social, economic and political aspects. Education and sports is important for the provision of the public good whose returns are critical for sustained economic growth and social transformation in line with the district vision. It is evident that spending more years in school is an effective strategy for promoting development including improved family health, nutrition and reduced fertility rates.

The mandate of the Education Department is *to increase the level of basic education in Hoima district by promoting access, equity and quality education for both girls and boys*. The Sector is composed of Pre-Primary and Primary Education, Secondary Education, Tertiary and Skills Development; Sports; Special Needs Education; and Education Management, Supervision and Inspection

Physical education and Sports contributes to the district development through promotion of fitness, teamwork, discipline, patriotism and social harmony. It is also a profession that creates opportunities for self employment and livelihood, as well as providing entertainment and amusement. Special Needs Education caters for an estimated 10% of school going age children with special needs of some kind and requires special needs education. The scope of SNE covers all levels of education and training. In accordance with the 1970 Education Act and the subsequent Education Act 2008, the Education sector is established to promote basic education by increasing access, equity and quality education in the district.

2.1.6.1 Enrollment

Hoima District Local Government embraces government initiated programmes under UPE and USE; a number of successes have been realized since their inception in 1997 and 2007 respectively. Primary education has continued to expand with more children enrolment expanding from 37,396 in 1996 to the 2014 level of 63,640 for the district and 16,165 under Hoima Municipal Council. The net enrolment is at 93%; the gender gap in most levels of primary education has been greatly reduced. However, while the provision of inputs has increased over the years, the retention of children in schools still remains a serious challenge. This is partly because of no clear policy to deal with parents who contribute greatly to drop out of their children. The low completion rates also continue to hamper the attainment of the UPE/USE objectives hence; the quality of education remains a challenge. The current UPE primary school enrollment for the district is 79,805 pupils (including Hoima Municipal Schools). This gives a Teacher to Pupil ratio of 1:54 which is still low.

Table 2.19: Education Basic information (UPE) as at June 2014

Indicator	Statistic
Number of primary schools	212 (HDLG = 162; HMC = 50)
Primary School Enrolment	79,805 (June, 2014)
Pupil - Classroom ratio (PCR)	76:1
Schools without a single complete permanent classroom	4
No. of temporary/tree shade classrooms	15
No. of qualified teachers	1,247
Pupil- qualified Teacher ratio (PTR)	54:1
Pupil- Desk ratio (3 – seater desk)	4:1
Pupil – essential text book ratio	1:6
Pupil ratio – Latrine stance ratio (PLR)	55:1
School dropout rate	8%

The Education Department is headed by the District Education Officer. In terms of staffing, most of the District approved positions have been filled except for 26 vacant positions especially for the Head Teacher positions which remain largely unfilled. Though all the approved positions for Primary school Teachers are filled, this cadre of professionals remains inadequate to meet the increasing enrollment. Currently, the department has 1,226 qualified teachers and requires about 29 teachers to match the current enrollment standing at 79,805 pupils as at March, 2015. Every year, there is an increase of about 3,178 in enrollment for primary school education yet recruitment remains stagnant.

Table 2.20: UPE Primary School Teachers by Grade as of March 2014 (Excluding Hoima Municipal Council)

Grade	Male	Female	Total	Percentage
Graduate Teacher	21	18	39	3.3
Grade V	101	83	184	15.0
Grade III	456	568	1,024	81.7
Total	578	669	1,247	100

2.1.6.3 Infrastructure status:

There are still inadequate field and office equipment and inadequate office accommodation; these are critical in effective and efficient service delivery. This implies challenges in providing adequate office accommodation, attracting and retaining quality staff, delivering efficient, effective and accessible services to the population of Hoima District.

Table 2.21: Primary Schools Infrastructure

Sub County/ Location	Enrollment			Teachers	Classrooms	Latrine Stances	Desks	Pupil-Teacher Ratio (PTR)	Pupil – Classroom Ratio (PCR)	Pupil Latrine Ratio (PLR)	Pupil – Desk Ratio (PDR)
	Boys	Girls	Total								
Bugahya											
Buhanika	820	788	1,608	67	52	69	758	24:1	31:1	23:1	2:1
Buseruka	3,210	2,053	5,263	84	70	81	1,119	63:1	75:1	65:1	5:1
Kitoba	3,156	2,914	6,070	113	90	129	1,467	54:1	67:1	47:1	4:1
Kyabigambire	3,710	3,786	7,496	178	120	139	1,957	42:1	63:1	54:1	4:1
Sub Total	10,896	9,541	20,437	442	332	418	5,301	46:1	62:1	49:1	4:1
Kigorobya											
Kigorobya	4,720	3,862	8,582	150	66	104	1,439	57:1	130:1	83:1	6:1
Kigorobya TC	1,317	1,262	2,579	48	26	30	548	54:1	99:1	86:1	5:1
Sub Total	6,037	5,124	11,161	198	92	134	1,987	56:1	121:1	83:1	6:1
Buhaguzi											
Bugambe	2,741	2,439	5,180	97	65	109	1,214	54:1	80:1	48:1	4:1
Buhimba	4,552	4,516	9,068	198	154	219	2,421	46:1	59:1	41:1	4:1
Kabwoya	3,573	2,807	6,380	97	67	114	1,337	66:1	95:1	56:1	5:1
Kiziranfumbi	2,906	2,683	5,589	83	60	72	1,185	67:1	85:1	78:1	5:1
Kyangwali	5,026	3,641	8,667	132	100	148	2,340	66:1	87:1	59:1	4:1
Sub Total	18,807	16,086	34,893	607	452	662	8,497	58:1	77:1	53:1	4:1
Hoima DLG	35,740	30,754	66,494	1,247	876	1,214	15,785	54:1	76:1	55:1	4:1
Kahoora	3,293	3,267	6,560	148	107	101	1927	44:1	61:1	65:1	3:1
Mparo	841	832	1,673	40	30	71	409	42:1	56:1	24:1	4:1
Busiisi	1,804	1,878	3,682	90	73	104	1,081	41:1	50:1	35:1	3:1
Bujumbura	725	671	1,396	36	29	39	493	39:1	48:1	36:1	3:1
Hoima MC	6,663	6,648	13,311	314	239	315	3,910	42:1	56:1	42:1	3:1
District Total	42,403	37,402	79,805								

The Table 2.21 above reveals that currently, the District has only 876 classrooms instead of 1,232 required; 23 permanent teacher houses instead of 312 required. As a result, permanent house – teacher ratio, classroom – pupil ratio and pupil – desk ratio especially for lower primary levels, and rate of pit latrine filling remain high. The rate of pit latrine filling is 5 times the replacement rate. 15 primary schools still conduct some classes under temporary shades and many children still sit on the floor. The most affected are lower primary classes (P.1-P.4). In addition, most teachers are forced to commute from their villages to school every day. The result has been; teachers arrive late to school, rampant absenteeism, and poor performance in the Primary School Leaving Examinations. Pupils pass mainly in Division 2 & 3. Very few pass in Division 1, and in schools located mainly in the urban, private primary schools and peri-urban areas.

The Pupil Classroom Ratio is 76:1 which is abnormally high, however this varies from Sub County to sub county with Buhanika having the best of 31:1 and Kigorobyia with the highest of 130:1; this calls for concerted efforts to re-focus resources to those schools with high pupil- classroom ratios. On the other hand the Pupil-Teacher Ratio is 54:1 this is almost the same as the recommended national ratio of 53:1 and is therefore acceptable, it only requires re-deployment of teachers from the schools which are over-staffed to those that require extra teachers. Currently there are 1,247 teachers in place, requiring the recruitment of 8 teachers to meet the required primary teachers of 1,255. Again the pupil – teacher ratios vary from Sub County to sub county with Buhanika having the best ratio of 24:1 and the sub counties of Kabwoya, Kiziranfumbi and Kyangwali having the worst, at 66:1.

Table 2.22: Performance in Primary Leaving Examinations (P.L.E)

Year	Sub county	Div I	%	Div II	%	Div III	%	Div IV	%	Div U	%	Div X	%	Passed	%	Total
2011	Buhanika	21	7.3	103	36.2	46	16.1	42	14.7	58	20.4	14	4.9	212	74.6	284
	Kigorobyia	04	0.8	183	39.7	106	23.0	60	13.0	82	17.8	25	5.4	353	76.7	460
	Kigorobyia TC	25	5.0	211	42.8	109	22.1	80	16.2	48	9.7	19	3.8	425	86.3	492
	Kitoba	00	0.0	163	26.6	169	27.6	124	20.2	147	24.0	9	1.4	456	74.5	612
	Buseruka	03	1.6	65	34.7	43	22.9	24	12.8	39	20.8	13	6.9	135	72.1	187
	Kyabigambire	08	1.2	178	28.6	153	24.5	114	18.3	138	22.1	31	4.9	453	72.8	622
	Buhimba	09	1.0	267	30.8	202	23.3	132	15.2	220	25.4	35	4.0	610	70.5	865
	Kiziranfumbi	21	4.2	189	37.8	139	27.8	63	12.6	70	14.0	17	3.4	412	82.5	499
	Kabwoya	07	1.8	142	38.2	79	21.2	45	12.1	74	19.9	24	6.4	270	72.7	371
	Kyangwali	14	2.8	210	43.2	102	21.0	64	13.1	58	11.9	37	7.6	390	80.4	485
	Bugambe	15	3.1	153	31.9	113	23.5	80	16.7	85	17.7	33	6.8	361	75.3	479
	District	127	2.3	1864	73.0	1261	23.6	828	15.5	1019	19.1	157	4.8	4077	76.4	5335
2012	Buhanika	30	9.3	109	33.8	57	17.7	52	16.1	62	19.2	12	3.7	248	77.0	322
	Kigorobyia	4	0.5	305	43.3	152	21.5	98	13.9	18	16.7	27	3.8	559	79.4	704
	Kigorobyia TC	38	20.6	89	48.3	32	17.3	11	5.9	11	5.9	3	1.6	170	92.3	184
	Kitoba	09	1.7	183	35.1	136	26.1	76	14.5	101	19.3	16	3.0	404	77.5	521
	Buseruka	03	1.3	90	41.8	47	21.8	28	13.0	34	15.8	13	6.0	168	78.1	215
	Kyabigambire	13	2.3	223	39.7	122	21.7	90	16.0	89	15.8	24	4.2	448	79.8	561
	Buhimba	15	1.9	262	33.7	174	22.3	187	24.0	186	23.9	24	3.0	567	72.9	777
	Kiziranfumbi	26	5.3	215	44.6	90	18.6	77	15.9	54	11.2	20	4.1	408	84.6	482
	Kabwoya	11	2.3	168	35.9	92	19.7	75	16.0	70	14.9	51	10.9	346	74.0	467
	Kyangwali	20	3.8	247	47.5	94	18.0	67	12.8	55	10.5	37	7.1	428	82.3	520
	Bugambe	14	2.8	197	39.4	113	22.6	75	15.0	79	15.8	22	4.4	399	79.8	500
	District	183	3.4	2.98	39.6	1126	21.2	768	14.5	873	16.4	246	4.6	4.176	78.8	5295
2013	Buhanika	30	8.6	105	30.2	77	22.1	36	10.3	64	18.4	35	10.0	248	71.4	347
	Kigorobyia	05	0.6	362	45.5	191	24.0	85	10.6	83	10.4	41	5.1	671	84.4	795
	Kigorobyia TC	33	20.7	84	52.8	42	26.4	12	7.5	9	5.6	7	4.4	143	89.9	159

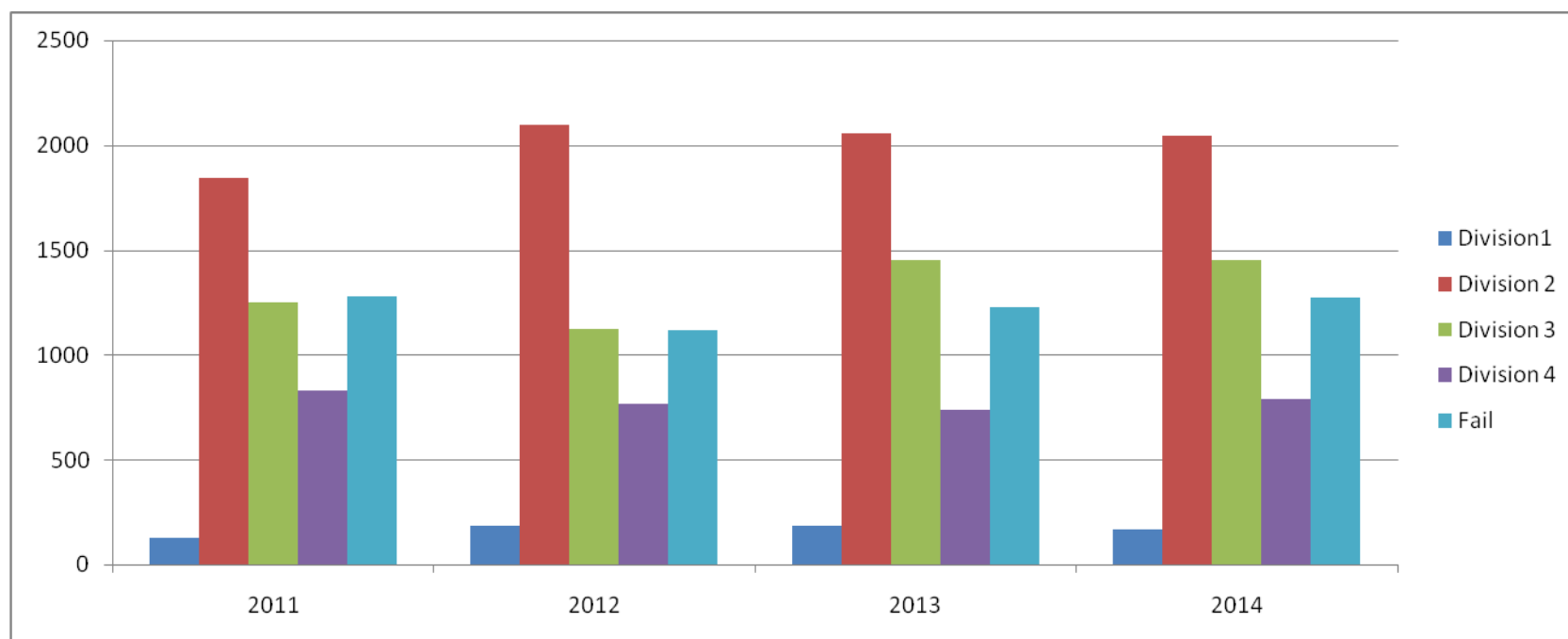
Year	Sub county	Div I	%	Div II	%	Div III	%	Div IV	%	Div U	%	Div X	%	Passed	%	Total
	Kitoba	06	1.2	151	30.5	164	33.1	66	13.3	87	17.6	20	4.0	387	78.3	494
	Buseruka	08	3.3	92	38.6	48	27.5	37	15.5	33	18.8	20	8.4	185	77.7	238
	Kyabigambire	07	1.0	230	35.8	157	40.0	97	15.1	125	19.4	26	4.0	491	76.4	642
	Buhimba	04	1.0	254	28.8	254	29.2	131	14.8	197	22.3	32	3.6	651	73.9	880
	Kiziranfumbi	37	7.2	201	39.2	126	24.6	73	14.2	63	12.3	12	2.3	437	85.3	512
	Kabwoya	16	3.6	160	36.1	95	21.4	52	11.7	81	18.2	39	8.8	323	72.9	443
	Kyangwali	21	3.3	258	40.8	153	24.2	79	12.5	73	11.5	48	7.5	511	80.8	632
	Bugambe	12	2.2	162	31.0	143	27.2	72	13.7	108	20.6	25	4.7	389	74.5	522
	District	184	3.2	2059	36.3	1453	25.6	740	13.0	923	16.2	305	5.3	4436	78.3	5664
2014	Buhanika	24	8.6	112	40.2	58	20.8	44	15.8	35	12.5	5	1.7	238	85.6	278
	Kigorobyia	5	0.5	348	40.6	221	25.8	100	11.6	118	13.7	38	4.4	700	81.7	856
	Kigorobyia TC	3	2.8	78	60.0	39	30.0	6	4.6	4	3.0	2	1.5	124	95.3	130
	Kitoba	5	1.1	122	25.9	121	25.9	84	17.8	127	27.0	11	2.3	332	70.6	470
	Buseruka	7	3.2	113	52.3	51	23.6	17	7.8	16	7.4	12	5.5	188	87.0	216
	Kyabigambire	7	1.0	238	36.2	192	29.2	71	10.8	125	19.0	23	3.5	508	77.4	656
	Buhimba	18	2.1	219	26.6	223	27.1	129	15.7	192	23.3	40	4.8	589	71.7	821
	Kiziranfumbi	29	5.1	245	43.9	123	22.0	77	13.7	69	12.3	15	2.6	474	849	558
	Kabwoya	13	3.1	184	44.9	104	25.4	43	10.5	44	10.7	21	5.1	344	84.1	409
	Kyangwali	14	1.9	249	35.3	178	25.2	101	14.3	128	18.1	35	4.9	542	76.8	705
	Bugambe	13	2.4	148	27.8	118	22.2	86	16.1	140	26.3	26	4.8	365	68.7	531
	District	166	2.9	2044	35.7	1454	25.4	787	13.7	1036	18.0	237	4.1	4451	77.7	5724

Source: Education Department, UNEB Results

Table 2.23: PLE Divisional Score Distribution Table by Year by Sex

Year	Division 1			Division 2			Division 3			Division 4			Division U			Division X			Total
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
2011	106	21	127	1061	785	1846	579	672	1251	333	498	831	418	607	1025	120	135	255	5335
2012	131	52	183	1218	881	2099	533	593	1126	332	436	768	363	510	873	107	139	246	5295
2013	145	39	184	1188	871	2059	687	766	1453	315	425	740	363	510	873	107	139	246	5295
2014	132	34	166	1216	828	2044	651	803	1454	361	426	787	398	638	1036	118	119	237	5724
Total	514	146	660	4.683	3365	8048	2450	2834	5284	1.341	1.785	3126	1542	2307	3857	504	539	1.043	22.018

Fig 2.6: PLE DIVISIONAL SCORE DISTRIBUTION TABLE BY YEAR



Students expected to join secondary education are those who will have passed in Divisions 1 – IV but unfortunately about 15% of those who sat for the PLE did not pass.

With increase in enrollment, the available text books are inadequate to cover all pupils. The current pupil – text book ratio is 4:1 instead of the recommended 1:1. Besides, the available text books are old and now not adequate to respond to changes in the curriculum. Therefore require replacement. Inadequacy of text books has contributed to the repetitive poor performance of pupils in P.L.E due to poor reading and writing skills.

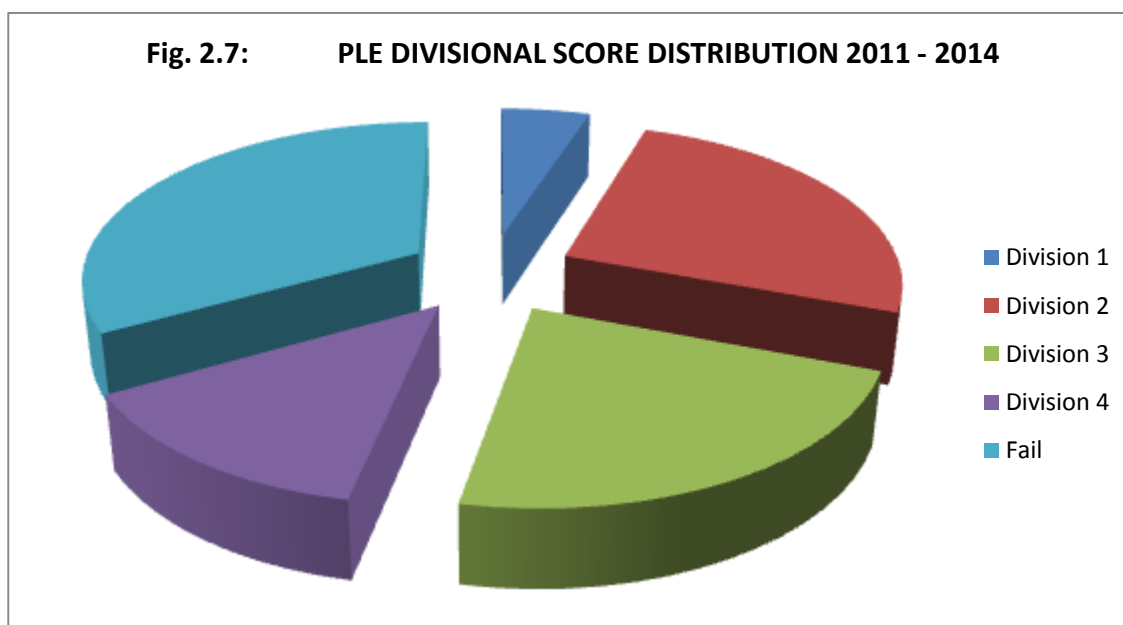


Table 2.24: Performance in Primary Leaving Examinations (P.L.E) by Grade by Government (G) versus Private (P)

Year	Grade / Number of Candidates								
	DIV I		DIV II	DIV III	DIV IV	DIV U	DIV X	Passed	No. of Candidates
	G	P							
2012	77	176	2,398	2,167	840	1,168	277	5,658	7,103
%	1.1	2.5	35.1	31.7	12.3	17.1	3.9	79.7	100.0
2013	55	159	3,179	1,794	838	887	264	6,225	7,376
%	0.7	2.2	43.1	24.3	11.4	12.0	3.6	84.4	100.0
2014	48	118	3,120	1,729	902	1,106	270	6,294	7,670
%	0.6	1.5	40.7	22.5	11.8	14.4	3.5	82.1	100.0

Source: Education Department, UNEB Results

Dropout Rates

In spite of a steady increase of pupils and students in primary and secondary schools, the challenge is that children have steadily dropped out of school. The toll has particularly been on the girl child who has persistently been vulnerable to early pregnancies and marriages. Across the district, children have dropped out at the rate of 1:270 pupils in primary schools and 1:25 in secondary schools; the most incisive cause of these dropouts have evidently revolved around poverty given that most families are devastated by this economic evil. It has not been uncommon for a parent to give away a daughter in exchange with a few shillings of money for some survival.

Absenteeism

There is an increase in absenteeism due to, Tobacco and Rice growing and among others. Some children end up dropping out from school due to these domestic cores. Long distance travel by teachers and laxity by some Head teachers remain a challenge.

Inadequate funding

The department is under facilitated to carry out departmental activities. It depends on money that comes from the Central Government for inspection and DEO's facilitation which money is not enough to carry out school inspection and follow ups, thus no much impact is always created.

Inadequate Staffing

The district ceiling of 1255 Primary Teachers given the 63,280 children in the district, gives the teacher Pupil ratio as 1:54 which needs to be reduced given the ever increasing absconding and death by teachers.

2.1.7 Works

The Works Department is mandated with responsibilities of civil works like maintenance, rehabilitation and construction of infrastructure like roads, buildings, bridges and drainage structures, vehicles and plants maintenance, water and sanitation systems, and inspection of buildings. The development of infrastructure impacts on economic growth, income distribution and the well being of the population. It also impacts on morbidity and mortality patterns of the population, increase access to health facilities and enrolment in schools, thereby increasing access to livelihood opportunities and increases participation in the formal economy in the district.

Currently, only 7 out of 10 technical personnel have been recruited, implying that the department has a strength capacity of 70% and capacity gap of 30%. This has affected the delivery of services to the population in the district.

2.1.7.1 Roads

The district's road networks is made up of trunk, rural feeder and community roads with a total length of 1,915 kilometres of which 261 km is trunk roads, 534 km of district roads and 1,120 km of community roads (*see tables 2.21 and 2.22 below*). Currently only 32% of the entire road networks in the district are in a good condition, 48% in fair condition and 20% is in poor condition. Yet, the development of good road networks within the district increases opportunities for the population to access market for agricultural produce, increase access to social services, helps in replenishing medical stocks and attracts personnel to locations that are not easily accessible in district.

Table 2.25: Types and Conditions of the Roads

Types of Roads		Total (km)	Condition of the road		
			Good	Fair	Poor
National Roads	Tarmac	115	115	0	0
	Murum	101	36	53	12
	Earth	45	0	45	0

Types of Roads	Total (km)	Condition of the road		
		Good	Fair	Poor
District Roads	639.8	135.5	257.3	247
Community Access roads	1,120	281.1	427.8	411.1
Total road Length	2,020.8	567.6	783.1	670.1
<i>Condition of roads</i>	<i>100%</i>	<i>28.1%</i>	<i>38.7%</i>	<i>33.2%</i>

Source: Works Department, Hoima 2015

Table 2.26: Types and Conditions of the District Roads by Sub County

Sub County	Name of Road	Type of Road	Km	Condition of Road		
				Good	Fair	Poor
Buhanika	Butema – Kifumura	Murum	7.0	√		
	Kitorogya-Kihohoro – Kakira	Earth	13.0		√	
	Kafo – Kasambya - Wagesa	Murum	7.6	√		
	Kitonya – Kyohairwe- Wagesa	Earth	9.5	√		
Sub Total			37.1	24.1	13.0	0
Buseruka	Bujawe – Kasenyi - Nyakabingo	Earth	12.6	√		
Sub Total			12.6	12.6		
Kigorobyia	Kapaapi - Runga	Murum	5.5		√	
	Kigorobyia - Kibiro	Murum	6.3	√		
	Kigorobyia - Icukira	Murum	6.0			√
	Kigorobyia -Waki	Murum	7.2		√	
Sub Total			25.0	6.3	12.7	6.0
Kitoba	Buhamba – Iseisa- Kiboirya	Murum	13.2		√	
	Karongo - Iseisa	Murum	7.6		√	
	Waki - Dwooli	Murum	8.8	√		
	Budaka - Kibanjwa	Earth	6.0			√
	Dwooli - Budaka	Earth	6.0			√
	Kitoba- Kyabasengya - Kaboijana	Murum	15.0		√	
	Kiburwa – Rutoma – Bukwara - Kyabasengya	Earth	6.0		√	
	Kitoba - Icukira	Murum	6.0			√
Sub Total			68.6	8.8	41.8	18.0
Kyabigambire	Kiswero - Katugo	Murum	8.7			√
	Bulindi - Kibegenya	Murum	6.0			√
	Bulindi - Buraru	Murum	5.8			√
	Kyakapeya -Kisiita - Kibaire	Murum	16.5			√
	Buraru – Busanga- Kigona	Murum	13.5			√
	Buraru - Ngangi	Earth	10.0			√
	Mparangasi – Kiryabutuzi - Waki	Murum	17.1			√
	Bujwahya -Nyamirima - Kakindo	Murum	8.8	√		
	Bujwahya – Kisabagwa -Bugandale	Murum	12.6		√	
	Bulindi - Waaki	Murum	8.7	√		
	Bulindi – Kitongole - Kasongoire	Murum	15.0			√
	Katugo - Bineneza	Murum	6.0		√	
Sub Total			128.7	17.5	24.4	86.8
Bugambe	Ruguse - Kihamba	Murum	8.0	√		
	Kyarubanga – Kahoojo - Kicungajembe	Earth	8.0		√	
	Kitoole - Kitindura	Earth	7.0			√
	Muhwiju - Kiryamba - Kyakabale	Murum	10.4		√	

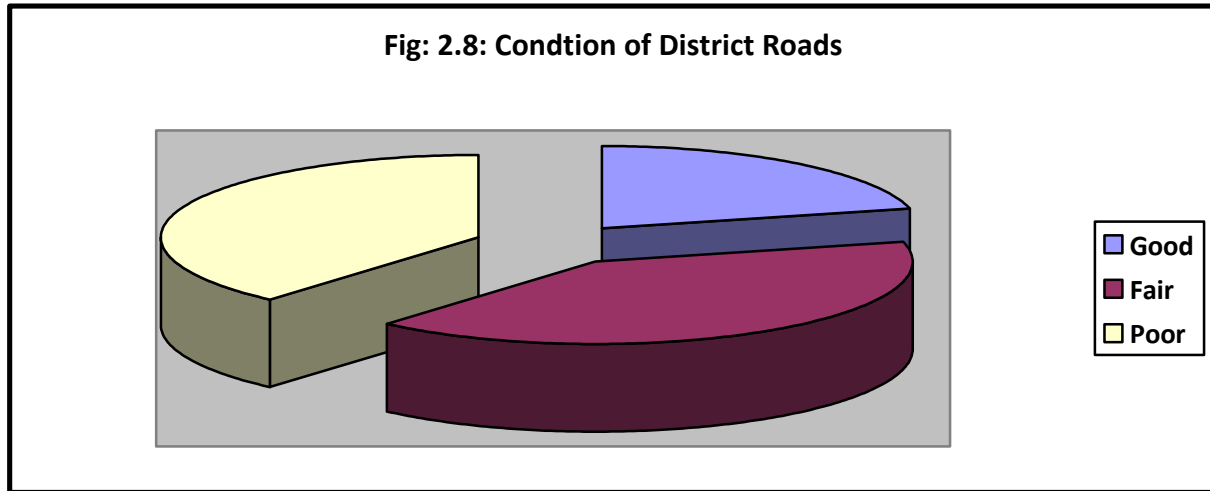
Sub County	Name of Road	Type of Road	Km	Condition of Road		
				Good	Fair	Poor
	Ruguse – Bujugu-Wambabya	Murum	12.0			√
	Bugambe - Kyakasoro	Murum	3.8	√		
	Kihombya – Kyarubanga - Bukerenge	Murum	12.0			√
	Nyarugabu – Kiporopyo - Kihungura	Murum	6.7		√	
	Kataaba - Katengeta	Murum	8.9			√
Sub Total			64.7	11.8	25.1	27.8
Buhimba	Buhimba - Kinogozi	Murum	12.0			√
	Kyentale - Nyakabongi	Murum	8.2		√	
	Kinogozi - Kisenyi	Murum	9.6		√	
	Kibarru – Kakooge/ Kasambya – Kyabatalya	Murum	9.2			√
	Kigaya – Kitindura - Musaijamukuru	Murum	13.0		√	
	Kabanyansi - Musaijamukuru	Murum	12.2		√	
	Bujalya – Rwemparaki - Kitoole	Earth	9.7		√	
	Kikuube - Kitindura	Murum	9.0	√		
	Kiihabwemi - Kirimbi	Earth	5.3			√
	Kigaaya – Kiihabwemi - Kinogozi	Murum	12.4	√		
	Kisiiha- Musoma - Musaijamukuru	Murum	9.0		√	
	Ruhunga - Kabaale	Earth	7.0			√
	Ruhunga – Kicakanya	Murum	8.8		√	
	Kizinga - Kiihabwemi	Murum	5.0			√
	Bujalya- Kirimbi - Mugabi	Murum	15.0			√
	Kakooge - Kyabatalya	Murum	2.5			√
	Kitoole – Katikara - Kitindura	Murum	7.0			√
	Kalibatana - Rwemparaki	Earth	7.0			√
	Kabanyansi - Kibingo	Murum	5.0			√
Sub Total			166.9	21.4	70.5	75
Kabwoya	Maya - Kentomi	Murum	6.0			√
	Kabwoya - Maya	Murum	11.8		√	
	Hohwa – Kyarusesa – Butoole	Earth	15.2		√	
	Kabwoya – Kihooko – Rwobuhuka	Earth	15.2		√	
	Kihooko – Kituru – Kemigere – Kitooke	Earth	10.0	√		
Sub Total			58.2	10.0	42.2	6
Kiziranfumbi	Kitagasa – Kisambo	Murum	4.2			√
	Munteme – Butimba	Murum	10.2			√
	Munteme – Mukabara	Murum	10.0	√		
	Kiziranfumbi – Kicakanya – Ruhunga	Murum	17.6		√	
	Munteme – Kajoaga – Ikoba – Katojo – Bubogo	Earth	13.0			√
Sub Total			55	10.0	17.6	17.4
Kyangwali	Kyangwali – Refugee	Murum	10.0		√	
	Kyangwali – Tontema	Earth	13.0			√
Sub Total			23		10.0	13.0
District Total			639.8	135.5	257.3	247

Source: Works Department, Hoima 2015

The Table 2.26 reveals that there are wide variances in terms of the district road network and road conditions between the sub counties. The sub county of Buseruka has the least number of kilometres of district roads (12.6km) this is mainly because most of the roads in the sub county are under the National

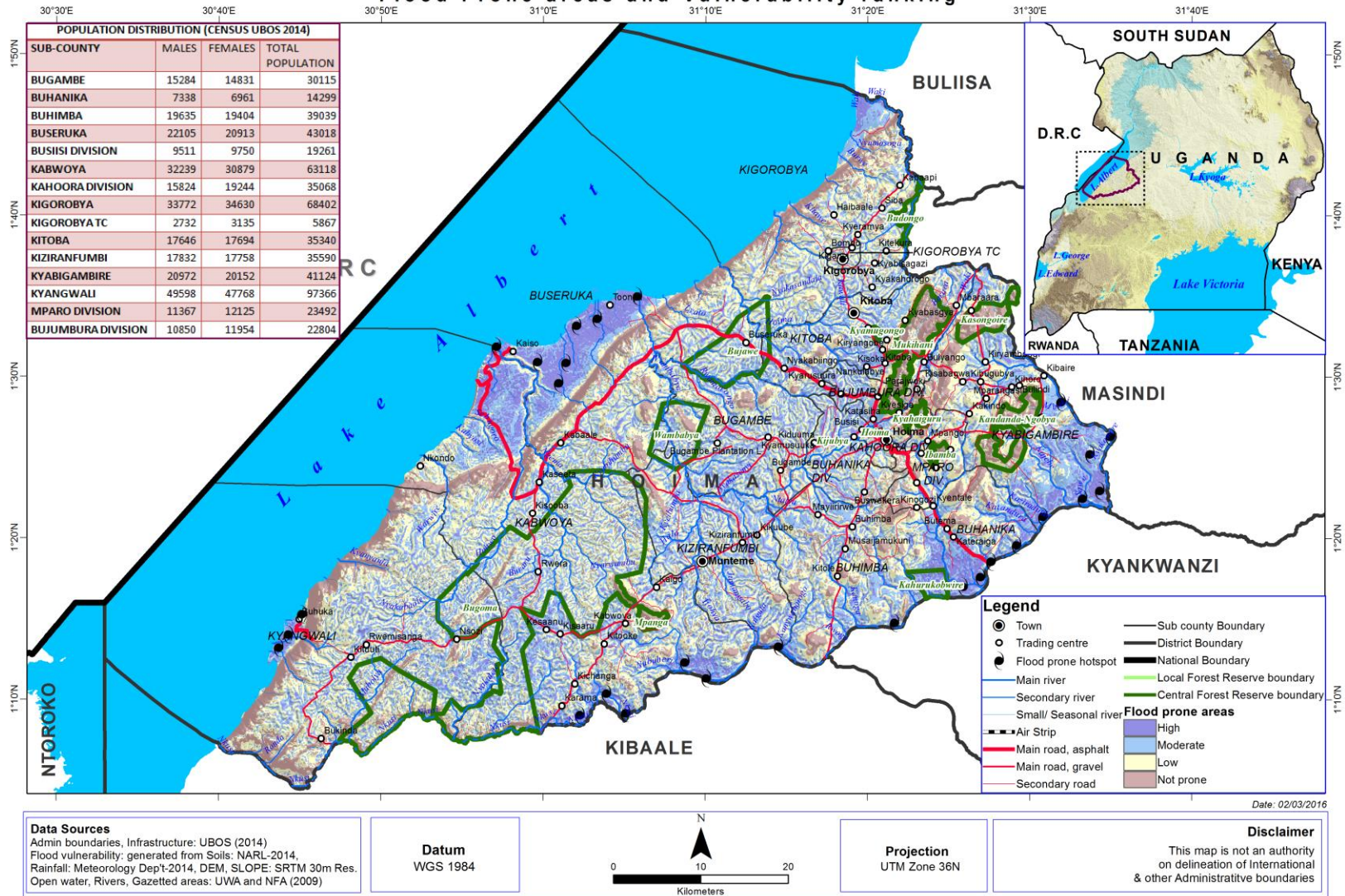
roads; on the other hand the sub counties of Buhimba and Kyabigambire have more kilometres of district roads. However, most of the roads in the sub counties have poor conditions especially the sub counties of Kyabigambire and Buhimba.

These imbalances in the distribution of the district roads are caused by historical factors where the Bunyoro Kingdom had constructed more roads in some sub counties as opposed to others, Hoima District Local Government is trying to correct this imbalance by constructing more roads in the underserved sub counties.



The above figure shows that most of the district roads are in a poor condition, with only about 20% of the roads being classified as good, hence the need for focused allocation of funds for maintenance of the district roads to improve on the condition of the road network. The spatial distribution of the roads is as shown in the Map below:

HOIMA DISTRICT Flood Prone areas and Vulnerability ranking



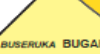
2.1.7.2 Water and Sanitation

The presence of diarrhoea disease in the top ten disorders at the peripheral level and amongst admitted cases in the hospital points to serious water and sanitation related problems. The current rural water supply coverage is 74.2%. Therefore it is assumed that the percentage safe water coverage in the district only reaches approximately 74.2%, but with wide disparities between the different sub-counties. With Buseruka Sub County being the least served with 39.1% due to being the area along the lake shores with poor rock formation. Other sub-counties with low safe water coverage include Kyangwali and Kigorobya with coverage of 47.47% and 54% respectively. Cheap technologies like spring protection and shallow well construction are not applicable in some areas of these sub-counties making the provision of safe water to such communities difficult. The only means of providing safe water to such communities is by drilling boreholes and constructing piped water schemes which are expensive. However, in some areas some of the boreholes that have been drilled have saline water leaving piped water systems as the only viable options for such areas.

The functionality of the existing facilities is at 74%. There is a negative attitude by communities in some areas towards contributing to the maintenance of these facilities

Hoima Municipal Council, the district main urban area has a piped water system with its water being abstracted from eight boreholes which were drilled in various locations. The capacity of the reservoir tanks is enough to supply the town however this is being undermined by electric power interruptions which is the sole source of power to run the system.

≤ 50
 51-100
 101-250
 251-500
 501-1000
 1001-1500
 1501-2000
 > 2001



Religious Group	Percentage (%)
BUGAMBE	70
BUHANKA	95
BULHIMA	80
BUSEBUKA	45
BUSISI	95
HOMIA TC	45
KASWOYA	75
KIGOROBIA	60
KIGOROBIA TC	75
KITOSA	85
KITURANKUMBI	95
KYAGAMBE	85
KYANGWALI	35

Phone Type	Percentage (%)
BUGAMBE	75
RUHANNA	65
RUHMBA	72
BUSUBUKA	72
BUSISI	62
NOMA TC	90
KABOROYA	72
KIGOROYA	60
KIGOROYA TC	72
KITOKA	75
KIZIRANIHUMBI	85
ZABISAMBIRE	80
NYANGWALI	80

Map 4. Water sources distribution

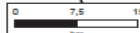


Table 2.27: Safe Water Coverage by Sub-County, 2015

No.	Sub-County	Water Coverage (%)	Latrine Coverage (%)	Hand washing (%)
1.	Buhanika	102	68.7	19
2.	Kyabigambire	83.3	69	17
3.	Kitoba	86.4	81	37
4.	Kigorobyia	54	67	19
5.	Bugambe	75.7	68	19
6.	Buseruka	39.1	57	16
7.	Kyangwali	47.47	59	12
8.	Kiziranfumbi	86	78	29
9.	Buhimba	84.6	79.5	16
10.	Kabwoya	64.2	58	19
11.	Hoima Municipality		76	27
12.	Kigorobyia Town Council		65	28
	District	74.2	69.32	21

Source: Uganda Water Atlas 2010, MoWE and District Water Office, Hoima District, 2014

Table 2.23 above reveals that four sub counties of Kigorobyia (54%), Buseruka (39%), Kyangwali (47%); and Kabwoya (64%) are below the district average of 74.2%, and most importantly below the national safe water coverage of 71%. This is due to a number of factors but the most dominant is due to these areas being water stressed and requiring expensive technologies of borehole drilling to provide them with safe water. This calls for extra resources to be allocated to the four sub counties in the next five years so as to bring them to the national average.

Table 2.28: District Water Sources and Supply Functionality by Technology and Sub-County

Sub-County	Protected Springs		Shallow Wells		Deep Boreholes		Rain Water Harvesting Tanks		Piped Water Systems (Tap Stands)		Overall Functionality Rate (%)
	F	NF	F	NF	F	NF	F	NF	F	NF	
Buhanika	55	5	18	19	9	19	11	7	0	1	65%
Buseruka	11	0	15	7	15	7	13	6	0	0	73%
Kigorobyia	36	8	37	41	20	15	5	3	0	0	59%
Kigorobyia TC	2	0	2	2	3	2	1	0	5	1	72%
Kitoba	80	8	20	14	14	19	12	4	18	3	75%
Kyabigambire	77	2	20	3	26	23	9	6	3	0	80%
Bugahya	261	23	112	86	87	85	51	26	26	5	70%
Bugambe	53	1	13	10	6	16	4	3	14	1	74%
Buhimba	60	12	21	9	18	17	7	4	0	0	72%
Kabwoya	51	3	24	21	8	10	6	1	0	0	72%
Kiziranfumbi	62	3	28	8	17	6	14	4	0	0	85%
Kyangwali	19	1	24	5	20	8	7	6	0	0	78%
District	505	43	222	139	156	142	89	44	40	6	73%
<i>Proportion</i>	92%	8%	62%	38%	52%	48%	67%	33%	87%	13%	

Source: Uganda Water Atlas 2010, MoWE F – Functional and NF – Non Functional

Table 2.24 shows that non functionality of water sources is very high this is because the district has adopted Community Based Maintenance System (CBMS), however it doesn't seem to be working leading to constant breakdowns with minimal repairs. The table also reveals that the highest rate of non

functionality is with deep boreholes (48%), followed by shallow wells (38%); meanwhile protected springs have the lowest non functionality (8%); this implies that whereas many water sources have been provided, this positive trend is negated by the high levels of non functionality; especially of the high cost technologies like boreholes; this calls for increased allocation to borehole rehabilitation and training of water source committees to enhance CBMS.

2.1.7.3 Sanitation

The latrine coverage of the district as of 30th June 2014 was 71.32%. The district hand washing coverage is at 21%. The recent LQAS survey conducted in February 2012 particularly studied hand washing practice among men (15-54) years, women (15-49) years and mothers of children 0-11 months and the results showed very low levels that is 13.2%, 7% and 12.2% respectively.

2.1.8 Environment and Natural Resources

Hoima District Local Government acknowledges its significant endowments of natural resource wealth. The District nevertheless, realizes that this abundance has not been translated into economic development and well being of the people of Hoima. A significant amount of Uganda's natural resources, especially oil deposits and geothermal, are located in Hoima. While this may create livelihood opportunities, it also creates risks. Rural people may lose access to the resources they depend on particularly where their resource rights are weak, their capacity to enforce such rights is limited, and where major power asymmetries undermine their position in relation to government and investors.

The discovery and confirmation of commercial petroleum resources in the Albertine Graben poses new opportunities and challenges for the district. The oil activities in the Albertine Graben are taking place in a unique, vulnerable environment and fragile ecosystem with many activities taking place at or close to the shores of Lake Albert, which is known for the species richness and also for housing many endemic species of fish (at least 10 endemic species) and probably other groups of animals as well. In general, the whole rift area counts as one of the most biodiversity – rich regions in Africa.

2.1.8.1 Personnel Establishment

The Natural Resource and Environment Department is composed of Environment, Forestry, Wetlands, and Lands Management; it has 19 approved posts but currently, only 10 posts have been filled but the other critical positions are still vacant. The department therefore has a strength capacity of 52.6% and capacity gap of 47.4%. This being a critical department dealing with natural resources base of the district upon which the livelihood of the population depends needs to have full strength in order to discharge its responsibilities of enforcement, conservation and management of the natural resources and the environment. This capacity gap is already evident in some sub-counties where there is wide spread degradation of the environment through deforestation, charcoal burning and destructive agricultural practices. This situation has been compounded by the rampant poverty among the population, high demand for fuel wood for cooking and construction materials; it is further aggravated by the oil industry likely to take off in earnest soon that will need a strong team of natural resource managers to effectively monitor the activities of the industry and also enforce the mitigation measures recommended in the Environmental and Social Impact Assessment (ESIA) reports.

2.1.8.2 Forestry

The forest coverage in Hoima district is shown in Table 2.38 below, gazetted forests under central government constitutes over 54.3 sq. km., private and natural forest reserves make up 25.0 sq. km. The forestry sector is being affected by the increasing population, high demand for fuel wood and construction materials at commercial and household levels. There is heavy charcoal burning in the sub-counties of Kyabigambire, Kabwoya, Kyangwali and Buseruka, where on weekly basis over 2000 bags of charcoal is produced and marketed, which translates to over 104 tones of charcoal per annum. This is aggravating the situation and a challenge to forest/environmental conservation and management. The Forestry sub-department needs to encourage private sector, communities and individuals to establish private woodlots and peri-urban forests to supply fuel wood and building poles to the urban and rural population to conserve of the natural forests and woodlands.

Table 2.29: Basic Data on Forestry in Hoima District

Category	Indicators
Gazetted forest area (sq. km)	359.9 sq.km
Man-made forest cover(sq. km)	25 sq. km (2,500 Ha)
Government tree nurseries	1
Private tree nurseries	30
NGO/CBO nurseries	1
Agro Forestry sites	137
Common tree species	KIRUNDU (<i>antiaris toncaria</i>)

Source: Natural Resources and Environment, Hoima District, 2010

2.1.8.3 Wildlife

There are a number of small animals in the remote areas especially in the Bugoma forests and Albertine Rift valley large game such as buffaloes, hippos, bush and water bucks, and recently wildebeests in the Kabwoya Wildlife reserve.

2.1.8.4 Environment

The District environment situation is marked by unreliable weather; this situation has affected productive capacity of the community who depend on subsistence farming for livelihood. The populations are supplementing their household income through charcoal burning and encroachment on wetlands, stone quarrying for construction work, sand mining, brick making and destructive agricultural practices that mainly use slash and burn method. The lake and rivers are silting up thereby affecting the fishing industry greatly. Improper use of chemicals by local communities is common in the district especially for tobacco growing. This has lead to emergency of some unexplained sicknesses in children and some adults. There is also uncontrolled bush burning by traditional hunters and cattle grazing communities especially during dry season leading to the destruction of vegetation and loss of biodiversity in the district hence contributing worsening weather patterns and prolonged droughts.

The district is endowed with natural resources like vegetation which is broadly classified into tropical high forest (Bugoma central forest reserve, Savannah grassland, Swamps and bush thickets, most of forests are riverine forests, wildlife resources. The forests are important source of fuel wood, building materials and medicinal herbs and offer important employment opportunities to a number of people.

2.1.8.5 Land Resources

The elevation, soil types and the predominantly wet and warm climate impart a huge agricultural potential to the district. They also explain the district's large variety of forests, grasslands and wildlife resources. The district's land area consists of a considerable natural resource endowment that supports many livelihoods with respective land uses. The district total area is 5,735 km², the soils support 90% of the district population involved in subsistence farming. They also provide construction materials in form of sand, clay, stones. Hoima soils are *ferralitic* and generally acidic. They have adequate organic matter especially on the lower slopes & in the valleys.

Table 2.30: District Land Cover statistics (Sq km) 1995

Plantation	Conifers	Fully stocked	Degraded	Woodland	Bush	Grassland	Papyrus/reeds/swamps
0.5	4.3	484.4	269	848.9	85.6	715.6	58.2

Source: NFA, MWLE

Table 2.31: Summary of District Land Cover Statistics (Sq km) 1995

Built up	Bush land	Commercial	cultivated	grassland	Impediments	Plantations Hard woods	Plantations Softwoods	Tropical High Forest Depleted	Tropical High Forest normal	Water bodies	wetlands	Woodlands
3.4	71.6	12.9	1,609	715.	-	0.3	3.2	198.4	359.9	2,268.7	58.2	630.7

Source: NFA, MWLE

2.1.8.5. Wetlands Resource

According to the national biomass wetlands cover about 183 Km² of the district 33% are permanent wetlands, and 67% are seasonal example permanent wetlands include: Wambabya, Waaki, Nkusi, Kiribanywa etc. Hoima district is relatively well endowed with freshwater resources. Its renewable water resources include rivers, lakes, wetlands, ground water aquifers and direct rainfall.

Table 2.32: Area under water and land in the district, 1995

District area sq km	District area % of total Uganda	Open water sq km	Open water % district area	Permanent /seasonal wetland	Permanent /seasonal wetlands % of district area	Area excluding open water and permanent/seasonal wetlands	District perimeter (km)
5,735.8	2.5	2,268.7	38.2	61.3	1.0	3,602.8	399.4

Source: NFA, MWLE.

Wetlands occupy the transition between open water bodies and terrestrial eco-system and perform important regulatory functions. Rainfall is the principal contributor of water to the surface bodies. Ground water is found in aquifers, which are water-bearing formations with hydrological characteristics that allow water to be extracted in significant amounts through the use of boreholes and dug wells. The productive aquifers are largely found in weathered bedrock and regolith over-lying crystalline basement rocks and in faults and fractures in the basement.

In Hoima District, the average hydrological parameters are shown in table 2.29 as follows: -

Table 2.33: Hydrological Characteristics in Hoima District

Category of Hydrological Parameter	Measurements (Volume and Length)
Yield (per cubic meters/hour)	2.6
Drilling depth (metre)	82.0
Regolith thickness (metre)	25.9
Water level (mbgl)	13.0

Source: Water Action Plan, Directorate of Water Development (DWD)

The table indicates that it is relatively cheaper to drill boreholes and construct other sources because of the hydrological parameters that show yield, short drilling depth and water levels.

2.1.8.6 Mineral Resources

Hoima is endowed with favourable geological conditions associated with rich and diverse mineral resource base and substantial economic potential. Some of the known mineral resources have a mining history while others are yet to be exploited.

Table 2.34 Mineral Resources in the District

Mineral	Production Levels/Quantities	Location
Gold	No data	River Kafu basin and near Nyakabonge Hill
Heamalite	No data	Nyaituma
Salt	No data	Kibiro Hot Springs
Kaolin	No data	South of Kihabwemi trading centre
Clays	No data	Occurs in most valleys
Oil and Gas	6.5 billion barrels	Albertine Rift valley (Taitai, Runga, Kibiro, Toonya, Kaiso, Nkondo, Buhuuka and Nzizi)
Others (Ilmenite, Zircon, Monazite, Zonatime and Casserite)	No data	In gravels

2.1.9 Community Based Services Sector

Community Based Services Department is mandated to carry out community mobilization and empowerment, social protection of the disadvantaged groups, building the capacity of community vulnerable groups, monitoring and evaluation of development programs. It operates in the whole district. The other mandate of this department is to foster the development of communities and bridge gaps between them, have the communities empowered and access Government services from other agencies, and to provide the communities with welfare services with particular emphasis to the vulnerable population namely women, youth, children, PWDs and the elderly. It is also charged with responsibility of empowering the communities to participate in and to benefit from community activities in order to achieve gender balanced socio-cultural and economic development. Community Based Services sector is a department comprised of different sectors of Labour, Gender, Probation and Social Welfare, Orphans and Vulnerable Children (OVC), Youth Council, Elderly, Functional Adult Literacy (FAL), Women Council, Disability Council and Culture. The sector also has a role to coordinate Community Driven Development (CDD) program and Youth Livelihood Programme (YLP).

Community development agenda is currently configured around four thematic areas:

- Social protection,
- Community mobilization and empowerment,
- Gender and human rights; and
- Culture for development.

2.1.9.1 Personnel Establishment

The Community Based Services department has 28 approved posts, currently only 19 out of 28 technical personnel have been recruited, implying that the department has a strength capacity of 66% and capacity gap of 34%. This capacity gap has implication as far as delivery of services to the community in the district is concerned. The capacity gap and meagre resources allocated to CBS department are reflected in the community capacity to demand for services and slow progress in socio-economic indices across all departments of the district.

Currently the department has 2 motorcycles, no vehicle, 1 computer set out of which, 2 motorcycles are in use and the rest of the equipment are not in good shape.

2.1.9.2 Probation and Social Welfare

This entails interventions that address vulnerabilities associated with being or becoming poor. Social protection is a public investment in human capital that enables the poor to prevent, cope with and mitigate risks. These interventions in Hoima district currently include: care for the Orphans and other Vulnerable Children (OVC); community based rehabilitation services for the PWDs; promotion of equal opportunities; labour standards and occupational safety.

2.1.9.3 OVC Services

OVC care and support is mainly of three categories that is; psychosocial, educational and material support. The figure below shows the results of the recent Hoima District LQAS survey. The study revealed that 72.8% of the OVC are currently in school and only 24% are supported with school fees, 48.7% with uniform and 52.4% with scholastic materials. The worst performing area is psychosocial support towards the orphans (3.3%), hence a priority area for the district to address. However, the survey revealed that that the district has good performance in the area of child protection (89.4%).

Although 56.5% of the OVCs get support in form of meals, only 26.3% of the OVCs consume the three major food groups daily while 42.2% have a normal meal and 57.8% experience fear for not having food. Hoima Municipal Council, Buhanika, Buhimba, Bugambe and Kiziranfumbi sub counties need to be given priority under the area of fear for not having a normal meal while OVCs in Kyangwali, Kabwoya Kigoroby and Kigoroby Town Council aren't consuming the three major food groups therefore the need for intervention.

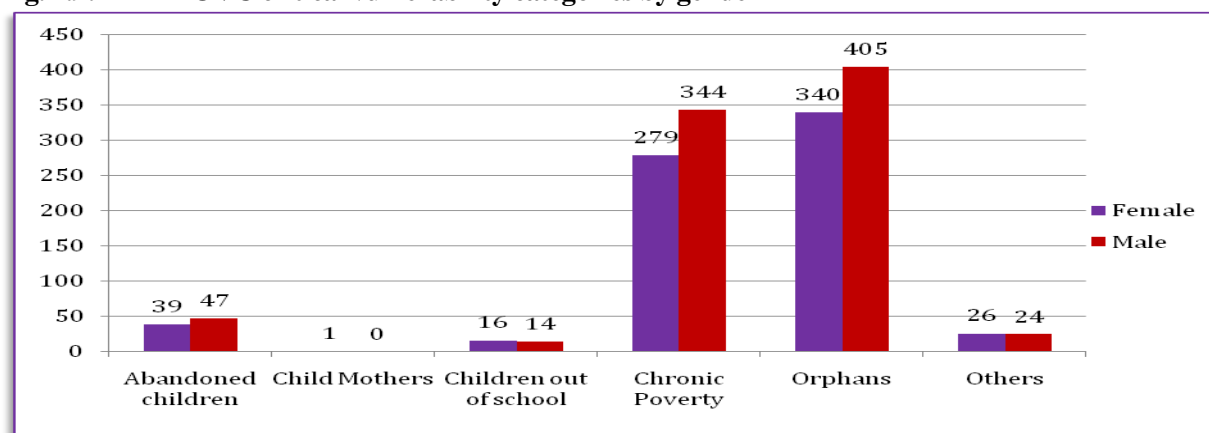
Table 2.35: Distribution of OVC identified during community mapping

Sub counties Mapped	Parishes Mapped	No of critically Vulnerable Community Households	No of Children Identified	No of critically Vulnerable Children
12	52	683	1,750	1,749

Source: Hoima District Community Mapping Database

The OVC mapping data for Hoima district was conducted in 12 sub counties and in 52 parishes. A total of 684 households were identified out of which 683 were critically vulnerable, with a total number of 1750 children; out of which 1749 children were assessed as critically vulnerable.

Fig. 2.9: OVC critical vulnerability categories by gender



Source: Hoima District Community Mapping Database

From the community mapping, a total of 1,535 OVC were identified among which 701 were female and 834 were male. Findings show that the highest number was among the male OVC with a total of 405 male followed by 340 female orphans. The list was Child mother with 1(one) OVC followed by the OVC out of school with 14 Male and 16 females respectively.

Table 2.36: Distribution of OVC by Sub County

SUBCOUNTY	Female	Male	Grand Total
Bugambe	37	56	93
Buhanika	50	47	97
Buhimba	89	111	200
Buseruka	18	24	42
Busiisi	36	47	83
Kabwoya	102	115	217
Kigorobyia	24	38	62
Kigorobyia TC	13	13	26
Kitoba	115	153	268
Kiziranfumbi	78	72	150
Kyabigambire	106	108	214
Kyangwali	32	51	83
Grand Total	700	835	1535

Source: Hoima District Community Mapping Database

The findings from the community mapping show that a total of 1,535 OVC were identified out of which 700 were female and 835 were male. Kigorobyia TC had the least number with 13 female and 13 males respectively. Kitoba Sub County had the highest total number OVC totaling to 268 disaggregated with 115 female and 153 male.

Table 2.37: Distribution of vulnerable categories by Sub County

SUB COUNTY	Abandoned children	Child Mothers	Children out of school	Chronic Poverty	Orphans	Others	Grand Total
Bugambe	5			60	28		93
Buhanika	1			32	63	1	97
Buhimba	20			21	158	1	200
Buseruka	4			18	19	1	42
Busiisi Division	8			25	48	2	83
Kabwoya	13			90	109	5	217
Kigorobyia	2			31	29		62
Kigorobyia TC	1		10	3	12		26

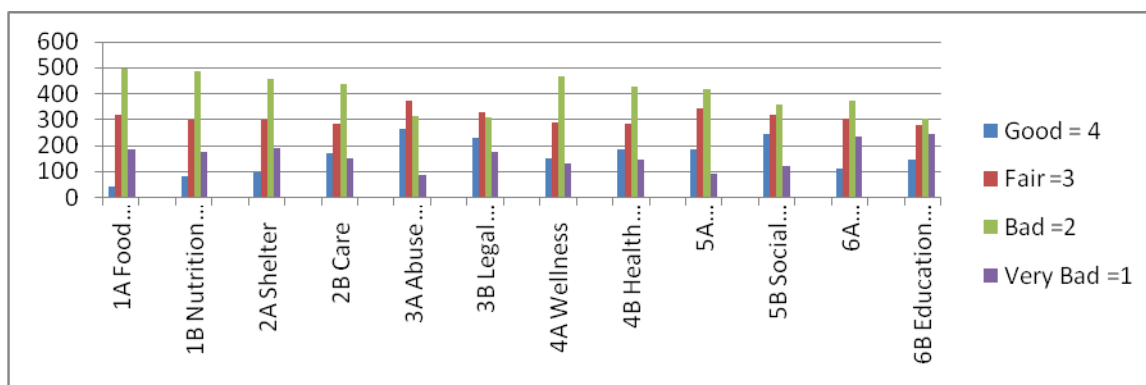
SUB COUNTY	Abandoned children	Child Mothers	Children out of school	Chronic Poverty	Orphans	Others	Grand Total
Kitoba	10		6	191	60	1	268
Kiziranfumbi	11	1		44	57	37	150
Kyabigambire	5		8	90	109	2	214
Kyangwali	6		6	18	53		83
Grand Total	86	1	30	623	745	50	1535

Source: Hoima District Community Mapping Database

Finding from the mapping show that a total of 1,535 OVC were registered. Of these 86 were Abandoned children, 30 OVC were found Children out of school, 623 were OVC who are chronically impoverished, while 745 OVC were those who were total orphans.

The OVC mapping exercise of March 2012, revealed gaps in service delivery such as, staffing gaps, lack of relevant skills to handle children across service delivery points, limited financial and material resources, reluctance of care givers, long distances to the service delivery points and ignorance of the services provided/available for the OVC. These resulted into food and nutrition insecurity, poor shelter, school dropouts, low household incomes, poor sanitation and hygiene. See Fig. below.

Fig 2.10: OVC Service Provision per CPA



Source: OVC Community Mapping (2011/12)

The above results indicate that the overall OVC service provision in all CPAs is bad. The Service provider's mapping (2007) indicated that majority of OVC service providers in Hoima District were CBOs (HDLG, 2007), 57% were CBOs, 35% were NGOs, and 7% were FBOs and 1% represented cultural organizations. Usually CBOs are initiated by the community members who have experienced a problem and they decide to come up with a mechanism to address the problem. This may mean that since the community members live with the OVC and feel the problem more than any other person that is why they have been more vigorous in addressing the OVC problem.

The burden of caring for OVC continues to be overwhelming. The majority of households taking care of OVC are headed by widows, widowers or grandparents. The burden of looking after orphans coupled with limited economic activity has put a lot of stress on older persons and impoverished them almost to the extent of destitution. In light of the critical role played by the older persons in society it is important that their efforts be complimented by both the district and private actors. To this end, the district has promoted partnership with CSOs in the implementation of the programme for OVC but the demand for the service is still enormous.

The district provides support for justice for children as victims and offenders in the justice system. The majority of children in the Juvenile Justice System are in need of care and protection and they get into the system due to survival behavior, status offences, or indiscipline. The district is not adequately equipped and facilitated to handle the juveniles' needs.

Internationally, children are defined as the population below 15 years of age, while Uganda defines children as persons aged less than 18 years. The population of Hoima was fairly young with the proportion of children (aged less than 15 years) being 46% in 2002 and the proportion of children aged less than 18 years being 57%. The primary school age children (6-12 years) constituted 24% of the population. The proportion of the elderly has decreased to 5.2%.

Table 2.38: Basic Data on Children and Youth Services, 2014

No.	Category	Number
1	Child population (0-17 years)	275,811
2	Child Right Clubs	4
3	Trainer of Child Rights	07
4	Family and Children Courts	10

Source: National Population Projection, 2014, UBOS, and District Planning Unit, Hoima District, 2014

2.1.9.4 Orphan hood

An orphan is a child aged less than 18 years who has lost either or both parents, whereas the international definition refers to children less than 15 years. The civil wars and HIV/AIDS epidemic, which Uganda has experienced over the last two decades, are believed to have increased the incidence of orphan hood in Uganda and in Hoima in particular.

In 2002, 20,310 out of the 189,883 children had lost at least one of their parents, and were therefore orphans. This gives an orphan hood level of 10.7%, (see table 2.38). The Incidence of paternal orphan hood was more common (8%) than maternal orphan hood (4.2%). About 1.7% of the children had lost both parents.

Table 2.39: Orphan hood Status for Children (less than 18 years Old) for the Population

All Children				Orphaned Children		
Orphans	Non orphans	Don't Know	Total	Father deceased	Mother Deceased	Both Parents Deceased
20,310	169,220	353	189,883	15,312	8,135	3,137

Source: Population and Housing Census, 2002

2.1.9.5 Functional Adult Literacy

According to the UDHS (2011), the current literacy rates for Hoima stands at 71% of the population. The literacy rate for women is at 68% compared to their male counterparts at 78%, this translates into about 204,906 men and about 177,208 women in Hoima are literate. This gives a figure of 141,286 non-literate adults. In spite of the previous attempts to deliver adult literacy services, all government and NGO efforts currently reach only 4.3% of the non-literate adults.

Illiteracy is a major barrier to reducing and eradicating poverty. Literacy serves as a strong foundation for removing gender inequalities, increasing ordinary people's entrepreneurship, enabling poor communities to act more effectively in pursuit of their development goals, improving agricultural practices, reinforcing quality and access to primary education, enhancing family health and hygiene, increasing civic participation and overall raising of living standards.

2.1.9.6 The Older Persons

According to the 2002 Uganda Population and Housing Census, the population of older persons in Hoima was 14,083 (4.1%) of the total population, this is projected to be 21,459 by the year 2011 and by the year 2016 they will be projected to be 27,043 of which 54% will be female and 46% male. This population increase has profound consequences at individual, community and district level.

The majority of older persons live in rural areas where poverty is rife, economic opportunities are limited, ill-health is common and health services are inadequate. They work in the agricultural sector, which is characterized by fluctuations in produce prices, irregular income and low returns to labour. Over 80% of the active older persons are engaged in crop farming with no social security, rendering them totally vulnerable. Their economic situation is worsened by the burden of looking after orphans and other vulnerable children left by the youth who have succumbed to HIV/AIDS pandemic.

2.1.9.7 Development Challenges

Hoima District has a population faced with a number of social cultural challenges that predispose them to HIV/AIDS infection. The low literacy levels at 70.1% for the women coupled with the social values that require compliance to sexual behavior from women and their dependency on men make them more vulnerable to HIV/AIDS. Hoima District is for example ranked among the top ten in the country in early

marriages, making girls vulnerable, particularly the orphans and other social problems. These are summarized as follows:

- i. Inadequate departmental capacity for the effective mobilization and empowerment
- ii. Increasing number of vulnerable persons attributed to HIV/AIDS, chronic poverty and limited social protection
- iii. Breakdown in extended family system and community resource mechanisms for supporting vulnerable groups
- iv. Gender inequality leading to unequal distribution of resources and opportunities
- v. Inadequate staffing
- vi. Inadequate funding to cater for all the functions of the department

2.1.10 LG Planning Services

The Local Government Act (LGA) CAP. 243 Section 37 states that for purposes of carrying out the functions stipulated under section 35, the local governments shall establish planning units. The District Planning Unit is the department of council responsible for economic planning and is the secretariat to service the District Technical and Planning Committee (DTPC) that coordinates all plans of district and lower councils. **The mandate** of the planning unit is planned coordination of service delivery for sustainable development.

A number of weaknesses have been identified especially with regard to community participation in participatory planning and the dearth of skills in participatory development management. The staff required to carry out that important function have been inadequate especially the parish chiefs and community development workers who are over stressed by the number of tasks they are assigned to perform by virtue of their mandate.

The second constraint has been inadequate funding to the planning functions again with regard to participatory planning and development planning in general, there has also been limited funding to the core activities of the population sub-sector and statistical development. The lack of transport means has exacerbated the situation further; the department has only one motorcycle which is almost non-functional due its poor mechanical condition.

The **DTPC** is in place and functional with the membership of Heads of Departments and sections; and other members co-opted from NGOs and other stakeholders. The DTPC meets regularly to review plans, project implementation, and monitoring and evaluation reports; and to discuss other development issues. This is replicated at the LLGs with the STPCs which are chaired by the Sub Chiefs/Town Clerks to coordinate the planning functions.

At community level, there are PDCs and PMCs to facilitate the communities to plan and manage projects at the community levels. The SCTPCs guide these community planning structures in executing their roles. However, many of these structures lack the necessary and pre-requisite skills and participatory development management skill; hence training of these has been on-going using capacity building grants and other development partners to build their capacities.

In terms of infrastructure and equipment, inadequate office space, office equipment and storage facilities for records and other assets are hindering effective implementation of the department. But the DPU is in dire need of a vehicle to carry out its functions effectively.

2.2 Analysis of the State of Cross Cutting Issues

The Comprehensive National Development Planning Framework in Uganda identifies a number of development cross cutting issues whose effects and influences extend beyond one sector. They are issues whose development impacts reach beyond one sector/field. Cross cutting issues will be adequately integrated into the DDP and addressed in all political and technical discourse on development. Therefore, deep analysis of the cross cutting issues as identified in the NDP that need to be integrated in the DDP has been carried out. The depth of the analysis on each of the cross cutting issues has depended on the significance of the issue to the district development situations. The cross cutting issues include but not limited to: gender, HIV and AIDS, Environment, Climate Change, Human Rights, poverty, nutrition, and youth.

2.2.1 Gender Analysis

The attainment of gender equality and women empowerment is a prerequisite for accelerated socioeconomic transformation. More than half of Hoima's population is women and yet they continue to be left behind in the development process, thus slowing down the district's economic development. Despite several groundbreaking advances, particularly in the political and legal spheres, inequality remains a persistent feature of social, economic and political arenas. Women continue to face constraints related to access to, control over and ownership of businesses and productive resources such as land and credit. Overall, there is limited employment of women in skill-based industries and this constrains further women's income potential. Women are also marginalized in skills development, access to financial resources, employment in non-agricultural employment and inheritance rights.

This is in line with SDG Goal 5: Achieve gender equality and empower all women and girls. In particular:

- End all forms of discrimination against all women and girls everywhere;
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life;
- Enhance the use of enabling technologies, in particular ICT, to promote women's empowerment;
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources in accordance with national laws.

Gender Demographic Context.

Out of a population of 573,903 in 2014, 49.5% were women, with population growth rate of 4.6% for women as opposed to 4.1% for men. 11.3% of the population is urban and 88.7% is rural. In all areas where economic opportunities are better than elsewhere in the country, there are slightly more men than women.

Female-headed Households

Women head 29% of total households. Although 83% of male headed households are currently married and living with spouse, 54% of the female-headed households are without spouses. The percentage of female headed households is higher in urban (33%) than in rural areas (26%). In addition to women headed households. 1% of households are headed by children under 18 due to various factors mostly by AIDS. Girls head 80% of child headed households.

Sexual and Reproductive Health

Most women and men say they have changed their behaviour since learning about HIV/AIDS. However the number of cases of AIDS among women exceeds that of men. The highest incidence is among women aged 20-29, girls aged 15-19 are six times more likely to be zero-positive than boys of the same age. For women, an important risk factor in contracting HIV is being married.

Gender and Education

Illiteracy among women is 38% compared to 22% for men. Functional Adult Literacy (FAL) courses have been established throughout Hoima to address this problem with over 13,650 learners in 2014 of which over 80% were female, to date less than 30% of total illiterate women have benefited.

Gender and Employment

24% of Hoima women are employed, 26% are either poor, young to go to school or disabled or too old to work, 21% are still in school or 29% classify themselves as housewives. Nevertheless, women constitute 47% of the active labour force including wage employment, self employed and unpaid family workers. Only 21% of the employed women are in formal sector employment in administrative, managerial and professional occupations and only 0.05% of the senior positions in the civil service are held by women. The majority (77%) of workingwomen are unpaid family workers.

Gender and Political Decision-Making

There has been an upward trend in the involvement of women in political decision-making, where in Hoima as at 31st March, 2014, they constitute 1 out of 5 (20.0%) of the District Executive Committee, 13 out of 30 (43.3%) the District Council, 2 out of 10 sub county chiefs (20%) and 7 out of 36 (19.4%) heads of departments and sections.

Gender and Poverty

Despite Hoima's social and economic growth, there are wide variances between men and women with women poor accounting for more than 56% of total poverty. Poor households tend to be larger, have older or less educated households and are more likely to be headed by a female.

Gender and the Agricultural Sector

Agriculture accounts for about 70% of GDP and provides employment for about 60% of the population hence the growth of agriculture largely determines the performance of the district economy. Women contribute 60-70% of the labour for agricultural production and they produce 70-80% of the food grown. 72% of all employed women and 90% of all rural women are engaged in agriculture, compared with only 53% for rural men. Women are 51% total adult labour force, 39% of the owner operators, 79% of the unpaid family workers and 44% of the casual labourers in the sector. Slightly less than half (47%) of the children employed in agriculture are girls, mostly as unpaid family labourers. Women do 55% of the land preparation, 85% of the planting, 85% of the weeding and 98% of the processing. Although 78% of the

women control the family food stocks and determine the day-to-day outflow of food from storage, decisions to market are usually made by men (70%) or jointly by husband and wife (15%)

Gender Division of Labour

In rural areas, women's workload exceeds that of men's by several hours a day. In addition to crop production, they are responsible for post-harvest processing and storage, head loading crops to market, handcrafts, fetching water and fuel, food processing, meal preparation, childcare and reproduction. There is also irregularity between women's contribution to crop production and their control over crop marketing and decisions on the use of funds.

Table 2.40 Gender Analysis Matrix

Department	Gender issues	Causes	Effects
Administration	<ul style="list-style-type: none"> Women occupy less than 5% of the administrative, managerial positions in the civil service 	<ul style="list-style-type: none"> Lack of equal opportunities policy in the Local Government 	<ul style="list-style-type: none"> Low decision making opportunity for women
Finance	<ul style="list-style-type: none"> Low financial base leading to limited financial allocations to implement gender activities Gender taking a peripheral position in resource allocation priorities and criteria Gender insensitive District budget 	<ul style="list-style-type: none"> Many women do not own taxable property like commercial houses Low level of women involvement in tenders for revenue collection like markets Limited appreciation of gender among staff and policy makers 	<ul style="list-style-type: none"> Gender interventions not implemented. Gender gaps in resource allocations
Statutory Bodies	<ul style="list-style-type: none"> Some women councillors do not make contributions in discussions as men do in meetings 	<ul style="list-style-type: none"> The proportion of gender issues addressed in the business of statutory bodies Lack of exposure to legislative procedures lack of research and debating skills 	<ul style="list-style-type: none"> Reports insensitive to gender Inadequate gender disaggregated data Limited input into important decisions that affect the women and the less privileged in the community
Health	<ul style="list-style-type: none"> Low male involvement in Health care services like PMTCT/Reproductive Health 	<ul style="list-style-type: none"> Social roles and responsibilities ascribed to women 	<ul style="list-style-type: none"> Some programs rendered less effective e.g. HIV/AIDS control among the married

Department	Gender issues	Causes	Effects
Education	Gender disparity	<p>48.5% of the primary school children are girls</p> <p>Inadequate sanitary facilities to cater for gender especially the girls</p> <p>53% of the teachers deployed in primary schools are female</p>	Promote increased enrolment and retention of girls and boys at all levels of education including technical and vocational trainings
Community Based Services	<ul style="list-style-type: none"> Limited involvement of men in community based activities like group formation Increasing cases of child neglect by the men Lack of care for orphans and vulnerable children due to greed by the foster parents and relatives 	<ul style="list-style-type: none"> Increased cases of polygamy, cohabiting and irresponsible sexual behaviour Loss of the social networks/relations due to greed for property 	<ul style="list-style-type: none"> Increasing cases of child delinquencies Vulnerability for HIV/AIDS infection Increased cases of child headed and women headed households
Planning	<ul style="list-style-type: none"> Gender Planning and Budgeting 	<ul style="list-style-type: none"> The proportion of women compared to men participating in decision making is very low at all levels 	<ul style="list-style-type: none"> Gender biased plans and budgets

2.2.2 Poverty Analysis

2.2.1 Introduction

This section provides an updated analysis of income poverty trends in Hoima. The drivers behind these trends and characteristics of the poor are also examined. The section also discusses subjective poverty and provides an in-depth analysis of the multiple deprivations suffered by the poor.

Poverty in Hoima is a complex multidimensional phenomenon influenced by cultural, historical, social, political, economic, physical, communication and educational factors. It is a result of inequalities that exist at individual, household and district levels. Finding ways to improve living standards in Hoima is a pressing challenge facing policy makers, technical personnel and development partners. Poverty is a multidimensional condition, and relative levels of well being vary considerably over space. Poor people are usually clustered in specific places. Information on the spatial distribution of well being greatly assist in designing a comprehensive and all inclusive pro-poor agenda for development and, in particular, for poverty reduction. However, availability of such information has long been a formidable challenge facing policy makers, technical implementers and development partners. It is one of the obstacles facing those trying to improve the standard of living.

The extent of poverty and the subsistence nature of productive constrain local revenue generation; the tax decreasing over the last three years, is far below levels commensurate with the responsibilities of the District Local Government. District Local Government depends on Central Government transfers and donor assistance for financing development activities and recurrent costs.

About 90% of the whole population of Hoima District lives in rural areas, social – economic welfare depends almost entirely on the effective and efficient use of its substantial agricultural resource base. However, agricultural productivity in the district is low. Subsistence farming with minimal inputs is the main system practiced, while market oriented cultivation other than coffee and rice is negligible. An indication of poor food production level and food security is that only 20 of rural households in Hoima are able to store adequate amounts of grain to last till the next harvesting season.

The above pattern of agricultural practices is reflected in very low average incomes in Hoima District, the annual average income per capita is estimated to be USD 427, representing almost 75% of the national average. In this situation, while the incidence of hunger is not common, 9.8% of the rural population in Hoima District is estimated to live below the poverty line. Majority of the people (over 70%) are subsistence farmers who live marginally.

The adult literacy rate is 71% and female – headed households represent 26% of the total. The multidimensionality of poverty implies that non-literate people become hard to reach; they get isolated from rapid information and communication advances and become marginalized in powerful modernizing processes. Literacy can act as a mechanism of social inclusion, as a tool for empowerment and direction for participation and directing of poor themselves especially women who constitute 52% of non literate people in Hoima district. Illiteracy is a form of inequality in the district between individuals, gender, sub counties and even counties.

Illiteracy as a dimension of poverty, inequality and exclusion needs to be tackled in its own right. This is because illiteracy has a negative impact on the distribution aspects of opportunities, scale of economic, social and political growth eradication measures.

Women play a major role in productive pursuits, including crop and livestock production processing and small enterprise operation, as well as in domestic and social activities. Rural women will be the predominant target group due to their responsibilities in interventions related to health welfare and household nutrition. They will also play a leading part in those DDP activities, which aim at increasing the opportunities of the rural population to start up new businesses, diversify and expand the household level economic base.

Women have proved themselves interested in and capable of taking on an entrepreneurial role that enhances family income and well-being. Their principle involvement to date has been in small agricultural and livestock ventures and in businesses trading of farm produce and inputs and household requisites. With encouragement, it is foreseen that they will be able to expand this involvement and start to contribute in a more formal way to community and village planning and development.

Areas that require urgent action: Activities to restore the downward trend in income poverty

First priority shall go to rural development in particular agriculture development. Given that poverty has decreased least amongst crop farming households, agricultural development support services in areas, which have the competitive edge and offer high economic returns, shall be corded the highest priority for public expenditure.

Such support services will include technical, financial and advisory services to the private sector in introducing new high value crops, water for production, promotion of model homes, techniques and technology and activities that add-value to agricultural commodities, post harvest handling and organization for crop marketing such as establishing joint ventures with farmers' organizations and cooperatives.

2.2.2 Trends in poverty status: 1992/3 to 2012/13

Absolute poverty in Hoima has decreased considerably in the past two decades. In 2005, more than a third of the population (35.1 percent) was living below the poverty line. This rate has dropped significantly to 24.3 percent in 2014. In the last ten years – 2005 to 2014 – the share of the population in poverty fell by 10.8 percentage points. This translates into an annualized poverty reduction rate of nearly 1 percent per annum. Moreover, despite the population almost doubling (from 343,618 in 2002 to 573,903 in 2014 – Preliminary 2014 Population and Housing Census Results), there were significantly fewer people living in absolute poverty in 2014 (139,458) than there were one decade ago (100,978).

2.2.3 Environment

Environment is mainly described by the state of atmospheric resources, water resources and wetlands, biodiversity and ecosystem health, land resources, human settlement and infrastructure and energy resources. These resources play a pivotal role in the realization of sustainable development. The environment sector contributes to the productivity of other sectors especially agriculture, fisheries, and energy by providing natural assets from a sustainable natural resource base.

Hoima is well endowed with rich biodiversity in terms of species richness and abundance, but as a result of increased pressure from high population and economic activities, there is rapid deterioration of the natural resources. The main challenges include environmental degradation through deforestation for timber cutting, charcoal burning, pollution of water bodies through molasses brewing, poor waste management through littering of waste such as polythene (*buvera*), wastes from oil exploration, medical waste consequently the quality and quantity of resources on which sustainable economic growth and poverty reduction depends is declining.

Habitat loss has resulted into the loss of biodiversity especially on the privately owned land. Land degradation through soil erosion and loss of soil fertility and productivity has negative impact on sustainable land management. Poor disposal of solid and liquid waste from industries and human settlement poses health risks. The waste profile of Hoima district is becoming complex with the new addition oil and gas exploration wastes due to the discovery of oil and gas in the Albertine Graben, plastic and polythene materials imported in the district.

Noise pollution is also becoming a challenge in urban areas as a result of old motor vehicle, generators, welding workshops and factories. Pollution air resulting from factories, old vehicles

Ensuring environmental sustainability is the 15th of the 17th UN Sustainable Development Goals (SDGs). The SDGs have been brought into line with Uganda's revised development policy framework – the National Development Plan (NDP), which is captured in the District Development Plan (DDP).

Environment degradation is a social economic problem of great concern in Hoima District. It has affected the most productive areas of the district and of the populations. The women have been hit first and hardest, socially and economically given the social roles and responsibilities they have in the productive and consumptive areas in regard to use and abuse of the natural resources. The scenario calls for increased action by the respective sectors, in response to the need to mitigate the impact of the unsustainable of natural resources.

Environmental sustainability, gender and women empowerment as well as equity promotion are major pre-occupations in the district's bid to eradicate poverty. Consequently the Environment sub sector under the Natural Resources Management Department, the lead sector in sustainable development, has vigorously and will continue to vigorously pursue activities that address environmental sustainability.

The discovery of oil and gas in the Albertine Graben poses serious environmental challenges. The Albertine Graben is the most species rich eco-region for vertebrates in Africa and contains 39 percent of

Africa's mammal species, 51 percent of its bird species, 19 percent of its amphibian species and 14 percent of its plant and reptile species.

The district has put in place elaborate measures and strengthened its capacity to enforce environmental laws, regulations and standards to guide the management of environmental resources. However, the level of compliance to these environmental laws, regulations and standards is still low, leading to misuse and degradation of the environment. This is exacerbated further by the inadequate budgetary resources allocated to the Natural Resources Management department which is about 2 percent of the district budget. There are a number of non-state key players in the sector who are augmenting the departmental resources and other activities in the sector to salvage the deteriorating environment situation.

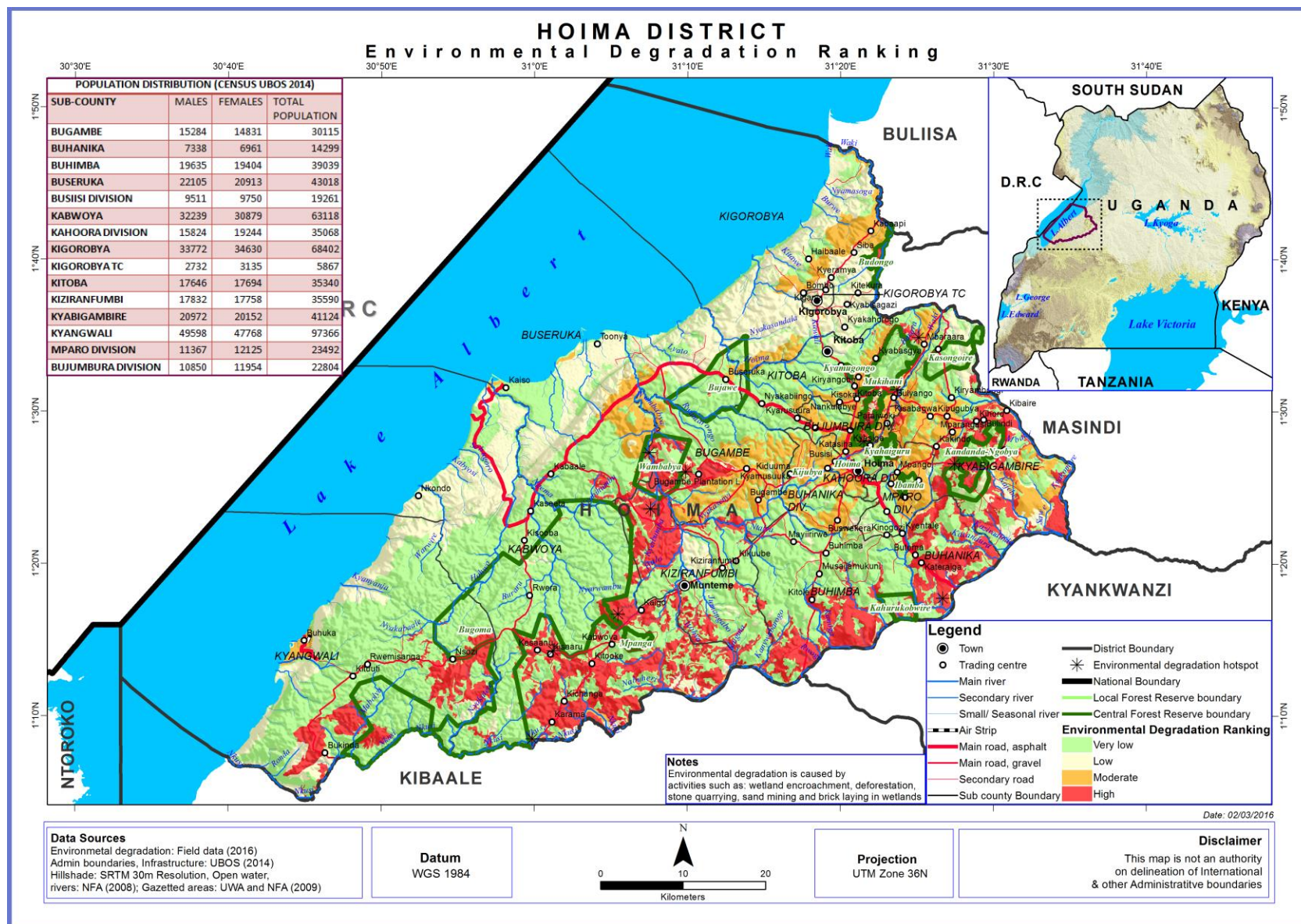


Table 2.41: Mainstreaming District Environment Action Plan (DEAP) into the DDP

DEAP PIP	Objectives to realize the Vision	Strategies to attain the Changes	Actions to be taken to achieve the strategies	Resources / service needed to do the actions	Stakeholder Response	Responsible Sector
Aquatic weed invasion on wetlands and in L. Albert	Use of wetlands	Manual removal of the aquatic weed Biological use to destroy the aquatic weed	<ul style="list-style-type: none"> • Environment awareness • Wetland inventory • Monitory & enforcement laws • Soil conservation catchment area 	Fishmongers and biological predators		
Cultivation up to the river bank	Wetlands	<ul style="list-style-type: none"> • Enforcement of the environmental laws, regulations and standards 	<ul style="list-style-type: none"> • Sustainable productive wetland resources 	Laws & policy enforcement Demarcation of wetland Restoration Tree seedlings	<ul style="list-style-type: none"> • Enforcement of legal frameworks • Planting of live markets • Conducting wetland inventory 	
Poor waste management	Soils Air Water	<ul style="list-style-type: none"> • Farmers • Local Leaders • Concerned activities CSOS 	<ul style="list-style-type: none"> • Clean and health environment 	Attitude and Behavior change	<ul style="list-style-type: none"> • Environment education campaign on waste management • Sorting of waste • Enforcement of Kavera ban 	NEMA CSOs
Soil erosion	Vegetation Agric farm land	Farmers charcoal burners	Health productive soils	Improved farming methods	<ul style="list-style-type: none"> • Set up demo's on soil & water conservation • Controlled grazing • Promote agro forestry • Training farmers 	Agric extension staff Farm inputs Training materials
Land disputes	-Forest Farm land ALC Politician LC's		Harmoniously Peaceful Community	Social cohesion Decreased conflicts	<ul style="list-style-type: none"> • Operationalize functions ALC • Translate law • Land demarcation • Boundary fitting 	

DEAP PIP	Objectives to realize the Vision	Strategies to attain the Changes	Actions to be taken to achieve the strategies	Resources / service needed to do the actions	Stakeholder Response	Responsible Sector
Loss of vegetation cover	Wetlands FR Ranches	<ul style="list-style-type: none"> • Farmers • Brick layers • Charcoal burner • Timber dealers • Immigrants • Local Community 	Adequate vegetation cover	Increased tree cover By – laws in place & implemented	<ul style="list-style-type: none"> • Awareness • Free nursery established • Agro forestry services • Wood lots 	Private Nursery operations NGOs
Unplanned settlement	Wetland lake shore	<ul style="list-style-type: none"> • Fishermen • Immigrants • Local developers 	A well planned community settlement	<ul style="list-style-type: none"> • Implement land use plan • Formulate by – laws • Building plans approved 	<ul style="list-style-type: none"> • Enforcement by laws • Eviction of encroachers • Physical Planning Rural centres 	

2.2.4 HIV/AIDS Analysis

Hoima District like any other part of Uganda has experienced the devastating impact of HIV/AIDS and has been ravaged by the HIV epidemic. Since 1993, HIV infection rates among pregnant women, a key indicator of the progress of the epidemic, have been more than halved in some areas and infection rates among men seeking treatment for sexually transmitted infections dropped by over a third. AIDS is the fourth most common cause of death in Hoima district. According to the national census of 2014, Hoima district had a population of 573,903 of which 286,705 are males and 287,198 females. The HIV prevalence is at 6.7% (2015) compared to the regional prevalence of 8.2% (UAIS 2011) and the national prevalence of 7.3% (UAIS 2011). With the district HIV prevalence estimated to be 6.7% the population of 38,452 persons is expected to be living with HIV/AIDS.

HIV prevalence among key populations (according to national definition) in Hoima district is described in Table 2.42 below.

Table 2.42 HIV Prevalence among Key Populations

	Commercial Sex Workers (CSWs)	Uniformed Forces	MSMs	Fisher Folks	Truckers
Tested	141	186	23	3,171	10
Positives	11	3	6	127	0
Prevalence	7.8%	1.6%	26.1%	4.0%	0.0%

Source: IDI 2014

The table reveals that the prevalence among the key populations is comparatively higher than the general population. The number of clients initiated on art has been on the increase since the accreditation of more Health Centre III's on ART. HIV related mortality has declined, largely due to increased enrollment of the eligible HIV positive individuals on ART.

Table 2.43: Trends in HIV incidence 2012/13-2014/15 using mathematical modelling

Indicator	2012/13	2013/14	2014/15
HCT - No. Tested	62,737	113,303	156,147
No. positive	3,622	4,840	5,520
Mothers Tested	26,925	28,878	31,701
No. positive	1,157	1,144	979
Exposed infant Tested with 1 st PCR	1,381	947	1,140
No. positive	67	66	63
SMC	9,253	18,504	28,607
Cumulative clients in care	12,722	15,203	22,452
Cumulative clients on ART	5,463	7,128	10,845

Source: HMIS REPORTS

2.2.4.1 Drivers of the HIV epidemic: A synthesis.

The identified drivers of the HIV epidemic in Hoima district include structural, contextual and social factors, such as poverty, gender inequality, inequity and poor access to health care, as well as stigma and discrimination plus other human rights violations. The exploration of gas and oil industry has contributed to the influx of population resulting into risky behaviours among people. Most at risk populations are a key factor to behaviour change because they are on increase and this has been reflected as a key driver (IDI STUDY 2013)

The key drivers of HIV incidence in Hoima continue to revolve around;

- i. Population influx which has resulted in population movements due to the discovery of oil and gas industry, this resulted in the increase of bodabodas, hawkers, fisher folk, long distance truck drivers and commercial sexual workers
- ii. Gender based violence.
- iii. High prevalence of sexual transmitted diseases has accelerated the HIV infection rate as seen from the HMIS data.
- iv. High poverty levels.
- v. Cultural practices contributing to early marriages.
- vi. Low health service seeking attitude/behavior.

These factors shape or constrain individual behaviour such as condom use, uptake of PMTCT or HCT services etc, and therefore act as barriers to the effectiveness of individual-level behavioural interventions. Unfortunately, these factors are complex, intertwined and tend to be diffusely defined. Negative cultural expectations relating to sex and gender power relations are known to enhance HIV transmission. The normalization of HIV/AIDS by some sections of the community also contributes to some form of disengagement from preventive behaviour. Some socio-cultural beliefs influence the uptake of some HIV prevention services such as appropriate breast feeding practices to reduce maternal-to-child HIV transmission or negotiation of safer sex by women. A spurious association between wealth or poverty and HIV confounded by factors related to mobility and sexual behaviour has also been revealed. Poverty in particular is known to influence people to engage in transactional sex as well as in cross-generational and survival sex without the benefit of appropriate risk reduction ability. Similarly, HIV/AIDS are still stigmatizing conditions in Hoima in many cases perpetuating discrimination and denial. In addition, inadequate or low quality HIV counselling, psychosocial support, care and treatment compound the poor health care status of PHA and may increase progression as well as transmission of HIV. (Source- District population profile 2013/14)

Hoima has registered tremendous achievements in the fight against HIV/AIDS. It succeeded in bringing HIV/AIDS prevalence to 8.2% versus the national prevalence of 7.3. Access to Anti Retro- viral Therapy (ART) has improved over the years, with 46% of health units providing ART there has also been increased access to HIV/AIDS related information, condoms and social support through other implementing partners. This endorses the need for better coordination, focused resource mobilization and alignment to the NSP, DDP and DSP; and a deliberate effort to build capacity of the different players in civil society for delivery of quality HIV and AIDS services.

2.2.4.2 HIV Prevention:

The National HIV Prevention Strategy (2011 - 2015) defined the direction that Uganda and consequently Hoima District should take in reducing new infections by adopting combination HIV prevention. This involved implementing multiple (biomedical, behavioral, and structural) prevention interventions, these aimed at impeding different points in the transmission cycle by combining strategies to reduce both infectiousness of HIV infected persons and strategies to reduce susceptibility of uninfected individuals.

These interventions were, therefore, expected to contribute to reductions in HIV incidence through:

- a. Increasing knowledge of HIV status among PLHIV and their partners;
- b. Reducing risk of HIV transmission from PLHIV; and
- c. Reducing HIV acquisition among persons at risk of HIV

A number of HIV prevention activities were conducted in Hoima district among included the following;

2.2.4.2.1 Community sensitization on HIV/AIDS &TB

In order to register a stronger mark on sexual behaviour radio talk shows which were conducted on monthly basis; radio jingles and spot messages, community drama shows, community dialogue meetings, school health programmes on HIV targeting youth in schools and their teachers, to articulate to key target population groups and packages based on evidence.

In addition to the above major advocacy events were also organized through advocacy, messages were passed to the communities; placing particular attention on addressing structural factors, specifically, the socio-cultural and economic drivers of HIV including stigma and discrimination, SGBV and defilement, as well as the gaps in male involvement and in commitment of their entire district leadership at all levels to prevention of HIV

2.2.4.2.2 Biomedical Preventive Intervention

In addition to the above, biomedical preventive interventions were also rolled out in the district hence SMC. A total of 38,271 males have been offered SMC representing about 35% of the eligible males in Hoima district. PMTCT services were also rolled out to the 22 HC IIIS with the district. With the intervention 100% of all Pregnant women visiting Health Centres have been tested for HIV with an HIV prevalence of 3.2% of those found positive 82% have enrolled on ART. 1140 exposed infants were offered at least one DBS with a positivity rate of 5.5 %.

2.2.4.2.3 Gaps and Challenges

Hoima district is faced is faced with significant resource gaps to support care and treatment response; the district is further constrained with inadequate funding to cover the Uganda National Minimum Healthcare Package (UNMCHP) including universal access to care and treatment.

Specific challenges were faced as indicated;

- Population influx due to the discovery of oil and gas industry, this has resulted in the increase of migrant population like; Boda bodas, hawkers, fish folk, long distance truck drivers, MSM and commercial sexual workers, this is projected to grow by 150,000 persons at the peak of oil refinery, international airport, and other infrastructure developments
- Gender based violence.
- High prevalence of sexual transmitted diseases has accelerated the HIV infection rate as seen from the HIMS data.
- Low social economic status
- Cultural practices contributing to early marriages. (Women not empowered with ownership of property, decision making towards sexual and reproductive and polygamy tendencies)
- Low health service seeking attitude/behavior.
- Geographical locations of some communities hindering access to HIV & AIDS services
- Staffing Norms compromising quality HIV service delivery.

2.2.4.3 Care and treatment

In line with the national goal of scaling up HIV care and treatment, Hoima district has carried out the following activities,

In order to increase access to ART site Hoima district supported the accreditation of 22 ART sites among these 11 were functionalized full ART sites. In addition to the above, an extension of ART sites was offered to none accredited sites through integrated ART outreaches, 4 sites in Toonya were being supported in this arrangement. Laboratory support in HIV service provision were extended to all the ART sites through the district hub, CD4, CDC, chemistry investigation viral load assessments are being extended to clients in care.

In pediatrics thematic area three HC IVs were supported to provide pediatric HIV Service and with this intervention a total of 4,873 HIV positive children have been initiated in care, however they have only started on ART. The district was able to achieve the above through training of health workers on ART, facility based mentorship and Continuous Medical Education.

TB –HIV infection control intervention were conducted in 22 health facilities (HC IVs and HC IIIs) aiming at improving skills in TB management through training of Health Workers and CMEs and mentorships.

2.2.4.3.1 Gaps and Challenges

Specific challenges were faced as indicated;

1. Compromised quality of HIV care due to under staffing; staffing level in Hoima District is only at 71%, the Doctor : Population ratio is at 23,913; while the Nurse : Population ratio is at 3,826; this is an unacceptably very high and constrains the delivery of the HIV care services.

2. The geographical location of comprehensive ART sites is not being easily accessed by all clients and hence linkage is difficult. There are only 11 ART sites at Hoima Referral Hospital, Kigoroby HC IV, Kikuube HC IV, Kyangwali HC IV, and Kabwoya HC III and a few others
3. Pediatric HIV is not scaled up at HC III level. This is limited to comprehensive HIV management HCs, thus not all HC IIIs are providing ART services especially to the pediatrics.
4. Low male involvement in ART treatment support., because of cultural reasons in Hoima district male dominance in decision making at household level is clearly visible, this is a big challenge when it comes to taking decisions especially those of reproductive health in nature e.g. condom use, SMC, family planning HIV testing; and ART treatment.
5. Newly qualified staffs are not yet trained in HIV/ART management. There has been sustained recruitment of different cadres of staff, and key staff to provide biomedical preventive interventions. However, these need re-orientation and specialized training in HIV/ART management.
6. Loss to follow-up rates is high (25%). Coupled with lack of mechanism to follow up.

2.2.4.3 Social Support and Protection

Hoima District Local Government in collaboration with Hoima Region Referral Hospital and IPs has implemented a number of social support and protection activities geared towards the OVC's, PLWHIV and other vulnerable groups like the disable, key populations and the elderly. Achievements in social support include OVC enrollment in schools as a result of UPE, USE and UPOLET; more OVC have benefitted from informal education through Vocational skills training; expanded scope of social support package and Implementing Partners (IPs) especially from the civil society sector with funding from the CSF; increasing the number of actors in the district involved in advocacy role to reduce stigma and discrimination.

Table: 2.44 Scope of Social Support Services

Activity	Number of HIV/AIDS organizations involved in Social Support and Protection	Geographical Location by Sub County
Advocacy	4	District wide
Home Based Care and Support	3	Hoima Municipality
Direct Material Support	1	Hoima Municipality
Psychosocial Support/Counseling	3	District wide
Scholastic materials for OVCs	1	District wide
Training in Vocational Skills	2	District wide
Food Security Support	3	District wide

Source: (Service Mapping Report 2013)

A number of structures exist both at community and lower local government level to provide social protection to vulnerable groups.

A total of 10 Functional Support Groups (FSGs) have been formed and supported across the district. In addition to the above Mapping of OVC was done in five sub counties and during the exercise a total of 700 OVC were supported with schools and scholastics. Despite the achievements made, still a few challenges still exist and hence the strategic plan.

2.2.4.3.1 Gaps and Challenges

Social support and protection has the challenge of inability of the affected groups to meet their basic needs such as food, clothing, shelter and other material needs, this also renders them to be highly dependent on others. Besides these they are stigmatized and isolated and this increases their susceptibility.

In many instances they are also left out of development programmes.

- i. The family support groups are not established in all the H.C III's.
- ii. All the Posttest clubs are not functional.
- iii. The quality of counseling has been compromised therefore adherence has been affected and resulting in drug resistance.
- iv. Low skills among HWs & VHT in core counseling skills

2.2.4.4 Systems Strengthening

Hoima District has embarked on improving district governance and leadership in HIV management through establishing and reviving coordination structure at district level, and with such structures the District HIV/AIDs Committee (DAC) meetings, (to operationalize the institutional arrangements in the Strategic Plan , mobilization of resources from development partners, the development and dissemination of kry policies and guidelines) ; stake holders, CSO networks, performance meetings were convened on quarterly basis with support from IPs and districts.

In addition to the above data quality improvement interventions were conducted such as Data Quality Assurance (DQAs), mentorships and Continuous Medical Education Sessions (CMES. Lot Quality Assurance Sampling (LQAS) methodology was also used in 9 Supervision Areas in the district in 2011 to collect population based data and used in annual planning; Capacity Building in M&E foe the district staff and Health Workers.

There has been sustained district improved staffing level, retention interventions in the health facilities reaching the current staffing levels of 71% especially attracting, recruiting and retaining nurses, midwives and laboratory technicians. During the period under review the district also managed to recruit 2 doctors for the Health Sub Districts (HSBDs)

Hoima District Local Government has constructed new health facilities especially staff houses, new maternity wards, and refurbished some dilapidated facilities like Kigoroby HC IV, Kikuube HC IV, Bujalya and Kitoole HC III to mention a few; and upgraded some health facilities to higher categories like

Kapaapi HC II to HC III and Kyangwali HC III to HC IV; Government and IPs have continued to allocating ARVs leading to a reduction of stock outs.

2.2.4.4.1 Gaps and Challenges

Systems' strengthening faces the big challenge of lack of most recent population based and services data of national and local character regularly collected, which would be used for M&E collected, which could be used for reporting on progress or lack of it along the various indicators. Across most thematic areas no recent reliable data are available

- Lower Coordination structures not yet established
- Logistical stock outs
- Irregular Data Quality Assurances (DQA)
- Non Functional District Continuous Quality Improvement (DCQI) committees.

2.2.5 Population and Development

Population and Development (POPDEV) is a planning approach which aims to improve development planning to make development plans and investment programmes more effective, efficient and equitable by explicitly considering population, gender and sustainable development interrelationships in each step of the planning process. Hoima District Local Government recognizes the intricate and fundamental interrelationships between population and development. It further recognizes that the process of development has an important effect on population trends and that the population factors in turn, have major impact on the attainment of development objectives and targets.

In a bid to reflect population variables in the development process a population issues analysis has been carried out to facilitate the integration of population factors in the DDP 2015/16 – 2019/20. The analysis aims at promoting the conscious and explicit consideration of the interrelationship between population and development in the formulation of well conceived and designed DDP 2015/16 – 2019/20 which puts the population at the centre of development; in order to enhance service delivery.

By 2014 the Population of Hoima District was 573,903, with a population growth rate of 4.2% per annum; over 90% of that population inhabits the rural areas; consideration of population problems cannot be reduced to the analysis of population trends only. The problem of population growth is not simply a problem of numbers. It is a problem of human welfare and of development. Rapid population growth has serious potential consequences for the well being of the people in Hoima. Development entails an improvement in peoples' levels of living – their incomes, health, education and general well-being. The really important question about population growth is: **How will the population situation in Hoima contribute to or detract from the district's chances of realizing the goal of development, not only for the current generation but also for future generations?** Conversely, how will development affect population growth?

Among the major questions the DDP will address itself to the above are the following:

- Will Hoima be capable of improving **levels of living** for the people with the current and anticipated levels of population growth? To what extent will the rapid population increase make it more difficult to provide essential social services like education, health, transport, sanitation and social protection?

- How will Hoima be able to cope with the vast increases in the labour forces over the coming five years? Will **employment opportunities** be plentiful or how will the district stem unemployment levels from rising?
- What are the implications of higher population growth among the poor, disadvantaged and vulnerable communities for their chances of overcoming their misery of **absolute poverty**? Will **food supply** and its distribution be sufficient not only to feed the anticipated population growth but also improve nutrition levels?
- Will Hoima be able to extend the coverage and improve the quality of **health and education services** so that everyone can have at least the chance to secure adequate health care and primary education?

In view of the above questions, it becomes essential for the DDP to not only address issues of numbers, or densities or rates or migrations but full consideration of the **qualities of human life of poverty, education, health, environmental beauty in place of deterioration, and full opportunities for the next generation of children**. Therefore, the DDP shall give priority to action programmes integrating population and development.

Table 2.45: Population issues Analysis Matrix

Key/ Priority Population Issue	Causes
Population pressure on education and health facilities <ul style="list-style-type: none"> • High pupil teacher ratio • High desk pupil ratio • High pupil latrine ratio in schools, which results into poor sanitation • High pupil classroom ratio • High illiteracy levels of the population • Early marriages 	<ol style="list-style-type: none"> 1. Lack of support for children to access education 2. High school going population leading to poor education facilities/services and learning conditions 3. The high population has put pressure on education facilities and services 4. High birth rates 5. Migration 6. Low income 7. Limited investment in education 8. Low levels of income and low standard of living result into vulnerability to infections and diseases (malaria, pneumonia, diarrhea)
Destruction of forests, wetlands and wildlife	<ol style="list-style-type: none"> 1. Increased population competing for the limited resources/available land 2. Immigration 3. Few land lords occupying the biggest chunks of land 4. Laxity in implementation of environmental laws
Poor nutrition levels at household level resulting into ill health	<ol style="list-style-type: none"> 1. Increased population at household level 2. Lack of knowledge about balanced diet and food preparation 3. Some households have invested much in cash crop production at the cost of food production for household consumption 4. Unfavorable weather and climate changes

Key/ Priority Population Issue	Causes
Low levels of development resulting into high poverty levels and insecurity	<p>Majority of the youths are school drop outs, not employed/not productive, dependants and are married at early age and this has resulted into</p> <ul style="list-style-type: none"> • Drug abuse • Moral decay • orphan hood • Low involvement in IGAs • Domestic violence • Early marriages/pregnancies
Maternal and child deaths and morbidity among mothers and children	<ol style="list-style-type: none"> 1. High number of women in the reproductive age group 2. Lack of a government health facility hence limited maternal services 3. Long distance to Health Centre coupled with absence of an ambulance at sub county level 4. Inadequate health staff especially in the maternity section 5. Malaria 6. ANC not attended to 7. Early pregnancies 8. Inadequate maternal health education
Increase in the number of orphans, school drop outs, dependants and prostitutes	i. Mortality due to HIV/AIDS, Accidents, Cancer and Malaria
Land wrangles	<ol style="list-style-type: none"> 1. Population increase (many children) 2. Migration
Early marriages (among girls)	<ol style="list-style-type: none"> 1. Domestic violence 2. Negligence by parents 3. School dropout is rampant 4. Low income levels among parents 5. Illiteracy and ignorance 6. Big population size at household level compared to available resources 7. Moral decay at household level
Poor performance at PLE level	<ol style="list-style-type: none"> 1. Big numbers of the primary school age-going children 2. High pupil teacher ratio 3. Inadequate scholastic materials 4. Poor facilitation of teachers
Pressure on natural resources	<ol style="list-style-type: none"> 1. High levels of fertility, migration and poverty

2.2.6 Energy Resources

Hoima District has a rich renewable energy resource base and a significant energy potential. This includes solar, wind, hydro power, biomass and geothermal energy resources. These resources may be divided into four sub-categories including petroleum, electricity, wood fuel and new and renewable energy sources. The energy resources in the district have been recently boosted by the discovery of commercial scale oil deposits in the Albertine Graben in Kaiso- Toonya, Mputa, Nziizi and Buhuka. The new and renewable sources of energy include woody and non-woody biomass, solar energy, wind, geo-thermal and hydropower; all of these are potentials in the district. Biomass energy represents over 97 per cent use. The district has a mini-hydro power plant at Wambabya in Bueruka (9.0MW) completed in mid 2012, and mini potential mini-hydro power plants at Waki in Kigorobyia (5.5MW) under construction; and Nkusi in Kyangwali (18.0MW).

2.2.6.1 Oil and Gas Sector

Commercially viable petroleum resources have been discovered in the Albertine Graben, activities of exploration, appraisal and development are being undertaken more intensively, and a fully fledged utilization plan of a refinery and or a pipeline has been earmarked for Kabaale Parish, Buseruka Sub County in the district to process and produce gas, naphtha, kerosene, diesel and heavy fuel oil. The heavy fuel oil will be used to produce thermal electricity at the Mputa/ Kabaale area in Kaiso-Tonya flats

2.2.6.2 Solar Energy

Solar energy has a very high natural potential in the district. However, its use is still very low. It is limited to a few sub county headquarters, few health facilities and very few individuals. The cost of solar systems is very high to the common man.

2.2.6.3 Biomass

About 97 per cent of the total energy used in the district is derived from biomass in the form of firewood, charcoal, shrubs, grasses, forest and agricultural crop waste and agro-industrial residues such as coffee and rice husks as major sources of energy in both the rural and the urban settings in Hoima District. Whereas these resources are widely used for energy generation, most of the traditional biomass energy technologies which include wood and charcoal stoves, ovens, and kilns used in Hoima are inefficient. The adoption of the use of energy saving technologies in the households and institutions is still very slow.

2.2.6.4 Energy Use

The majority of the population in Hoima District use wood fuel as the most dominant source of energy. Kerosene or paraffin is used for lighting and less than 3% of all households have access to electricity supply. However, firewood has become scarce and many people have resorted to using charcoal which is expensive. At the moment most of the district is not connected to the national grid.

2.2.7 Human Rights:

2.2.7.1 Introduction and Background

Human rights are moral values reinforced by law that accrues to a person just because he/she is human. They are basic inherent standards without which people cannot leave in dignity. The rights holders are people who have a claim for the protection (ensuring that third parties do not endanger the realization of human rights); respect (ensuring that there is no overt or covert action whose effect is negative to the realization and enjoyment of human rights as enshrined in the Constitution, International human rights instruments, regional and national human rights instruments) and fulfillment of human right. On the other hand there are duty bearers who are people or institutions or organizations with responsibilities or obligations for the realization of a particular right.

The National Objective and Directive Principle of State Policy number XIV, as stated in the Constitution of Uganda, calls upon the State to fulfill the fundamental rights of all Ugandans to social justice and economic development. This should be interpreted as being mandatory for the State to ensure that all development efforts ensure maximum social and cultural well-being of the people and also ensure that all Ugandans enjoy rights and opportunities as well as access to education, health services, clean and safe water, adequate clothing, food security and social security. This constitutional provision requires that all development plans and programmes initiated by government covertly or overtly aim at realization of the rights of the people.

2.2.7.2 Respect for Human Rights

Hoima experiences difficulties in the achievement of international standards of **human rights** for all citizens. These difficulties centre upon the provision of proper sanitation facilities, and development of adequate infrastructure. Nonetheless, Hoima is making considerable developments in this area.

2.2.7.2.1 Child labor

Hoima has made significant advancement in eliminating the worst forms of [child labor](#). However, underage children continue to engage in strenuous activities mostly in the agricultural sector and in commercial sexual exploitation. Children aged 5 to 14 are working children and that 95% of them work in the agricultural sector, picking coffee, and tobacco, growing rice, herding cattle and fishing among other activities. Instances of child labor have also been observed in the mining industry (brick making and charcoal production) and in the services sector. 10 goods where child labour is rampant are listed under the district of Hoima. These include bricks, cattle, charcoal, coffee, fish, rice, sugarcane, maize and tobacco.

2.2.7.2.2 Respect for the Integrity of the Person, Including Freedom From:

a. Arbitrary or Unlawful Deprivation of Life

There are no reports that the government or its agents committed politically motivated killings; however, some deaths occurred as a result of torture. Security forces killed suspects while in custody or during questioning. For example, police in Hoima District arrested, officer in charge of Songa Police Post in Kyangwali Sub County, together with junior officers, for beating to death a suspect. Following a police

investigation the officer in charge was released, while the junior officers were charged with manslaughter and released on bail pending hearing of their case.

b. Prison and Detention Center Conditions

Prison conditions remain poor and, in some cases, life threatening. Abusive forced labour in prisons district wide remain a problem. Prison conditions do not meet international standards the prisons are overcrowded. Serious problems in prisons include long remand periods, overcrowding, inadequate staff, and lack of food, water, medical care, and bedding.

c. Arrest Procedures and Treatment While in Detention

The law requires that judges or prosecutors issue search warrants before arrests are made; however, in practice, suspects often are taken into custody without warrants. The law requires suspects to be charged within 48 hours of arrest, but suspects frequently are held longer. Detainees must be informed immediately of the reasons for their detention, although authorities do not always do so. The law provides for bail at the discretion of the judge, and bail is generally granted with stringent conditions. Detainees are required by law to have access to a lawyer; however, many go without legal representation. The government provides attorneys for indigent defendants accused of capital offenses.

d. Trial Procedures

An inadequate system of judicial administration and a lack of resources results in a serious backlog of cases and limits the right to a fair trial. All nonmilitary trials are public, but juries are not used. Defendants have the right to be present and to consult with an attorney in a timely manner, but cases may proceed without defendants in civil cases. The law requires that the government provide an attorney for indigent defendants accused of capital offenses, but there are rarely funds to retain adequate counsel. By law defendants may confront or question witnesses against them and present witnesses and evidence on their behalf, but this right is not respected in practice. There is a presumption of innocence, and defendants have the right of appeal. Suspects complain of long remand periods

e. Civil Judicial Procedures and Remedies

There is an independent and impartial judiciary in civil matters. In the case of a human rights violation, there is access to the UHRC Regional Office in Hoima, which has the powers of a court under the constitution. These powers include the authority to order the release of detainees, payment of compensation to victims, and other legal and administrative remedies, such as mediation. There are problems enforcing domestic court orders.

f. Arbitrary Interference with Privacy, Family, Home, or Correspondence

The constitution and law prohibit such actions, and the government generally respected these prohibitions. However, police did not always obtain search warrants, as required by law, to enter private homes and offices.

2.2.7.2.3 Respect for Civil Liberties, Including:

a. Freedom of Speech and Press

The constitution and law provide for freedom of speech and of the press; however, the government at times restricts these rights. All radio, television, and print media in the district are closely monitored, and the journalists at times are harassed and intimidated journalists, who continue to practice self-censorship. In 2010 police arrested Radio FM reporter for allegedly inciting violence by broadcasting supposedly false information about the National Resistance Movement party's internal primaries. Police released the reporter on bond, and hearing of the case is still pending.

b. Freedom of Association

The constitution provides for freedom of association, and these rights are generally respected in the district.

c. Societal Abuses and Discrimination

There are no reports of societal abuses or discrimination based on religious belief or practice, and prominent social leaders take positive steps to promote religious freedom.

d. Freedom of Movement, Internally Displaced Persons, and Protection of Refugees

The constitution and law provide for freedom of movement, foreign travel, emigration, and repatriation; however, the government at times limits these rights in practice. The District Local Government cooperates with the Office of the UN High Commissioner for Refugees (UNHCR) in Hoima and other humanitarian organizations in providing protection and assistance to, refugees, returning refugees, asylum seekers, and other persons of concern.

2.2.7.2.4 Governmental Attitude Regarding International and Nongovernmental Investigation of Alleged Violations of Human Rights

A number of domestic and international human rights groups generally operate without government restriction, investigating and publishing their findings on human rights cases. District officials generally are receptive to their views. Active, independent domestic groups included the Global Human Rights Alert, ASF (Lawyers without Borders), and ACCODE, CREDD etc. District officials continue to attend conferences and seminars hosted by NGOs on social problems and cooperate with NGOs on legal reforms.

2.2.7.2.5 Discrimination, Societal Abuses, and Trafficking in Persons

The law prohibits discrimination based on race, gender, disability, language, or social status; however, the government did not enforce the law in matters of locally or culturally prevalent discrimination against women, children, or certain ethnic groups.

a. Women

The law criminalizes rape; however, rape remains a serious problem throughout the district, and the government does not consistently enforce the law. Although the government arrests, prosecutes, and convicts persons for rape, the problem is underreported, and most cases are not investigated. Police lacks the criminal forensic capacity to collect evidence related to sexual assault, which hamper prosecution and conviction.

There are no laws restricting couples or individuals from deciding freely and responsibly the number, spacing, and timing of their children; however, family planning information and assistance is difficult to obtain, particularly in rural areas, where there are few health units. A 2006 survey found that 41 percent of married women had unmet family planning needs. There is no indication of discrimination in diagnosis or treatment of sexually transmitted infections, including HIV/AIDS.

The law requires that women be accorded full and equal dignity of the person with men. However, discrimination against women continues to be widespread, especially in rural areas where it is part of traditional culture. Many customary laws discriminate against women in adoption, marriage, divorce, and inheritance. Under local customary law in many areas, women cannot own or inherit property or retain custody of their children. Polygamy, where one husband has several wives, is legal under both customary and Islamic law, and, in some ethnic groups, men can "inherit" the widows of their deceased brothers. Women also experienced economic discrimination. For example, a study conducted by local NGO Action Aid found that although women do most of the agricultural work, they own only 7 percent of the agricultural land. Women also experience economic discrimination in access to employment, credit, income, business ownership, and senior or managerial positions.

Eliminating gender inequality remain a high priority for the District Local Government, which, in conjunction with NGOs and women's rights groups, sponsor workshops and training throughout the district to increase awareness of women's rights.

b. Children

In 2008 parliament passed a law that provides for tuition-free and compulsory education for the first seven years of primary school or through high school for especially underprivileged students. Students, except for the most underprivileged, still have to pay for school supplies and some school operating costs and many parents cannot afford the school fees. Boys are more likely to finish primary school. The highest level of education achieved by most children is the fourth year of primary school.

Child abuse remained a serious problem, particularly rape and sexual abuse of girls. According to the police annual crime report, defilement remains the most common crime committed against children, the district local government works with UNICEF and NGOs including African Network for the Prevention and Protection against Child Abuse and Neglect to combat child abuse in the district. There are isolated reports of corporal punishment in schools since the 2006 ban on the practice. Sexual contact outside marriage with girls less than 18 years of age, regardless of consent or age of the perpetrator is considered "defilement" under the law and carries a maximum sentence of death; however, such cases often are settled by a payment to the girl's parents. Perpetrators of sexual abuse often were family members, neighbors, or teachers.

Marriage of young girls by parental arrangement is common, particularly in rural areas, although the legal age for marriage is 18. Hoima is among the top 10 district in Uganda in early marriages.

c. Persons with Disabilities

The law prohibits discrimination against persons with physical, sensory or mental disabilities in employment, education, access to health care, and the provision of other state services; however, the government did not enforce the law effectively. Persons with disabilities also face societal discrimination and limited job and educational opportunities. There is no statutory requirement that buildings be accessible to persons with disabilities; however, the law requires that children with disabilities be given necessary special facilities.

d. National/Ethnic Minorities

There are isolated reports of violence between ethnic minorities in some parts of the district country for example between the Bakiga and Banyoro; the Herdsmen and crop farmers.

e. Other Societal Violence or Discrimination

Discrimination against persons with HIV/AIDS is not common and does not prevent such persons from obtaining treatment and support. International and local NGOs, in cooperation with the district local government, sponsor public awareness campaigns to eliminate the stigma of HIV/AIDS. Counselors encourage patients to be tested with their partners and family so that they all receive information about living with HIV/AIDS. Persons living with HIV/AIDS form support groups to promote awareness in their communities.

2.2.7.2.6 Prohibition of Forced or Compulsory Labor

The law prohibits forced or compulsory labor, including by children; however, there are reports that such practices occur, particularly in prisons. While the law does not expressly prohibit prison labor, it states that such labor becomes forced if the worker is "hired out to or placed at the disposal of a private individual, company, or association." NGOs and the UHRC reported that forced labor was a problem in local prisons district wide. Prison officials hire out prisoners to work on private farms and construction sites where the prisoners are often overworked.

The district local government organizes child labor awareness workshops, disseminate printed information, and sponsor radio and television discussions to educate the public on child labor issues. UWESO under the Elimination of Child Labour in Tobacco human rights NGO continues programs to remove children from hazardous work situations.

2.2.7.2.7 Acceptable Conditions of Work

The law includes provisions for district labor inspectors to "secure the enforcement of legal provisions relating to conditions of work and the protection of workers while engaged in their work;" however, inspections are not carried out regularly, due in part to financial constraints. In Bugambe Tea Factory and other industries that employ workers on an hourly basis, the normal workweek is 40 hours. The legal maximum workweek is 48 hours; however, exceptions can be made with agreement of the employer and employee. The law provides for an employee who works in excess of 48 hours per week to be remunerated at the minimum rate of 1.5 times the normal hourly rate for the overtime hours and two times the hourly rate on public holidays. The law also states that working hours may not exceed 10 hours per day or 56 hours per week, including overtime hours; however, an employee may work in excess of 10

hours a day if the average number of hours over a period of three weeks does not exceed 10 hours per day or 56 hours per week. Employees are granted a 30-minute break for every eight-hour work shift. For every four months of continuous employment, an employee is entitled to seven days of paid annual leave per calendar year. Many industries paid workers annual increments or bonuses as payoffs to avoid overtime.

The law establishes occupational health and safety standards, and the Community Development Department of Labour is responsible for enforcement of occupational safety regulations. In practice inspections are very rare, primarily due to the lack of vehicles and funding for inspection trips, and standards were not effectively enforced. The law also provides workers the right to remove themselves from situations that endanger their health or safety without jeopardy to their employment. However, there are reports that workers especially in road construction work who are dismissed for their refusal to perform dangerous work. All workers, including foreign and migrant workers, are covered under the law.

2.2.8 Disability

All over the world, PWDs are amongst the poorest of the poor, living lives that are characterized by countless disadvantages, oppression and deprivation. Disability is a condition which denies a person normal economic and social life, which has lasted or is expected to last 6 months or more. According to the Ugandan definition, by 2002 in Hoima district 3.6 per cent of the population had disabilities. The prevalence of disability increased with age, from 2.3 percent among children aged less than 18 years to as high as 16% among the elderly. Applying this estimate to today's Hoima population (approximately 600,000) would indicate that they may be some 21,600 disabled people in the district. Disabled people in Hoima, as in most parts of the country, face extreme conditions of poverty, have limited opportunities for accessing education, health, and suitable housing and employment opportunities.

Table 2.45: Disability Categories for the Population

Disabled Persons							
No Disability	Physical	Hearing	Sight	Speech	Mental Retardation	Mental Illness	Other
331,246	4,749	1,764	3,112	584	497	473	1,055

Source: Population and Housing Census, 2002

Table...shows that the most frequently observed types of disability were loss/limited use of limbs i.e. physical (38.5 percent), followed by serious sight (25.3 percent, and hearing impairments (14.3 percent)

Women and men with disabilities can and want to be productive members of society. In both developed and developing countries, promoting more inclusive societies and employment opportunities for people with disabilities requires improved access to basic education, vocational training relevant to labour market needs and jobs suited to their skills, interests and abilities, with adaptations as needed. Many societies are also recognizing the need to dismantle other barriers - making the physical environment more accessible, providing information in a variety of formats, and challenging attitudes and mistaken assumptions about people with disabilities.

Governmental support for people with disabilities The Government of Uganda has adopted a number of laws and policies pertaining to people with disabilities, including their right to productive and decent work and basic services.

2.2.9 Nutrition

Adequate nutrition has internationally been recognized as one of the key factors in human development and economic productivity. Studies and surveys report high levels of child and maternal under nutrition, infant and young child feeding are sub optimal with only about 60% of infants 0 -6 months exclusively breastfeeding and 80% receiving complementary foods which is often not adequate in terms of quality and quantity. The causes of malnutrition are multi-dimensional and require an integrated approach involving sister departments health, production, education, environment, works, community based services, water and other stakeholders like NGOs/CSOs, hospitals.

Malnutrition remains a big public health problem in Hoima District with 40% of children aged below 5 years stunted, 19% underweight, and 9% wasted according to a nutrition baseline survey carried out in December 2002. No new survey has been done yet. However, from the HMIS records, the level of malnutrition seems to have reduced. Another survey is yet to be conducted

These problems call for intensive, focused and well-coordinated collaboration between the health department and other stakeholders. Over 75% of the disease burden in the district can be prevented through health promotion and prevention. Preventive interventions such as immunization, promotion of sanitation and nutrition, though cost-effective, have not been given adequate attention.

Food and nutrition security encompasses issues of food availability, access and utilization for maximum health benefits and social economic development. This can partly achieved through enhanced agricultural productivity, proper farm management, community awareness, enhanced community and household capacity to withstand shocks and adapting appropriate practices that ensure better food utilization, personal hygiene, food preparation and feeding practices. Malnutrition remains one of the main health and economic problems facing Hoima district and has negative consequences on productivity. The productivity lost when due to malnutrition-related illnesses or deaths is enormous improved food utilization can be achieved through deliberate effort to integrate nutrition in all development programmes.

There are nutritional concerns for children and women in the district. Adequate nutrition is critical to child development. Unfortunately, this period is often marked by growth faltering, micronutrient deficiencies, and common childhood illnesses such as diarrhea and acute respiratory (ARI), these are rampant in Hoima district.

Stunting increases with the age of a child through the first three years before declining in the fourth and fifth year. Male children are more likely to be stunted than female children. Stunting is highest if the birth interval is less than 24 months. More rural children are stunted (40%) compared to urban children (26%).

Wasting varies greatly by age and peaks among children age 9 -11 months. Boys are slightly more likely than girls to experience wasting (7% compared with 5%), there is little difference in wasting between urban and rural children in Hoima district.

Underweight in the district almost triples from 11 percent among children under age 6 months to 31 percent among children age 9-11 months. Weaning foods are typically introduced during these ages, and increased exposure to infection as well as inappropriate and/or inadequate feeding practices may be

contributing to faltering nutritional indicators in the district, boys are more likely to be underweight than girls (18 versus 13 percent). Underweight are more prevalent in rural (17 percent) than urban (12 percent)

Early initiation of breastfeeding is encouraged for a number of reasons. Mothers benefit from early suckling it stimulates breast milk production and facilitates the release of oxytocin, which helps the contraction of the uterus and reduces postpartum blood loss.

2.2.9 Governance

The Decentralization Policy has transformed the governance landscape in the country. The key institutions in Uganda's decentralization policy are the Local Councils. A District Council is mandated to initiate, formulate and approve development plans and budgets; to provide social services to the people; to legislate on issues which are local in nature; to appoint their own civil servants and supervise and monitor their performance.

The affairs of the local governments are firmly and effectively being run and managed by their own democratically elected councils. Hoima district is managed by the political and technical leadership. The political leadership is headed by the District Chairperson assisted by 29 councillors including the speaker who provide an oversight role and monitor development projects to ensure quality service delivery. The technical leadership on the other hand is led by the Chief Administrative Officer, together with a team of heads of departments provide technical guidance and implement lawful council resolutions to provide services to the citizens.

However, while decentralization has brought about a number of good things, it has also generated a number of governance problems which the district has been grappling with for some time. One of the major challenges is the inability to raise adequate revenues from local sources to meet the ever increasing cost of service delivery.

The second challenge is the lack of capacity to deliver quality services; this is mainly pronounced in the health and education sectors. Until recently the district was not able to attract and retain high caliber health manpower because of remoteness, and the terms and conditions were not attractive.

Thirdly, there is a need to inculcate awareness and a sense of civic responsibility in our communities so that they can demand accountability from their leaders.

2.2.10 Child Health

Although 76.0 % of children aged 12-24 months are fully vaccinated (using measles immunization as a proxy) coverage is lower in rural than urban areas. The Hoima District LQAS survey showed that Kabwoya and Kigorobyia areas (Kabwoya Sub County, Kigorobyia Sub County and Kigorobyia Town Council) were below the required standards in terms de-worming children 12-23 months within 6 months and fully vaccinating them. It further revealed that Kyangwali, Kigorobyia and Buhimba Supervision Areas (Kabwoya, Kigorobyia, and Buhimba, Bugambe and Kiziranfumbi sub counties and Kigorobyia Town Council) were below the required standards as regards children receiving a minimum of acceptable diet.

6.3% of the children 12-23 months are de-wormed within six months while 60.5% of children between 12-23 months are fully vaccinated based on either the child health card or reported by the care taker. 46.4 % of the children 12-23 months receive a minimum of acceptable diet.

2.2.11 Social Protection

Social protection entails all public and private interventions that address risks and vulnerabilities associated with being or becoming poor. It refers to all formal and informal initiatives that provide direct income support to extremely poor individuals and households; social insurance to mitigate risks and consequences of livelihood shocks; and social care to reduce social vulnerabilities and enhance the capacity of vulnerable groups to cope with and overcome social vulnerabilities. In the Ugandan context social protection comprises social security (Social Insurance and Direct income support) and social care services. These services significantly contribute to addressing economic and social vulnerabilities.

Many people are poor and vulnerable due to socio-economic characteristics such as gender, age, disability, household composition, ill-health and employment status. Economic shocks and natural hazards that usually befall different communities further deepen and intensify poverty and vulnerability. Social and economic vulnerabilities often overlap and reinforce each other so that certain categories of the population are highly vulnerable to a range of risks and have limited means to cope with these risks when they occur.

Poverty and vulnerability negatively affects socio-economic development as well as the welfare of individuals and households. The multiple vulnerabilities faced by certain categories of the population such as the elderly, children, women and persons with disabilities does not only directly impact on their livelihoods, but also slows national development. Social protection directly reduces poverty, supports excluded citizens to access services, provides a foundation on which to build productive livelihoods and enables citizens to live a life of security and dignity. It aims to empower all citizens to participate in and benefit from the social and economic transformation in the country.

The Government of Uganda recognises that social protection is a critical pre-requisite for achieving national development goals. This Policy Framework thus aims to harmonize different social policies and promote effective coordination and implementation of multi-sectoral Social Protection interventions.

Importance of Social Protection in District Development

Social protection provides a secure platform upon which vulnerable households can build productive and sustainable livelihoods and contribute to economic growth. Income security for all citizens helps households to avoid risky coping strategies such as selling assets or withdrawing children from school. It also reduces the burden on children participating in child labour to contribute to family income and thus enabling them to attend school.

Direct income support to the poor and vulnerable groups provides economic stimulus to the local economy by increasing the demand for local goods and services, the district provides support to the PWD groups and CDD funds to community groups. If such income is channelled through public-works programmes e.g. money paid to petty contractors and road gangs under the works department, it creates

short term employment for the poor and vulnerable households as well as community assets for longer-term growth. By enabling poorer households to overcome financial barriers to accessing basic social services such as education and health, social protection also builds human capital, by empowering the poor and vulnerable households to meet indirect costs of accessing the services.

Evidence from existing social protection programmes in Uganda and elsewhere indicates that poor households spend most of their direct income transfers on food. This improves the nutritional status of the households thereby enabling children to attain their full potential by improving nutritional status of children, in the long run social protection contributes to productive labour force, which reduces inter-generational transmission of poverty from parents to children.

Social insurance minimizes income shocks associated with ill health, unemployment or retirement. Maintaining the economic and social status of such households ensures a firmer foundation on which households can re-establish themselves and their productive activities after such shocks. Social insurance interventions also maintain demand in the economy, thus sustaining growth and national development.

Social care services such as child protection interventions, care for chronically sick, or disabled children and adults or gender based violence survivors improves the quality of life of these vulnerable groups and promotes inclusive development. Protecting the most vulnerable citizens from abuse and neglect enhances their participation in socio-economic activities and the development process.

Hoima District Local Government has been implementing various programmes to alleviate poverty, but many of these interventions have been generic in nature and still fall short of mitigating the consequences of livelihood shocks experienced by extremely poor and vulnerable groups. Existing anti-poverty interventions have largely focused on the economically active population with the capacity to work. Due to persistent poverty, a significant number of households in the country require Social Protection to break inter-generation and vicious cycle of poverty.

The formal social insurance system in the district remains very limited and largely benefits a small percentage of the population who work in the formal sector. Various organisations have also established different savings schemes for their members which are, however, not effectively coordinated and regulated. Although the informal sector employs most of the people in the labour force, the workers are not covered by any form of social security. This renders the majority of the economically active population vulnerable to economic shocks arising from unemployment, ill-health or old age. Addressing this challenge requires specific policy reforms that will facilitate expansion, effective coordination and regulation of social insurance schemes.

The district's rapidly growing population has exerted extreme pressure on the existing health care delivery system. This has resulted into poor service delivery and the expansion of private health care sector to bridge the gap. However, the cost of accessing private health care services is not affordable by the majority of workers in both the formal and informal sector. Social Health Insurance therefore has the potential of providing complementary source health care financing and improves health care for all the people in the district.

Existing Social Protection Interventions

The district is implementing various social protection services. However, these services are being implemented in isolation and in an uncoordinated manner.

i) Contributory Social Security (Social Insurance)

The formal social insurance system remains very limited, with largely those working in formal employment being able to benefit. The existing forms of social insurance provide social security to individuals in the form of gratuity and pension for retired civil servants or lump sum payment, based on contributions made by employers and deductions from emoluments, for workers in the private sector. The main schemes that provide social insurance services are the National Social Security Fund (NSSF) and the Public Service Pension Scheme (PSPS).

The PSPS is currently a non-contributory scheme financed out of general tax revenues. The payments include a one-off lump sum amount given to the beneficiaries upon retirement based on the number of years of service and the final annual salary drawn and monthly pension is based on the prevailing salary of civil servants in similar positions as the retiree's final position. In addition, the Local Government as well as private sector employers pay compensation to workers who get involved in occupational hazards.

Currently, there is no comprehensive policy on health insurance to cover all citizens, but rather promotes the provision of health services to all through the health units spread throughout the district and by the private sector service providers for individuals who can afford.

ii) Non-contributory Social Security (Direct Income Support)

For labour constrained households, Uganda is currently implementing a pilot Social Assistance Grant for Empowerment (SAGE) programme, which provides regular direct income support to some older persons and vulnerable households. However, Hoima district is not among the pilot districts benefiting from the SAGE programme.

A number of public works programmes are being implemented to support poor households with labour capacity. These programmes are financed by both Government and Development Partners and mainly target the youth and women. These are Community Agriculture Infrastructure Improvement Programme (CAIIP); and Community Driven Development (CDD) Programme

Social Care Services

Social care services encompass a range of support services that reduce social vulnerability, strengthen resilience and capacity of people to cope with and overcome shocks. These services include Community-based rehabilitation for persons with disabilities, institutional support to vulnerable children, and resettlement of street children.

Other Programmes targeting vulnerable groups

The government has specific programmes that provide support to poor and vulnerable persons. Some of these programmes include Special Grant for PWDs, Support to OVC households, and Support to women and youth groups. Whilst not falling into the social protection sub-sector these interventions are essential for supporting the livelihoods and wellbeing of vulnerable groups.

2.2.12 Climate Change

It is universally accepted that climate change is one of the greatest challenges facing humanity this century, and as a global challenge it requires global solutions. The threat of climate change is multidimensional and its impact transcend national borders. Sustainable economic and social development of Hoima largely depends on exploitation of its environmental and natural resources, including climate. However, the increasing degradation of these resources coupled with increasing climate variability and climate change is beginning to have a serious negative impact on the district's social and economic development and the livelihoods of thousands of its people. Climate change is currently an unknown quantity although regional predictions indicate that the climate of the district is likely to become hotter and dryer. There will not only be impact on ecosystems and attendant biodiversity, especially in fragile wetlands and fragmented forests which will be prone to drying out, but will impact on local people, reducing productivity of crops and increasing vulnerability to droughts and wild fires.

Climate change is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods. Hoima is highly vulnerable to climate change due to its impacts on key sectors such as agriculture, fisheries, water resources, forestry, energy, health, infrastructure and settlements. This necessitates policy actions to build climate change resilience and climate compatible development through climate change adaptation and mitigation, while at the same time promoting economic and social development.

Global surface temperature change for the end of the 21st century is likely to reach 4°C if no action is taken. Climate change models for Uganda point to an increase in temperature in the range of 0.7°C to 1.5°C by 2020. The models predict a likely increase in the variability of rainfall with the district probably getting higher rainfall. These changes will have impact on agricultural production and food security. The production of oil and gas in Hoima district further compounds the variability and climate in the district. This will have a significant effect on employment levels particularly in the agricultural sector where over 70 percent of the district's population is engaged. Although the predicted climate change is not as damaging and extreme as in many areas, we are still amongst the most vulnerable and least climate resilient to poverty and low income diversity.

There are a number of challenges and constraints to the performance of the climate change integration into the district development; these are critical shortage of requisite expertise, limited awareness at all levels about the causes of climate change as well as their devastating impacts to

socio-economic development plans, insufficient and unreliable data and information especially climatic data necessary for forecasting various phenomena; and inadequate financial resources.

The district strategy aims at improving resilience of farming systems and developing carbon projects that retain or plant forests as income sources and a means of ameliorating local climate change. Furthermore, the district will strengthen the capacity of the Environment and Natural Resources department to allow for effective coordination and streamline roles and linkages with other stakeholders; increase climate change awareness, training and education at all levels; strengthen weather and climate monitoring for improved data generation; and develop guidelines for mainstreaming climate change with a strategy to climate proof development initiatives for use at all levels of government.

Climate change is considered a cross cutting issue that has to be mainstreamed in all sectors of the department through the planning and budgeting process. The DDP emphasizes the need to address the challenges of climate change so as to enhance sustainable economic and social development in the district.

The climate change focal point person will be anchored within the Natural Resources Department and all departments will ensure that climate change issues are integrated into the District Development Plan and Lower Level Development Plans. Provision will be made in district – level Indicative Planning Figures for each sector to ensure they can address climate change policy priorities, along with the setting of relevant performance indicators. The existing Environment Committee at the district level will act as a mechanism to ensure cross-sectoral coordination.

2.2.13 Disaster Preparedness

Hoima has over the past years experienced frequent disasters that range from drought, to floods, human and animal diseases, pests, animal attacks, earthquakes, fires, conflicts and other hazards which in many instances resulted in deaths, property damage and losses of livelihood. With the increasing negative effects of hazards that accompany population growth, development and climate change, public awareness and pro-active engagement of the whole spectrum of stakeholders in disaster risk reduction, are becoming critical.

Hoima District Local Government is moving the disaster management paradigm from the traditional emergency response focus toward one of prevention and preparedness. Contributing to the evidence base for Disaster and Climate Risk Reduction action, the District has compiled risk and vulnerability conditions in the district to encourage mainstreaming of disaster and climate risk management in development planning and contingency planning at district and lower local levels.

Hoima district hazards were classified following main controlling factors:

- i. Geomorphological or Geological hazards including landslides, rock falls and soil erosion
- ii. Climatological or Meteorological hazards including floods, drought, hailstorms, strong winds and lightning
- iii. Ecological or Biological hazards including crop pests and diseases, livestock pests and diseases, human epidemic diseases, vermin attacks and wildlife animal attacks,
- iv. Human induced or Technological hazards including bush fires, road accidents and land conflicts.

Table.2.46.: Vulnerability Profile for Hoima District

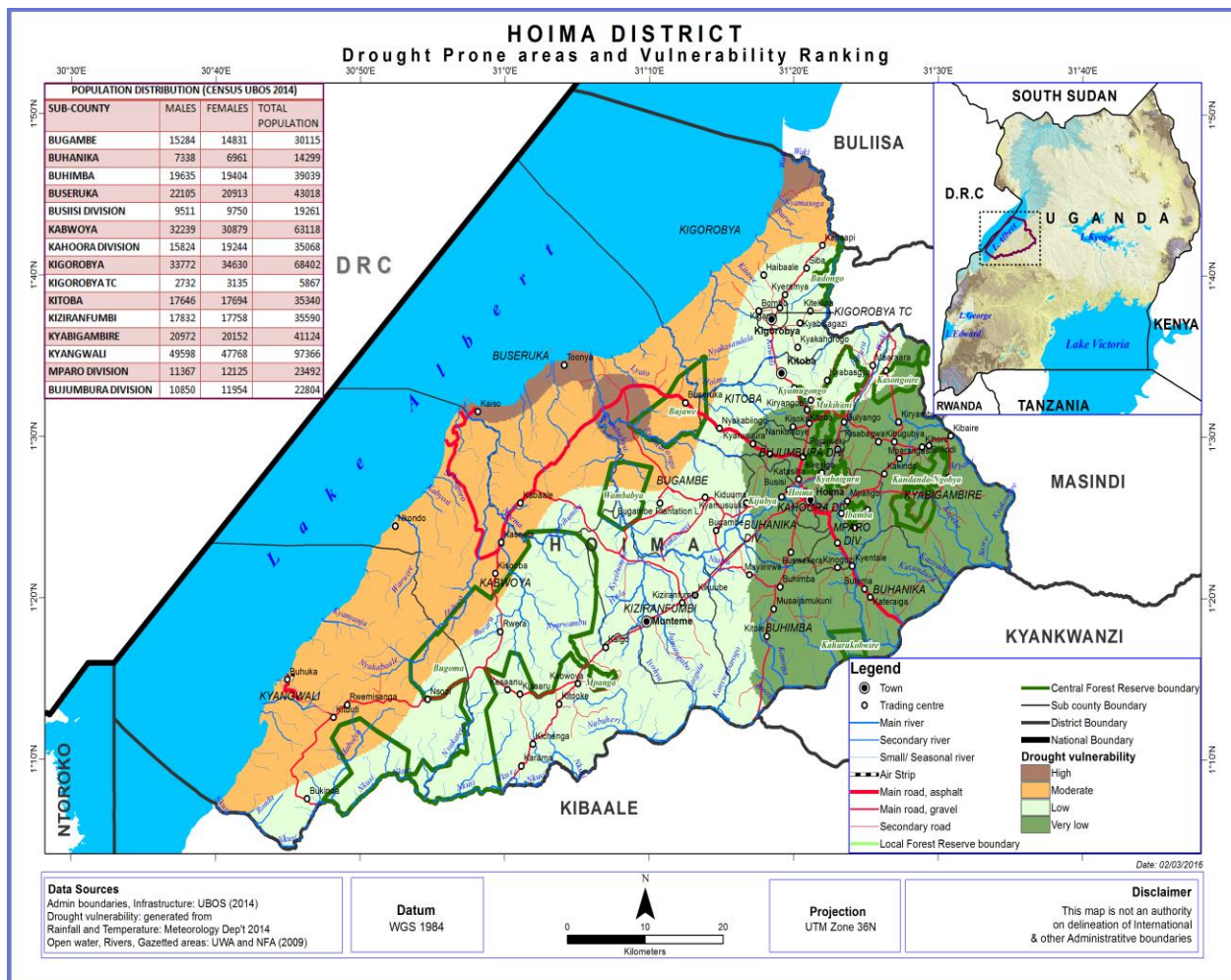
	PROBABILITY	SEVERITY OF IMPACTS	RELATIVE RISK	VULNERABLE SUB COUNTIES
	<i>Relative likelihood this will occur</i>	<i>Overall Impact (Average)</i>	<i>Probability x Impact Severity</i>	
Hazards	1 = Not occur 2 = Doubtful 3 = Possible 4 = Probable 5 = Inevitable	1 = No impact 2 = Low 3 = medium 4 = High	0-1 = Not Occur 2-10 = Low 11-15 = Medium 16-20 = High	
Floods	5	4	20	The most affected sub-counties: Buhimba, Buhanika and Bugambe. Kigoroby, Buseruka, Kabwoya and Kyangwali
Droughts	5	4	20	The most affected sub-counties: Kyangwali, Kabwoya, Buseruka, Kigoroby
Soil erosion and rock falls	4	4	16	The most affected sub-counties: Buseruka, Kabwoya, Kigoroby, Kyangwali.
Hail storms, lightening and strong winds	4	4	16	The most affected sub-counties: Buhimba, Kiziranfumbi, Kyangwali, Buhanika, Kabwoya, Buseruka, Bugambe
Bush fires	4	3	12	The most affected sub-counties: Kitoba, Buseruka Kyabigambire; but occur in all sub-counties.
Crop pests and diseases	4	3	12	The most affected sub-counties: Kitoba, Kyabigambire, Buhimba, Kiziranfumbi, Kyangwali, Buhanika, Bugambe; but generally in all sub-counties.
Livestock pests and diseases	4	3	12	The most affected sub-counties: Buseruka, Kigoroby, Buhanika, Kyangwali, Kabwoya; but generally in all sub-counties.
Human Diseases outbreaks	5	2	10	The most affected sub-counties: Kyabigambire, Kyangwali, Buseruka, Kabwoya, Kigoroby
Land conflicts	4	3	12	The most affected sub-counties: Kigoroby, Buseruka, Kabwoya, Kiziranfumbi, and Kyangwali.
Vermin and Wild-life animal attacks	5	4	20	The most affected sub-counties: Kabwoya, Kyangwali, Kiziranfumbi, Kitoba, Kyabigambire, and Buseruka,

	PROBABILITY	SEVERITY OF IMPACTS	RELATIVE RISK	VULNERABLE SUB COUNTIES
Earthquakes and faults	3	1	3	The most affected sub-counties: Buseruka, Kigoroby, Buhanka, Kyangwali, Kabwoya
Road and water accidents	4	2	8	The most affected sub-counties: Kyangwali, Kabwoya, Kigoroby, Buseruka and Hoima Municipality, Buhanka
Environmental degradation	4	4	16	All sub-counties

Note: This table presents relative risk for hazards to which the community was able to attach probability and severity scores.

Key for Relative Risk

	High
	Medium
	Low
	Not reported/ Not prone



2.2.14 Culture and Mind Set

Culture is defined as the sum total of the ways in which a society preserves, organizes, sustains and expresses itself. Culture includes both the tangible and the intangible heritage which is varied, complex and in constant evolution. The tangible include monuments or architecture, visual arts and handicrafts, cultural sites, and other objects of artistic and historical interest. The intangible heritage comprises language, oral traditions, performing arts, music, festive events, cultural beliefs, organization culture, values and social practices, traditional craftsmanship, indigenous knowledge and practices concerning nature. Culture manifests itself in various forms that influence different aspects of people's perception and aspirations of life. Enhanced knowledge about people's origin and way of life, inculcates a sense of pride and motivation to preserve positive aspects of one's culture which in turn trigger a desire to improve living standards and to contribute to development initiatives. However, the diversity in culture in Hoima poses a challenge of forging a shared district vision.

Hoima is endowed with a rich and diverse cultural heritage, which includes at least five indigenous communities of the Banyoro, the Bagungu, the Bakobya, the Bakiga and the Luo and Lugbara with unique characteristics. The cultural heritage of Hoima includes artistic and cultural expressions. These are; language and literary arts, performing arts, visual arts and handicrafts, indigenous knowledge, cultural beliefs, traditions and values, cultural sites monuments and antiquities.

However the exposure to various influences, cultures as well as foreign rule at the end of the 19th century and the beginning of the 20th century; and the abolition of Kingdoms in 1966 led to the weakening of traditional socio-political setups. Aspects of culture such as indigenous knowledge and traditional health care systems were ignored or belittled. In this way, innovativeness and the whole social fabric was undermined. In spite of this, many people continued to attach great value to their culture and endeavoured to conserve, inculcate and sustain it.

The district has a Department of Community Based Services in the district structure. The Sub Sector of Culture therein is charged with the responsibility of ensuring the preservation, promotion and Development of Bunyoro's cultures.

2.3 Analysis of Hoima District Potentials, Opportunities, Constraints and Challenges POCC

This POCC analysis identifies Potentials (P), Opportunities (O) Constraints (C) and Challenges (C) pertinent to the district in a manner which exposes the capacity of the district to address set goals. In turn these lead to specific strategies and action plans which can impact on those goals appropriately, thereby directing the initiatives of the department towards the primary objectives or aspirations. In other words a POCC analysis objectively links the aspirations to the strategies and action programmes. The POCC analysis for Hoima District is encapsulated below:

Table 2.47: POCC Analysis of Hoima District

Potential	Constraints
<ul style="list-style-type: none"> • Functional District Council and Statutory Bodies • Availability of core technical staff in the various departments • Availability of abundant arable land and other natural resources for development • Credible institution with significant technical capacity for executing development programme. • Existence of good team spirit among and between District technical staff. • Good working relationship with development partners and agencies in the district. 	<ul style="list-style-type: none"> • Low local revenue base to support development programmes. • Inadequate coordination among development actors • Inadequate capacity among the Local Councils to plan and monitor district development programmes. • Weak District Management Information System to inform decision-making, planning and monitoring progress at district level. • Weak monitoring and evaluation mechanism. • Erratic and unaffordable electricity supply for domestic, commercial and industrial use.
Opportunities	Challenges
<ul style="list-style-type: none"> • Commercially viable oil and gas deposits in the district • Renewable energy sources like geo-thermal in Kibiro, Wambabya, Waaki and Nkusi hydro electric power sources • Willingness of the local communities to support development programmes. • Availability of Government financial support under PAF, LGMSDP, CAAIP, ARSDP, YLP and other programmes. • Existence of technical support from the centre. • Existence of supportive Government policy environment. • Increasing number of NGOs/CSOs and the Private Sector in the district. • Existence of the Rural Electrification programme. • Existence of a good network of trunk and feeder roads throughout the district. 	<ul style="list-style-type: none"> • Inadequate Central Government Projects to funds development programme activities. • Petty political differences among policy makers. • Poor working ethics of some elements in the public, private and NGO sectors. • Negative tendencies of the public and some media houses towards public service providers. • Unpredictable climatic and weather condition causing affecting agricultural production and productivity. • Rampant pests and diseases that affect crop and livestock production and productivity. • High HIV/AIDS prevalence (6.8 %.) • Over dependence on Central Government and Donor funding. • High population growth rate of 4.7%. • Wide spread poverty among the community that negatively affects potential market, for local and foreign investment.

Table 2.48: Potentials, Opportunities, Constraints and Challenges (POCC) Matrix

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> • Functional DTPC in place • Qualified, experienced and competent staff available • Good and harmonious working relationship with development partners • Political will and support from the Council 	<ul style="list-style-type: none"> • Willingness of the government and development partners to support district development programmes • Availability and increasing number of NGOs/CSOs in the district • Willingness of the community to participate in development programmes 	<ul style="list-style-type: none"> • Inadequate capacity especially among lower local councils for planning, implementation, monitoring and evaluation • Inadequate communication facilities with LLGs and communities 	<p>High turnover of technical staff in pursuit of opportunities elsewhere</p>
<ul style="list-style-type: none"> • Fairly well established office space, equipment and vehicles 60% of whom are fairly good • Fairly well established road infrastructure • Upgrading of oil roads (Kaiso – Tonya; Hoima – Wanseko; Kigumba – Masindi – Hoima – Kyenjojo) • Capacity building opportunities for infrastructural planning, monitoring, supervision and maintenance 	<ul style="list-style-type: none"> • International goodwill and donor support • Growing private sector participation in the provision of facilities of services • Decentralization to create favourable investment climate in infrastructure at the local level • Oil and Gas industry and related infrastructure 	<ul style="list-style-type: none"> • Poor services and inadequate infrastructure facilities • Insufficient funding for maintenance and new construction • Poor maintenance culture leading to poor servicing of investments and heavy losses 	<p>Inappropriate technology and technical assistance. Donor fatigue. Inappropriate technology and technical assistance</p>

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Investors (oil firms, BATU, Tea companies) willing to participate in the provision of services through their Corporate Social Responsibility 	<ul style="list-style-type: none"> Inadequate skilled manpower especially with the contractors Corrupt tendencies in service delivery, award, supervision and contract management 	<p>High tariffs for services and utilities Unplanned human settlements making it difficult to develop efficient infrastructural services</p>
<ul style="list-style-type: none"> Existing human resources to UPE and general education expansion Functional literacy and civic awareness programmes Affirmative action, empowerment and gender sensitive policies and practices 	<ul style="list-style-type: none"> Support from the Central Government, NGO/CSOs Capacity building, career progression, training and employment opportunities Access to information, research, advanced science and technology 	<ul style="list-style-type: none"> Inadequate financial capacity Corruption which inhibits the efficient and effective provision of goods and services Prevalence of malaria, HIV/AIDS and other diseases 	<p>Refuge/migrants influx New pests, weeds and crop diseases e.g. BBW and Cassava mosaic High levels of illiteracy</p>
<ul style="list-style-type: none"> Gender mainstreamed in district plans, projects and programmes and processes 	<ul style="list-style-type: none"> The Constitution of the Republic of Uganda which guarantees equality and freedom to all citizens 	<ul style="list-style-type: none"> Inadequate gender awareness, appreciation and understanding in society 	<p>Higher rates of illiteracy among women as compared to men</p>

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> An active self motivated community development department Wide network FAL classes and CBOS 	<ul style="list-style-type: none"> UPE and USE programmes which provide greater opportunities to education for all, hence minimizing gender imbalance Affirmative action programmes and legislation aimed at gender equity A supportive international community and donor support towards women empowerment Training opportunities for men and women with emphasis on equal opportunities and gender knowledge 	<ul style="list-style-type: none"> Gender insensitivity in development interventions Unequal access to and control of resources by men and women Insensitivity to disadvantaged men 	<p>Negative cultural practices against women</p> <p>Poverty which deprives families of sustainable livelihoods</p> <p>Vulnerability of women to Gender Based Violence, diseases especially HIV/AIDS</p>
<ul style="list-style-type: none"> Attempts to create Environmental awareness among the population in the context of which some specific actions have been taken, largely in terms of planning and community participation in conservation and wild life management. Hoima's attractive environmental resources offer excellent opportunities for eco-tourism 	<ul style="list-style-type: none"> Growing private sector participation in the provision of facilities of services. Decentralization to create favorable investment climate in infrastructure at the local level. International confidence, goodwill and donor support. The District is in the process of developing an environment and natural ordnance as well as capacity building programs 	<ul style="list-style-type: none"> Lack of means of transport in the natural resource department 	<p>The main problems are use of biomass for energy, poverty, unscrupulous enforcers of laws related to natural resources. Farm households see looking for virgin arable and the dwindling fertility as their most important agriculture related problem.</p>

Potentials	Opportunities	Constraints	Challenges
	that will help in addressing some of the problems experienced by the communities arising from the degradation of the environment.		
<ul style="list-style-type: none"> Hoima marks every year the National Environment Day. This celebration serves as a good reminder to the population of the need or sustainable management, 	<ul style="list-style-type: none"> Several institutions NGOs and programmes for environmental management 	<ul style="list-style-type: none"> Lack of enforcement support by other stakeholders Limited application of EIAs Illegal timber harvesting 	Increasing demand for natural resources like timber especially from South Sudan
<ul style="list-style-type: none"> Up to 80% of parishes have functional health facilities and delivering the MNHCP 	<ul style="list-style-type: none"> Existence of a number of government and private service providers in the district e.g. LGMSD, World Vision, Malaria Control programmes and PNFPs 	<ul style="list-style-type: none"> Inadequate provision for staff accommodation Inadequate equipment for major surgeries Minimum staffing levels not yet attained 	Limited trained health personnel especially doctors not available for recruitment
<ul style="list-style-type: none"> 100% of health units manned by qualified staff Strong inter-sectoral collaboration with production, community, water and sanitation, and education departments in areas of nutrition, immunization and hygiene 	<ul style="list-style-type: none"> Hoima Nursing School Decentralized services galvanize inter-sectoral collaboration 	<ul style="list-style-type: none"> Hard to reach areas like Buhuka and Toonya still find to attract and retain staff Health services management skills and competence not fully adequately developed at lower levels Some Health Unit Management Committees are inactive 	Networking with sectors and other players is still limited
<ul style="list-style-type: none"> 90% of the approved staff structure in place 	<ul style="list-style-type: none"> Availability of 2,975 sq. km of arable land 	<ul style="list-style-type: none"> Poor farming methods 80-85% of the households not yet trained 	Inadequate technical /financial capacity of PSPs and NGOs to deliver extension services

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> 90% of the extension staff have functioning motorcycles and three vehicles for support supervision and monitoring 660 farmers groups are available 	<ul style="list-style-type: none"> Supportive government policies such as PMA, Agricultural zoning Availability of markets for farmers' produce More than 10 collaborating NGOs/CSOs Two rainy seasons Availability of fresh water and Lake Albert for fish farming, capture fisheries and micro-irrigation Presence of Bulindi ZARDI 	<ul style="list-style-type: none"> Poor organization of farmers to market their produce at competitive prices Lack of enforcement of the bye-laws and ordinances Inadequate capacities in targeting and mainstreaming of gender, HIV/AIDS, Environment and Poverty 	<p>Environmental degradation</p> <p>Poor attitude towards work especially by the youths</p> <p>Low adoption rate</p> <p>Poor group culture of farmers</p> <p>Unpredictable weather changes</p> <p>Diseases and pests</p> <p>Landlessness by about 1% of the households</p> <p>Land fragmentation</p>
<ul style="list-style-type: none"> Existence of active and functional water source/management committees 	<ul style="list-style-type: none"> Existence of potential natural water sources in all sub counties except those parishes along the lake Albert shores 	<ul style="list-style-type: none"> Inadequate capacity to carry out hydro-geological surveys in terms of both skills and equipment 	<p>Insufficient capacity and skills for local firms to carry out contracts well</p>

Potentials	Opportunities	Constraints	Challenges
<ul style="list-style-type: none"> Existence of trained and active pump mechanics in all the sub counties 	<ul style="list-style-type: none"> Presence of adequate rainfall of between 1000 – 1500 mm which is a potential for rain water harvesting Hand pump spares on the market Collaboration of NGOs/CSOs/FBOS and the Oil firms in the provision of water and sanitation facilities such as Uganda Red Cross, World Vision, Tullow Oil, UNHCR 	<ul style="list-style-type: none"> Inadequate capacity of pump mechanics to handle major repairs Low district water department staffing levels 	<p>Inaccessibility /difficult terrain through the escarpment to some parts of the lake Albert shores</p> <p>Cheap technologies for provision of water are running out leaving the district with the option of only expensive technologies like boreholes and powered water schemes</p> <p>Communities unwillingness and limited capacity to raise maintenance funds for water sources</p>

2.4. Review of Hoima DDP 2010/11 – 2014/15 Plan Performance Review

2.4.1. Introduction

This section summarizes the main achievements and outstanding challenges arising out of the implementation of the DDP I. The discussion is structured around elements of the goal and objectives of the DDP I.

This section serves as an advocacy tool for allocation of resources towards strategic interventions that can significantly contribute to the realization of the district development objectives and the national development objectives in general.

2.4.2 Summary of District Performance:

In the last three Financial Years, the district pursued a vision: “*to have a peaceful, healthy, educated and socio-economically self-sustaining population*”. The pursuit of this vision was with a focus on a number of objectives and priorities aimed at improving the livelihood of the population.

2.4.2.1. Key District Objectives during the Review Period were:

- To improve collaboration, networking and synergy in the operations of development partners in the District.
- To increase participatory planning capacity at both District and Lower Council levels.
- To increase revenue collection by 10% every year.
- To increase access to basic education.
- To improve access to quality health services.
- To improve safe water coverage to 71% by the year 2014/15 (from 69%).
- To improve sanitation coverage to 80% by the year 2014/15 (from 54%).
- To improve the condition of the road network in the District.
- To reduce the rate of environmental degradation.
- To increase farmers skills in modern farming technologies.
- To equip the community with entrepreneurial skills.

Table 2.49: District Key Output Indicators

The Key District achievements highlighted above can best be explained in the details of sector achievements that follow:

Sector	2010/11	2011/12	2012/13	2013/14	2014/15
Administration					
Approved structure in the LG Filled (%)	62	61	62	65	72
Finance					
Local Revenue collected (millions)	322	334	440	962	1,112
Local revenue collected in relation to total budget (%)	1.2	2.6	2.5	4.5	5.1

Sector	2010/11	2011/12	2012/13	2013/14	2014/15
Budget per capita	24,000	30,560	30,780	37,750	38,390
Statutory bodies					
% council meetings with public observers	100	100	100	100	100
% of women in standing committees	37	37	37	37	37
% of women as sector secretaries	20	20	20	20	20
% of motions put forward by women councilors	18	12	33	0	25
Production					
% of farmers who received advice from extension/ advisory services	15	17	18	18	20
% of farmers applying new improved technologies	13	13.5	15	25%	30
% of farmer groups accessing technology demonstration sites	3%	3.5	5	05	05
Health					
% of deliveries supervised by a health worker at the Health Facility	41	47	48	54	57
% of immunization coverage	72	89	71	90	92
Maternal mortality Rate (MMR) per 100,000	353	353	435	437	437
Infant mortality Rate (IMR) per 100,000	91	91	91	91	88
HIV Prevalence	6.2	6.7	6.7	7.2	8.2
OPD Rate attendance	85	86	106	106	104
Education					
Pupil Classroom Ratio (PCR)	80:1	77:1	77:1	76:1	76:1
Pupil Teacher Ratio (PTR)	58:1	62:1	55:1	55:1	54:1
Pupil Stance Ratio (PSR)	60:1	64:1	52:1	55:1	55:1
Pupil Desk Ratio (PDR)	5:1	5:1	4:1	4:1	4:1
Pass rate in PLE	76%	79%	78%	78%	75%
Roads					
Total length of motorable road network (KM)	615	615	615	615	615
% OF Road network in good motorable condition (50kph)	8	10	9	10	10
Water					
Average no. of water sources per 1000 people in rural areas	3	3.2	3.3	3.3	3.5
% of Rural Water Sources Functional	75	83	75	75	79
% of households with access to safe sanitation (Water)	64.7	70	73.62	74.1	74.22
% of people with access to and using hand washing facilities	18	18	13.1	13.1	18.62
% of women members of water user committees	25	33	33	33	33

Sector	2010/11	2011/12	2012/13	2013/14	2014/15
Natural Resources					
% changes in on farm tree cover					22
% change in tree cover in forest reserves					13
Community Based Services					
Literacy levels	72%	72%	74%	76%	78%
No. of community Development Workers	14	16	16	15	18
FAL completion rate by sex:					
Female	90%	88%	90%	85%	85%
Male					
Ratio of FAL instructors to FAL Learners	1:25	1:23	1:24	1:21	1:20
Ratio of Prime to FAL learners	1:1	1:1	1:1	1:1	1:1

2.4.3. Key Problems/Issues Encountered During the Implementation Stage

A number of weaknesses have been identified especially with regard to mobilization and collection of local revenues; these are negative attitude of the tax payers towards payment of taxes, inadequate funds to finance revenue enhance programmes, inadequate staffing levels of the revenue collectors especially in the lower local governments and parishes; inadequate assessment capacity, un planned and non gazetted trading centres; and inappropriate local revenue policies on local revenue rates and charges.

Further, the district faces challenges in natural hazards such as floods and droughts that exacerbates the poverty situation of the tax payers, mismanagement and misappropriation of the revenues collected by the revenue collectors; and inadequate facilities for monitoring and auditing of revenue collection and management.

2.4.3.1 Major Lessons Learnt:

The development planning structures such as village councils, its executive (VEC) as defined in the Local Government Act, PDCs, and Project Management Committees are very important in participatory planning, monitoring and evaluation and paramount for the success of development initiatives and programmes; however, participatory planning is very costly.

Secondly community structures (either institutions or individuals) are important for sustainability of all development programmes, but unfortunately many of them do not know their roles and responsibilities.

NGOs/CBOs and Private sector organizations are key allies of Local Councils in implementation and the delivery of goods and services to the communities. They have skilled personnel, logistics and work experience with communities. They in addition have their own resources for service delivery. However, in order to foster collaboration and complementarities, NGOs/CBOs, Faith Based Organizations (FBOs), and Private Sector Organizations they should participate in planning and budgeting meetings of local councils within their area of operation; bring in their expertise to facilitate local council planning processes; contribute funds/logistics towards the local council planning and budgeting process where possible; and make available their plans and budgets for integration into the local council plans and budgets.

Teamwork stimulates unity and a sense of responsibility among various stakeholders in development. This ensures synergy and mutual reinforcement of development effort which is best achieved through establishing strong coordination links between and among the various development actors.

Accountability and transparency are key in building public confidence in service providers and encouraging community participation in development programmes.

2.5 Analysis of Urban Development

Hoima has 24 gazetted urban centres of which 3 have up-to-date structure plans (Table 2.49). However, a big number of the trading centres are neither gazetted nor do they have structured plans and even those that have them, they have not translated them into implementable development plans. The district therefore continues to experience haphazard developments in both urban and rural areas

Table 2.50: Status of Physical Planning of Hoima's Urban Centres						
Indicator	Municipal Divisions	Town Councils	Town Boards	Trading Centres	All gazetted Urban Centres	Un-gazetted urban centres
No. of gazetted urban centres	4	1	21	0	2	78
No. with up-to-date structure plans	1	1	0	3	1	0
No. requiring updating existing plan	3	0	21	96	1	0
No. without any comprehensive structure plan	3	0	21	99	3	99
% of urban centres with up-to-date structure plans	33%	100	0	0	20%	0
Source: Hoima Lands/Physical Planning Department: 2014						

Efforts have been taken to improve the situation notably planning of the former Hoima Municipal Council and Kigorobyia Town Council. The critical challenge is lack of adequate facilities and budgets to oversee monitor and evaluate the implementation of the available physical development plans hence haphazard developments evident in most parts of the district. Many fragile ecosystems have continued to be tampered with due to either absence of the physical plans or poor implementation where they exist. Water catchment areas, steep slopes and hill tops, natural forests and wetlands, among others are daily being developed outside of the management principles of such fragile areas.

Here below is the inventory of the Town Boards and trading centres in Hoima district and their status in terms of physical planning, size, major economic activities and trends.

Table 2.51:						
Sub County	Name of Town Board/Town Council	Status of Physical Planning			Size (Km²)	Major Economic Activities
		Planned	Unplanned	Partly Planned		
Buseruka	Buseruka			√	2.1	<ul style="list-style-type: none"> • Cattle and Produce market • Fish market • Commercial vending, lodges, bars and restaurants
	Kabaale		√		1.7	<ul style="list-style-type: none"> • Cattle and Produce market • Fish market • Commercial vending, lodges, bars and restaurants
	Kijangi		√		1.1	<ul style="list-style-type: none"> • Cattle and Produce market • Fish market • Commercial vending
Buhanika	Butema		√		1.9	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
Kigorobyia	Bombo		√		1.1	<ul style="list-style-type: none"> • Produce market • Commercial vending, bars and restaurants
	Runga		√		2.3	<ul style="list-style-type: none"> • Cattle and Produce market • Fish market • Commercial vending, lodges, bars and restaurants
	Siiba - Kibengeya		√		2.7	<ul style="list-style-type: none"> • Produce market • Fish market • Commercial vending, bars and restaurants
Kigorobyia Town Council	Kigorobyia Town Council			√	2.5	<ul style="list-style-type: none"> • Cattle and Produce market • Fish market • Commercial vending, lodges, bars and restaurants

Table 2.51:						
Sub County	Name of Town Board/Town Council	Status of Physical Planning			Size (Km²)	Major Economic Activities
		Planned	Unplanned	Partly Planned		
Kitoba	Dwoli - Nankulabye		√		4.6	<ul style="list-style-type: none"> • Produce market • Commercial vending, bars and restaurants
Kyabigambire	Bulindi		√		2.4	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
	Kibugubya		√		1.7	<ul style="list-style-type: none"> • Produce market • Commercial vending, bars and restaurants
Bugambe	Katanga		√		1.9	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants • Tea plantation
	Kyamasuka		√		1.1	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants • Tea plantation
Buhimba	Buhimba			√	2.1	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
	Kinogozi		√		2.4	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
Kiziranfumbi	Kikuube - Kiziranfumbi		√		5.6	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
Kabwoya	Kabwoya		√		2.2	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants

Table 2.51:						
Sub County	Name of Town Board/Town Council	Status of Physical Planning			Size (Km²)	Major Economic Activities
		Planned	Unplanned	Partly Planned		
Kabwoya	Kaseeta		√		1.6	<ul style="list-style-type: none"> • Cattle and Produce market • Fish market • Commercial vending, bars and restaurants
	Nyairongo – Sayuni		√		3.4	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
Kyangwali	Wairagaza		√		2.2	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
	Kyaruseisa		√		2.3	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants
	Kyangwali		√		2.1	<ul style="list-style-type: none"> • Produce market • Commercial vending, lodges, bars and restaurants

Its only Kigorobyia Town Council, Kataaba and Sebigoro Town Boards that are planned; all the others are not planned. The centres on the oil and gas axis anticipate growth from the oil development and from the proximity to a planned refinery. They are also likely to contribute to the future development of the district.

2.6 Key Standard Development Indicators

Table 2.52 Development Indicators and Targets

DDP Objectives	Development Indicators	Specific Indicators	Base Year 2014/2015	Targets				
				2015/16	2016/17	2017/18	2018/19	2019/20
Increasing household	a) Proportion of people living below poverty line (%)	Proportion of people living below poverty line (%)	9.8	9.8	9.0	8.5	8.0	7.0
Enhancing human capital development	b) Human Development Index	Life Expectancy	57.3	59.4	60.3	63	64	65
		Literacy	71.4	72	73	74	75	80
		HDI Score	0.514	0.526	0.531	0.541	0.543	0.572
Improving stock and quality of economic infrastructure	a) Transport Indicators	Proportion of good roads to the total road network (%)	35	45	55	65	75	85
Increasing access to quality social services	b) Health Indicators	DPT3 Pentavalent vaccine	85	86	87	88	89	90
		Proportion of qualified workers	70	75	80	85	90	95
		Health Centres without medicine stock out	0	0	0	0	0	0
		Deliveries in health facilities	50.3	55	58	60	63	65
		OPD Utilization	0.9	1.0	1.1	1.2	1.3	1.4
		Infant mortality rate (per 1,000 live births)	88	85	80	77	76	70
		Contraceptive prevalence rate	32	35	40	45	48	50
		Under five mortality rate (per 1,000 live births)	85	80	75	70	65	60
		Maternal mortality ratio (per 100,000 live births)	437	350	300	250	150	130
	c) Education Indicators	Net Enrolment rate primary (%)	93.2	93.3	95.0	95.6	96.0	96.4
		Net Enrolment rate – secondary	23.5	25	28	30	32	35
		Pupil-Teacher Ratio	54:1	53:1	49:1	47:1	46:1	45:1
		Pupil-Classroom Ratio	76:1	70:1	68:1	65:1	60:1	60:1

DDP Objectives	Development Indicators	Specific Indicators	Base Year 2014/2015	Targets				
				2015/16	2016/17	2017/18	2018/19	2019/20
				Student- Teacher Ratio	25:1	24:1	22:1	20:1
		Student-Classroom Ratio	45:1	45:1	40:1	40:1	40:1	40:1
		BTVET Enrolment	30	60	100	250	250	250
Increasing access to quality social services	d) Water and Sanitation Indicators	Rural Safe Water Coverage (%)	74.2	75	77	80	82	85
		Sanitation Coverage (%)	71.4	80	85	90	95	95
Promoting sustainable population and use of the environment	e) Proportion of ecosystems restored	Number of wetlands gazetted and restored	3	5	7	10	12	15
		Forest cover	18%	20%	22%	25%	30%	30%
		Wetland cover	5.6%	6.0%	6.5%	7.0%	7.5%	8.0%
Note: Surveys will be conducted to update/provide the development indicator								

3.0. DISTRICT STRATEGIC DIRECTION AND PLAN

This chapter reviews the overall strategy¹ and, more immediately; it defines the strategic objectives that the district will pursue during the implementation of the plan. This strategy will guide the district in the allocation of the resources in the medium term. The Strategic Direction highlights the key focus areas with the greatest impact in the next five years. It goes into detail of the goal, objectives, development results and priorities for the next five years. The chapter takes cognisance of the Sustainable Development Goals (SDGs); the Uganda Vision 2040; and the National Development Plan (NDP) II, hence the rationale for adaptation of the Broad National Strategic Direction to Hoima district context.

DDPII aims to create additional wealth and employment while emphasizing inclusive and sustainable growth. Overall, the Plan prioritizes key development opportunities and fundamentals envisaged in the Uganda Vision 2040. This is expected to maximize development benefits and increase efficiency in resource utilization.

3.1. Adaptation of Broad National Strategic Direction and Priorities

The broad national development strategic direction is derived from the National Vision 2040 and the National Development Plan:

3.1.1 Uganda Vision 2040

“A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”

3.1.2 NDPII Theme

“Strengthening Uganda’s Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth”

3.1.3 National Development Plan Goal

The goal of the Plan is to attain middle income status by 2020 through strengthening the country’s competitiveness for sustainable wealth creation, employment and inclusive growth. Government shall pursue a private sector-led, export oriented, quasi-market approach, fast tracking infrastructure, industrialization and skills development strategies in order to achieve the objectives and targets for the 5 year period.

¹ *Strategies describe the ways and means to reach targets. Strategies describe the roles and responsibilities of the various stakeholder groups such as the public and private sectors as well as civil society. Strategies answer the questions “who” and “how”? These should be distinguished from plans, which are more detailed than strategies. Plans add the components of “where” and “when”. Technically, plans are more precise. To complete the trilogy, policies are set by politicians and high-level decision – makers. Strategies and plans are more technical in nature.*

3.1.4 Development Objectives

The NDP II plan has four objectives, namely:

1. Increase Sustainable Production, Productivity and Value Addition in Key Growth Opportunities,
2. Increase the Stock and Quality of Strategic Infrastructure to Accelerate the Country's Competitiveness,
3. Enhance Human Capital Development, and
4. Strengthen Mechanisms for Quality, Effective and Efficient Service Delivery

3.2 Adaptation of Sector Specific Strategic Directions and Priorities

This part of the Plan presents the national sectoral key results, objectives and interventions which, together, are critical for achievement of the aggregated national results that are articulated in this chapter. All the national sectors are grouped into three sections to address the main areas of focus that capture the thrust of the theme as stated, namely: Wealth Creation and Employment, Competitiveness, and Inclusive Growth. The interventions are in line with the NDP's macroeconomic framework assumptions and projections, the post-2015 SDGs, build on the accomplishments registered by the sector and directly address the outstanding challenges as identified in the situation analysis.

In order to prevent unnecessary repetitions between the National Development Plan and the Sector/Local Government Development Plans, and hence render the latter irrelevant, the interventions have been maintained at high level. The sector objectives and interventions stated in the NDP II have been adopted as the broad overarching results of the District Development Plan and will be adopted in the Annual Workplans (BFPs), and then disaggregated further into sub-interventions, outputs and activities for purposes of budgeting and implementation. Since this Plan is focused on clearly identifying and communicating the results that each sector is expected to achieve over the five year period, the sector strategies have also been included in the DDP.

3.2.1 Wealth Creation and Employment

Wealth Creation and Employment have been and remain key objectives of efforts to transform Uganda. Significantly gifted by nature, the country's potential for growth, jobs and wealth creation is immense. In order to create jobs and wealth, the approach taken in the National Development Plan is to invest in key strategic opportunities to stimulate production, facilitate manufacturing/processing to increase value addition and increase participation of the citizens in the economy to enable greater retention of the economic benefits within the economy.

The NDPII strategies to increase employment and employability will include among others; Supporting private sector investment along the value chains in the development priority areas to boost the small and medium scale industry; promoting value addition with consideration to banning the export of raw industry inputs and impose export taxes on semi-processed inputs; Develop a comprehensive Human Capital Development Plan to promote the long term quality of the population; Develop and operationalize the

Labour Market Information System; Develop a National Local Content Policy to build the capacity of local labour, businesses, and producers for national development; Instituting a mechanism for international standardization and certification for skills to make Uganda's labour force internationally competitive; strengthen and enforce the legal and the regulatory framework for management of immigrant labour; develop programs targeting youth involvement in public works; Develop centres of excellence in skills identified along the value chains; and develop skills development programs that are tailored to the industrial development strategy of the country.

From the opportunities identified in the Uganda Vision 2040 as well as in Chapter 3 of the NDP II, three growth opportunities have been prioritized namely: Agriculture; Tourism; and Minerals, Oil and Gas. Industry, Science, Technology and Innovation have also been prioritized to facilitate processing and increased value addition. To increase citizen participation in the economy and ensure sustainable development, the NDP II also prioritizes Trade and Cooperatives as well as Environment & Natural Resources. This section therefore presents the proposed sectoral key results, objectives and interventions for the five sectors identified above.

The Agriculture sector is expected to contribute to wealth creation and employment along the agricultural development value chain. This calls for more effort to address issues of: ineffective extension services; low absorption of modern technology; high cost, increased adulteration and limited availability of key agricultural inputs; pre- and post-harvest crop losses; heavy livestock losses to diseases and pests; low and declining soil fertility; inadequate physical and marketing infrastructure; land tenure and access to farmland; insufficient water storage infrastructure; standards, food safety and quality assurance; as well as inadequate meteorological services among others.

Over this Plan period therefore, the NDP II will focus on four's key areas: i) increasing production and productivity; ii) addressing challenges in the selected thematic technical areas including critical farm inputs mechanization and Water for Agricultural Production; iii) improving agricultural markets and value addition in the 12 prioritized commodities and iv) institutional strengthening for agricultural development.

3.2.2 Tourism

The tourism sector has demonstrated high potential for generating revenue and employment at a low cost, implying a high return on investment. Uganda's tourism sector is mainly nature dependent and with the advance of climate change impacts such as high temperatures and prolonged droughts, pose a threat to temperature sensitive vegetation and animal species. Therefore emphasis will be on harnessing and developing tourism products that are climate resilient to ensure the sustainability of the sector and the market segment that thrives on natural products. Special attention will be on promoting and strengthening inter-sectoral linkages and co-ordination that enhances value chain development.

The identified tourism regions should continue to be used for planning developments, and the sideways linkages between leisure tourism and agriculture, mining, and industrial development; urban corridors and high quality rural areas that are evident in the Vision 2040 Spatial Framework should be developed during

NDPII. During this Plan period, therefore, tourism policies should be extended and adapted towards the business and leisure needs of a modern, industrialized Uganda by 2040, recognizing the key role which the sector plays in marketing Uganda as a whole and providing facilities for visiting foreign, and Ugandan, investors to economic development areas and sites.

Investment in tourism will be based on the value chain whose major stages are: Pre-visit Services, Transportation; Information and Reception; Hospitality, as well as, Tourists' Attractions and Amenities. In order to increase the tourism potential at the pre-visit service stage, investment will focus on the following: aggressive marketing of the prioritized tourism products in all source markets; promotion of domestic tourism through cultural, regional cluster initiatives and national events; enhancing women entrepreneurship and employment in cultural and creative industry as well as agro-tourism; diversifying the country's tourism products by developing tourism products that are less vulnerable to climate change.

3.3 Adaptation of Relevant National Crosscutting policies/programmes

The key cross-cutting issues of; Gender, HIV/AIDS, environment, nutrition, climate change, human rights, social protection, child health, mind set and culture among others will be mainstreamed in government programmes and projects during the implementation, monitoring and evaluation of the Plan.

3.3.1 Spatial Representation for NDPII in Relation to Hoima

The NDPII interventions in Hoima that will take substantial steps towards implementation of the Uganda Vision 2040 Spatial Framework are shown in Appendix 1. They include construction of the small hydro power dams at Waaki will be completed, Nkuse will commence; and the 132 KV Hoima – Nkenda and Hoima – Kafu transmission lines will be constructed, as shown, to develop the national electricity grid. The Key tourism roads are proposed for construction of Kigumba - Bulima – Kabwoya – Kyenjojo road; Hoima – Kigorobya – Wanseko roads; Kabwoya – Kyangwali road and Hoima Municipal urban roads and Hoima-Kabaale (Refinery) are proposed accordingly; the National Backbone Infrastructure (NBI) will be extended to the district and Kabaale airport in Buseruka Sub County is proposed for construction. Pipelines for crude oil and finished products will be constructed, among others.

Electricity will be extended to the areas of Kabaale, Kaseeta, Hohwa, Nyairongo, Kyarushesha, Tontema, Kyangwali and Refugee Settlement under the Rural Electrification scheme. The Government will commence construction of a 22-inch diameter, 1,300Km long oil pipeline from Hoima via Lokichar to Lamu in Kenya. This is in addition to the oil refinery that is to be constructed at Kabaale in Hoima to process petroleum and other products for the domestic and international market.

3.4 Broad District Strategic Direction and Priorities

3.4.1 Vision of the DDP

The Five-Year District Development Plan (2015/16 – 2019/20) is anchored in the overall vision of the district:

A healthy, well educated productive society with a high quality of life by the year 2040

This implies changing from a less healthy with little education population to a one which is healthy, well educated with a high quality of life within 25 years.

3.4.2 Theme

The Five-Year District Development Plan (2015/16 – 2019/20) is guided by the theme:

Sustainable Wealth Creation, Socio-Economic Transformation and Inclusive Growth

Each of the elements of this theme provides an overall thrust to what people in Hoima want to be achieved during the Second DDP period. It is the goal of every individual and the district to develop in a rapid, efficient and sustainable manner. Economic growth increases revenue, stimulates employment, generates additional goods and services and advances the standard of living of the population. Embedded in the DDP theme is the desire to balance wealth creation with sustainable poverty reduction, which calls for growth with equity. That is increasing the goods and services in the district as well as improving the socio-economic indicators like mother mortality and the number of people living below the poverty line.

3.4.3 Mission Statement

The District Mission in the next five years is *to serve the community through the coordinated delivery of services formed on national priorities and significant local needs in order to promote sustainable development of the district..*

3.4.4 Development Goal

The District Development goal for the next five years is *to enable the rural poor women and men to transform their lives and livelihoods so as to reduce to 10% the proportion of the people living in extreme poverty by the end of 2020.*

3.4.5 Objectives of the Second District Development Plan 2015/16 – 2019/20

The primary objectives of the Second DDP are to:

- a. Provide a single point of reference for mobilizing resources for implementation of the district priorities;
- b. Ensure that resources are channeled to priority programmes and activities to support implementation of the priority programme areas (PPA); and
- c. Ensure coordinated and effective delivery of services at district and lower local levels

3.4.6 Strategic Objectives

To achieve the district goal and theme, the following 9 objectives have been identified as strategic:

- To increase local revenue collection by 10% every year to ensure service delivery;
- To promote a democratic and accountable government;
- To increase the level of basic education;
- To provide accessible quality health services;
- To improve safe water coverage to 85% by 2020 from the current level of 761%.
- To improve sanitation coverage to 95% by the year 2020 from the current levels of 73.5%;
- To improve the condition of the road network in the District from 35% good to 70% by June 2020
- To promote sustainable development through reduction of the rate of environmental degradation from 150,000 hectares per annum in 2015 to less than 50,000 hectares per annum by the end of 2020 and ensure environmental conservation; and
- To promote local economic development in preparation of the oil industry

3.4.7 Priority Development Areas

3.4.7.1 Agriculture

Agriculture has been and remains central to Hoima's economic growth and poverty reduction. It is a major source of income for the majority of the people in Hoima, a market for non-agricultural output and a source of surplus for investment. The District's strategic investments for modernization of this sector will transform it into a spring-board for socio-economic transformation. Through gender responsive mechanization, commercialization and provision of infrastructure to facilitate marketing, production and productivity will increase leading to increased competitiveness and profitability of the sector. This will lay the foundation for the establishment and expansion of agro-processing and consequently light manufacturing industries. As the commercialization and mechanization of agriculture picks pace, the human resource working in the sector will transfer to the manufacturing and service sectors with better wages, thus accelerating the pace of economic growth and transformation.

For this Plan period, focus is placed on investing in the following agricultural enterprises along the value chain: Cotton, Coffee, Tea, Maize, Rice, Cassava, Beans, Fish, Beef, Milk, Citrus and Bananas. These enterprises were selected for a number of reasons including, high potential for food security (maize, beans, Cassava, Bananas); increased female labour force participation in cash crop production; high multiplier effects in other sectors of the economy; great potential to increase production and productivity through better management; high returns on investment; favourable agro-ecological conditions; high potential for regional and international markets; and high potential for employment generation while being mindful of the nutritional needs of the country.

To increase production, productivity and add value, in the selected enterprises the following stages along the agricultural development value chain have been identified; production, transportation, storage, processing, as well as, marketing and distribution. These stages and the resultant interventions show entry points for the various players and key stakeholders to enable the district attain its medium term objectives. In order to increase agricultural production and productivity in the next five years, the District Local Government will focus on: identifying and building key human resource capacity; technology adaptation at the farm level including modern irrigation technologies; up scaling the transfer and utilization of food-production and labour-saving technologies for women farmers; enhancing extension services; increasing access to and use of critical farm inputs; promoting sustainable land use and soil management; increasing access to agricultural finance. Analysis of soils and fertilizer for specific crops shall be carried covering the whole district leading to a spatially differentiated programme for agricultural inputs and irrigation for priority crops.

To enhance transportation of agricultural products, investment will focus on improvement of the currently degraded stock of rural road network especially feeder, and community access roads as well as, construction and upgrading of strategic bridges along key routes to ease delivery of agriculture products to district, domestic and regional markets. During Second DDP locations shall be identified for storage and processing at or near farm gate vs. transportation to industrial sites for each priority crop to inform and focus storage/ transport/ agro-processing/ marketing strategy This is expected to incentivize the private sector to invest in the transportation industry which will improve efficiency in transportation of agricultural and other goods.

To minimize post-harvest wastage and enhance quality maintenance, the Plan promotes improvement of the stock and quality of storage facilities for crops, livestock and fish products to enable individual farmers and farmers associations to bulk clean, grade, and store their produce more effectively.

To increase value-addition to agricultural products, this Plan will focus on: promoting contract farming or out-grower schemes for high-value produce in order to enhance agro-processing and ensure a steady supply of quality produce. In addition, the District Local Government will promote and support private investment in agro-processing of the prioritized agricultural products; support women and youth associations to engage in agro-processing; facilitate equal access to appropriate agro-processing machinery and equipment through favourable credit facilities, and intensify enforcement of standards to ensure high quality of local agricultural produce and improved market information flow.

Aquaculture development with the overall goal of building a healthy and dynamic aquaculture sub – sector to contribute to increased income and food security amongst aquaculture producers, increased private sector investment in the aquaculture sub-sector and improved adherence to quality standards in the sub sector. Sustainable aquaculture development will rely on a number of conditions that will be met and addressed in the Plan in a flexible way. The most prominent of these are suitable production systems; availability of inputs (feeds, seed, capital etc); outreach; education and training; marketing; producer organizations; regulation; and control, monitoring and evaluation.

In order to enhance marketing and distribution of agricultural products, focus will be on: developing capacities of existing farmers’ organizations, co-operatives and producer associations so as to reap from economies of scale; expanding market access through the District Commercial Services; and deepening ICT access to facilitate market information sharing.

3.4.7.2 Infrastructure Development

Infrastructure development is critical for enabling a timely as well as efficient movement of goods, services and labour resources from production zones to the market. For a district’s competitiveness to improve, increase in the stock and quality of strategic infrastructure has to result in the reduction of the time required to get merchandise to the market. The key strategic infrastructure that this Plan focuses on include: district and community access roads and water for production. Well-developed transportation network infrastructure will accelerate the harnessing of opportunities thereby spurring growth in the district.

The following transport infrastructure forms the Second DDP focus areas:

3.4.7.2.1 District Roads

Hoima District depends a lot on road transport which accounts for about 98 percent of the volume of freight and human movement, and is by far the commonest mode of transport. In spite of this, however, the district’s road is inadequate and in most cases dilapidated given that Hoima district is largely rural, this remains one of the biggest bottlenecks to growth.

There is therefore need to develop the road network infrastructure to improve transport connectivity, effectiveness and efficiency. The next five years will also witness a sustained periodic maintenance and or rehabilitation of sections of district roads to improve capacity and upgrade specific community access roads to district roads.

The key roads envisaged in the Plan include: **Periodic Maintenance of key strategic district roads:**

Bujawe – Kasenyi- Nyakabingo Rd 12km;

Rwobuhuka – Kabira – Kabwoya Rd -10km; Kihobwa – Kyarubanga – Kahojo Rd 12km; Buraru – Ngangi Rd 8km; Kak;oge –Kibararu 7km; Muteme – Butimba Rd 9km; Kabaale – Zorobi – Katamba – 8km

Hoohwa – Kyarusesa – Butoole Rd 25km; Kiryabutuzi – Waaki Rd. 16km; Dwooli – Kibanjwa 9km;

Kyangwali – Tontema – Kyarujumba Rd 13km; Kitorogya – Kihohoro- Kakira road 11km; Kirimbi –

Kinogozi Rd 6km; Kafo- Kasambya- Wagesa Rd 7.6km; Munteme- Mukabara rd 10km; Kabwoya –

Kitaganya – Maya 11.7km; Kabirima – Kibiro Rd 8km; Muhwiju – Kyamagigi – Kyeganywa Buswekera – 10km; Kitoba – Kyabasengya – Kaboijana Rd 13km; Bisenyi – Kyakaboga- Rwamutonga Road -7km ; Kaburamuro- Kitundukuru – Kyohairwe 10km; Buhamba – Iseisa – Kiboirya Rd 13.2km; and Bulindi – Waki – Dwooli Rd 18km

Rehabilitation of district roads: Kyakapeya – Buraru – Kibaire Rd 12km; Kapapi- Runga Road 12km.; Bulindi – Kibengeya- Kasongoire Rd; Siiba – Waki road – 10km.; Kigaga – Kijumba – Katooke road – 9km; Kitegwa – Zorobi -Ngerwa Rd – 9km; Wambabya- Kijangi – Kabanda Rd – 9km; Kiryamboga – Fofu – Hoimo Rd – 12km; Buhimba – Ngogoma rd – 6km.; Birungu – Kyatarukwa – Kyabasengya Rd – 18km; Kaburamuro- Kitundukuru – Kyohairwe 10k; and Muteme – Butimba Rd 9km

3.4.7.2.2 Water for Production

The District will also invest in water for production infrastructure to boost commercial agriculture and industrial activities. Emphasis is on construction of small scale water schemes for irrigation, and livestock. To promote commercial agriculture, the district will sustainably use water resources for irrigation, livestock and aqua-culture. To mitigate shortages at local level small and medium water reservoirs will be developed. The district will construct small scale irrigation schemes to increase water for production. The district plans to invest in the following projects and programmes in order to achieve the planned targets on water for production: (i) water for livestock in cattle corridor areas of Kigoroby, Buseruka, Kaseeta and Kyarushesha; (ii) irrigation development (iii) water for aquaculture; (iv) human capacity building and Operations and Maintenance support.

3.4.7.3 Human Capital Development

The Uganda Vision 2040 identifies human capital development as one of the key fundamentals that need to be strengthened to accelerate the country's transformation and harnessing of the demographic dividend. The availability of appropriate and adequate human capital facilitates increase in production, productivity and technological growth thus making it one of the key endogenous drivers of economic growth. In the case of Uganda, human capital development has been conceptualized along the life cycle approach categorized into 6 stages of; Pregnancy to birth, 0 -5years of age, 6 – 12 years of age, 13 – 17 years of age, 18 -24 years of age, and 25 – 64 years of age.

During pregnancy to birth stage focus is on improving maternal health in order to increase new born survival. This calls for: increasing the proportion of deliveries in health facilities and births attended to by skilled health personnel. Additionally, antenatal care coverage; improving availability; accessibility of antenatal care; safe delivery and postnatal care; reducing adolescent pregnancies and others forms of gender based violence; improving the net secondary school completion rate in an effort to keep the teenagers in school; scaling up nutrition especially among women of reproductive age, continued reduction of mother to child HIV/AIDS transmission, and eliminating gender-based drivers of domestic violence will also be key areas of focus in addressing maternal mortality and neonatal survival.

With regard to the 0 – 5 years of age group, the Plan will focus on providing early childhood survival and full cognitive development. Efforts will be geared at: reducing incidences of morbidity and mortality; scaling up critical nutrition interventions outcomes especially for children below 5-years; and implementation of Early Childhood Development (ECD).

Focus at the 6 – 12 years of age will be on increasing enrolment, retention and completion of the primary schooling cycle, with specific interventions for the girl child; provision of good quality education; promotion of health and wellness; talent identification and nurturing; facilitating timely ‘self-selection’ into different trades that may not necessarily require acquisition of advanced schooling, and enhancing nutrition while at home and at school; and implementation of the National Strategy for Girls Education (2014).

The key focus areas at the 13 – 17 years of age are: ensuring that all children of this age group are retained in school with a special focus on the girl child, till completion of secondary school as a strategy to reduce early marriage and teenage pregnancies; re-designing of the curriculum to facilitate proficiency, talent and relevant skills development; designing appropriate vocational training courses; and providing adequate and appropriate sexual and reproductive health information and services; and promoting male involvement in family planning and safe motherhood.

To enhance the human capital at the 18 -24 years of age, focus will be on massive gender responsive skills training programmes targeting the rapid build-up of skills within this already available labour that has acquired general education and those that have dropped out of school at primary, secondary and tertiary levels.

To reduce early marriages and teenage pregnancies, emphasis will be placed on providing adolescent reproductive health services right from schools and training institutions, while providing incentives for delayed conception. Such incentives will include; connecting young skilled people to employers, provision of youth capital funds, specialized labour externalization programmes and sponsorship for specialized training programmes in and out of the country with specific provisions and affirmative action for girls and female youth, among others.

To harness the human capital in the 25 -60 years of age, which is a critical working age group, this plan focuses on making this labour force productive, skilled, and educated through vocational training, specialized farming training, visit and train farmers on their farms; and training communities especially women in handicraft, mushroom growing, floriculture, poultry rearing, synchronized hatching, apiculture, aquaculture and value addition technologies. This will facilitate the shift of the labour force from subsistence production and elementary occupations to mechanized-commercial production and high skilled occupations along the value chains as well as empowering women with skills and labour saving technologies for transitioning from micro and small enterprises to large scale and commodity-based production.

3.4.7.3 Tourism

The tourism sector has demonstrated high potential for generating revenue and employment at a low cost, the district has numerous tourism attractions including diverse nature based, faith based, culture and heritage, and eco-tourism. This plan will focus on exploitation and improvement of the following tourist attraction products: Chimpanzee tracking; Game viewing (Safaris); Avi-tourism (Bird watching); Historical and Cultural sites / Monuments; These products are prioritized because they contribute the highest tourism revenue; some are unique to Bunyoro hence giving the district a niche over other districts whereas others can be easily invested in.

The identified tourism sites shall be used for planning developments, and the sideways linkages between leisure tourism and agriculture, and oil and gas, should be developed during the Second DDP. During this period, therefore, tourism plans shall be extended and adapted towards the business and leisure needs of the expected tourists.

In order to increase the tourism potential at the pre-visit service stage, investment will focus on the following: aggressive marketing of the prioritized tourism products in all source markets; promotion of domestic tourism through cultural, regional cluster initiatives and national events; enhancing women entrepreneurship and employment in cultural and creative industry as well as agro-tourism; expanding and diversifying the country's tourism products.

3.5 Sector – specific Development Objectives, Strategies and Interventions

Table 3.1 Hoima District Strategies in Line with the NDPII

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Strengthening, policy development, M&E systems and good governance	Improve Policy	Administration	<ul style="list-style-type: none"> Improve policy development and implementation effectiveness across all priority sectors 	Align priority sector policies to the DDPII objectives.	<ul style="list-style-type: none"> Formulation and Enforcement of appropriate Policies and bye – laws for the council.
Strengthening, policy development, M&E systems and good governance	Improve Policy	Administration	<ul style="list-style-type: none"> Improve policy development and implementation effectiveness across all priority sectors 	Develop and implement programmes to strengthen implementation monitoring capacity of the LG.	<ul style="list-style-type: none"> Strengthen internal control systems in the management of human, finance and other resources through monitoring and LLG supervision. Strengthen coordination of the implementation of district policies and programmes by mentoring the DCC and LLGs in bye-laws and ordinance formulation. Acquisition of motor vehicles, motor cycles; and office equipments. Strengthen compliance to service delivery through performance measurements & performance reporting.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Strengthening, policy development, M&E systems and good governance	Improve Policy	Administration	<ul style="list-style-type: none"> Improve policy development and implementation effectiveness across all priority sectors 	Mobilize the population for local investments and local economic development (LED).	<ul style="list-style-type: none"> Establish a framework for promoting partnerships in LED to increase household incomes & generate more revenue for HDLG. Build in conjunction with the private sector actors economic infrastructure such as ware houses, housing estates, lorry parks. Support the development of commercial agriculture and encourage the creation of PPPs for selected crops. Strengthen the District Investment Committee to discuss and develop LED Programmes.
Strengthening, policy development, M&E systems and good governance	Improve Policy	Administration	<ul style="list-style-type: none"> Improve policy development and implementation effectiveness across all priority sectors 	Establish mechanisms for increasing non- state actors to harness opportunities arising from joint service delivery	<ul style="list-style-type: none"> Establish strong collaboration with UNHCR/ OPM and other Non – State Actors to develop and implement joint service delivery for both refugees and host community.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Enhancing human skills development	Increased institutional capacity for relevant skills development	Administration	<ul style="list-style-type: none"> Increase the stock of skilled and professional workforce for the public service. 	Review policies to attract, recruit, develop and retain a highly-skilled and professional workforce.	<ul style="list-style-type: none"> Develop sustainable human resource capacity through recruitment of staff up to at least 60% of the approved posts. Short term tailored training of staff, councillors and members of statutory bodies.
Enhancing human skills development	Increased institutional capacity for relevant skills development	Administration		Review and develop management and operational structures and systems for effective and efficient service delivery in the public service.	<ul style="list-style-type: none"> Undertake performance improvement capacity building training programmes
Enhancing human skills development	Increased institutional capacity for relevant skills development	Administration		Develop and implement a District Human Resource Development Plan and strategy for public service.	<ul style="list-style-type: none"> Formulate a training district training policy Conduct a capacity needs assessment. Formulate capacity Building plans Acquisition of training equipment
Public Accountability, transparency, and good governance	Information and Public relations	Administration	<ul style="list-style-type: none"> Improve information flow and social accountability 	Promote the district image positively	<ul style="list-style-type: none"> Public and media relations management training for HoDs and LLGs staff Procurement of a public address system. Establish an information bureau Establish mechanisms for information dissemination by developing a district communication strategy.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
District's capacity for disaster risk management	Disaster risk response management	Administration	<ul style="list-style-type: none"> Increase the district's capacity for disaster risk management 	Coordinate timely response to disasters and emergencies	<ul style="list-style-type: none"> Establish strong collaboration with the refugees' agencies for response management. Strengthen the capacity of the DLG for disaster preparedness response Revitalize and support District and Sub County Disaster management committees.
District's capacity for disaster risk management	Disaster risk response management	Administration		Develop and implement a District Disaster Risk Response and Management Plan	<ul style="list-style-type: none"> Review and update Hoima District Disaster Risk Response and management Plan. Train DDMC and SCDMCs on early disaster warning system. Provide food and other relief items to the disaster affected persons
District's capacity for disaster risk management	Disaster risk response management	Administration	<ul style="list-style-type: none"> Increase the district's capacity for disaster risk management 	Coordinate state and non-state actors in developing humanitarian interventions	<ul style="list-style-type: none"> Provide IGAs for refuge hosting communities Sustainable financing of district response to disaster by establishing and implementing a disaster contingency fund. Hold Annual Review forums with non – state actors.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
District's capacity for disaster risk management	Disaster risk response management	Administration	<ul style="list-style-type: none"> Refugees in Kyangwali live in safety and dignity with host communities 	Building effective partnership amongst partners and district authorities in order to strengthen collaboration and enhance coordination	<ul style="list-style-type: none"> Strengthen partnership amongst all stakeholders (OPM, IPs, HDLG, UN Agencies, etc) Coordination with UNHCR/OPM in key sectors
	Records Management	Administration		Strengthen the administration department to effectively and efficiently provide management support services; monitoring and evaluation of district programmes	<ul style="list-style-type: none"> Procure motor vehicles, motorcycles, equipment and furniture Provide tools and equipment for the registry. Computerize records Equip the archives facility.
Effective and efficient service delivery at district and lower local government levels	Improving public sector financial management	Finance	<ul style="list-style-type: none"> Improve mechanisms for effective and efficient service delivery at national and local government levels 	Strengthen the finance department staff capacity	<ul style="list-style-type: none"> Strengthen the capacity of HoDs and Councillors in the budgeting function. Equip the department with vehicles, computers and furniture. Establishment of district stores
Effective and efficient service delivery at district and lower local government levels	Improving public sector financial management	Finance		Strengthen departments and LLGs in financial management and accountability	<ul style="list-style-type: none"> Provide institutional support in terms of long and short term training
Effective and efficient service delivery at district and lower local government levels	Improving public sector financial management	Finance		Enhance local revenue mobilization and management	<ul style="list-style-type: none"> Fence markets Procure land for markets Local revenue mobilization workshop

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Effective and efficient service delivery at district and lower local government levels	Improving public sector financial management	Finance	<ul style="list-style-type: none"> Enhance the performance of the public sector 	Ensure adequate financing for district priority public service delivery functions	<ul style="list-style-type: none"> Strengthen local revenue mobilization and harnessing new sources beyond the traditional sources Priority spending with appropriate phasing.
Strengthen democracy and good governance for increased stability and development	Quality of political governance and democracy	Statutory Bodies	<ul style="list-style-type: none"> Increase efficiency and effectiveness in the enactment of legislation on any matter for peace, order, development and good governance of Uganda 	Empower the DLC in legislation and ordinance enactment	<ul style="list-style-type: none"> Induction of newly elected District Councillors Strengthen the capacity of the DLC, DEC and standing committees through exposure visits Establishment of a council resource centre. Acquisition of the district chairperson's vehicle, council van and DEC Vehicle
Strengthen democracy and good governance for increased stability and development	Quality of political governance and democracy	Statutory Bodies		Develop a mechanism to promote collaboration and cooperation between political and technical leaders in enforcement of regulations	<ul style="list-style-type: none"> Strengthen the capacity of the various institutions of council to effectively fulfill their mandates.
Strengthen democracy and good governance for increased stability and development	Quality of political governance and democracy	Statutory Bodies		Enact ordinances that facilitate implementation of DDPII priorities.	<ul style="list-style-type: none"> Training in ordinance and bye – laws enactment.
Strengthen democracy and good governance for increased stability and development	Quality of political governance and democracy	Statutory Bodies		Promote application of human rights based operations in government operations.	<ul style="list-style-type: none"> Training of council in mainstreaming Human Rights Based Approach to planning, implementation and monitoring.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Strengthen democracy and good governance for increased stability and development	Quality of political governance and democracy	Statutory Bodies	<ul style="list-style-type: none"> Prevent, detect, and eliminate corruption, abuse of authority and of public office. 	Introduce mechanisms to enhance the capacity of the District Local Council to engage and fully participate in accountability processes in the district	<ul style="list-style-type: none"> Strengthen the oversight function of council through quarterly monitoring visits. Conduct bazaars at least once in a year in every Sub County/Town Council
Strengthen democracy and good governance for increased stability and development	Quality of political governance and democracy	Statutory Bodies		Enforce follow-up mechanisms on implementation of audit recommendations.	<ul style="list-style-type: none"> Council to receive report on implementation of audit recommendation from the District Chairperson at least annually.
Strengthen democracy and good governance for increased stability and development	Quality of political governance and democracy	Statutory Bodies		Strengthen existing mechanisms for providing financial support to the District Public Accounts Committee on audit reports.	<ul style="list-style-type: none"> Strengthen the capacity of DPAC to effectively carry out their mandate by training and refresher courses.
Effective representation of peoples' views in legislation and policy making	Quality of political governance and democracy	Statutory Bodies	<ul style="list-style-type: none"> Improve citizen participation and contribution in promoting rule of law, transparency and accountability in the provision of services to achieve equitable and sustainable development. 	Introduce measures to strengthen citizens and the public participation in council business.	<ul style="list-style-type: none"> Promote open session councils The public and civil society encouraged to attend and contribute to council committee meetings. Council meetings regularly conducted on a publicized schedule. Council sponsors civic awareness campaigns to build citizen awareness of the role of the council.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Effective representation of peoples' views in legislation and policy making	Quality of political governance and democracy	Statutory Bodies	<ul style="list-style-type: none"> Council provide feedback annually on LG performance in relation to their plans 	Institute a system of linkages between lower local governments, and the District Council.	<ul style="list-style-type: none"> Hold councillors feedback sessions on the operations of LLGs under their jurisdiction once a year. Councillors provide feedback annually on LG performance in relation to the DDP and Annual Work Plans
Effective representation of peoples' views in legislation and policy making	Quality of political governance and democracy	Statutory Bodies		Empower Council to effectively play its role in the budgeting processes and oversee equitable and sustainable district development.	<ul style="list-style-type: none"> Hold District Executive Committee budget and LG Bi- and Annual Performance Review retreats Relevant capacity building training for political office holders and staff of council conducted to increase their knowledge of their roles and responsibilities
Effective representation of peoples' views in legislation and policy making	Quality of political governance and democracy	Statutory Bodies		Improve communication and impact of audit findings to stakeholders.	<ul style="list-style-type: none"> Post audit findings on public notices and the district website.
Effective representation of peoples' views in legislation and policy making	Quality of political governance and democracy	Statutory Bodies		Implement mechanisms for engaging citizens and the public to participate in issues of fighting corruption and improving service delivery.	<ul style="list-style-type: none"> Facilitate individual councillors provide feedback to their communities about the status of the LG and to gauge the community perspective on issues, needs and initiatives.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase farm production and productivity at households level with focus on integrated farming for sustainability 	Strengthen quality assurance, regulation and safety standards for agricultural products	<ul style="list-style-type: none"> • Certification of service providers for agricultural products • Enforcement of quality measures
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase farm production and productivity at households level with focus on integrated farming for sustainability 	Improve agricultural technology development	<ul style="list-style-type: none"> • Enterprise selection and prioritization in line with national priorities • Provision of quality planting materials animal breeds and fish seed. •
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase farm production and productivity at households level with focus on integrated farming for sustainability 	Enhance effective delivery of advisory services and improved technology	<ul style="list-style-type: none"> • Recruit relevant staff at district and sub-county levels as per the new structure of Production and Marketing • Provision of logistical support for effective extension services.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase farm production and productivity at households level with focus on integrated farming for sustainability 	Enhance productivity of land through sustainable land use and management of soil and water resources	<ul style="list-style-type: none"> • Conduct soil testing and advise farmers on appropriate enterprises depending on soil nutrients available. • Train farmers on soil/water conservation practices • Promote water harvesting and management

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase farm production and productivity at households level with focus on integrated farming for sustainability 	Accelerate the development of the prioritised agricultural commodities. The selected commodities include: coffee, maize, fish, beef, dairy, citrus, poultry, beans, bananas and cassava	<ul style="list-style-type: none"> • Put affirmative action on prioritized enterprises with a major focus on perennials. • Provide specific support for the prioritized enterprises.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • 	Increase market access and improve physical agricultural infrastructure	<ul style="list-style-type: none"> • Establish multi-stakeholder innovations platforms (MSIPs) for value chain development.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing		Promote value addition and agro-processing	<ul style="list-style-type: none"> • Encourage private sector development in agriculture. • Link farmers and farmer organizations to financial service providers for accessing value addition facilities.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing		Promote commercialisation of agriculture particularly amongst small holder farmers	<ul style="list-style-type: none"> • Organize farmers into groups and encourage commercialization.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing		Control pests, diseases and vectors	<ul style="list-style-type: none"> • Conduct surveillance for pests and diseases. • Conduct plant Health Clinics in the sub-counties
Agricultural production and productivity	Wealth creation and employment	Production and Marketing		Strengthen Farmer Group formation and cohesion including commodity associations, platforms, federations and co-operatives.	<ul style="list-style-type: none"> • Formation of Farmer Institutions (FIs) at all levels. • Training of FIs • Formation of MSIPs

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase farm production and productivity at households level with focus on integrated farming for sustainability 	Improve access to high quality seeds and planting materials	<ul style="list-style-type: none"> • Encourage private sector development in provision of agricultural inputs. • Certification of seed sources (nurseries, stock farms, fry centers, etc)
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase access to critical farm inputs 	Enhance access to and use of fertilisers by both women and men	<ul style="list-style-type: none"> • Promote and encourage use of fertilizers at hh level. • Train farmers on making of organic fertilizers. • Encourage formation of FIs for accessing farm inputs like fertilizers.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing		Increase access to water for agricultural production	<ul style="list-style-type: none"> • Prioritize and plan for Water for Production facilities (valley tanks, ponds, pools, etc). • Encourage water harvesting at hh level.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase labour productivity in agriculture 	Promote acquisition and utilisation of agricultural mechanisation technologies	<ul style="list-style-type: none"> • Organize farmers into groups to access farm mechanization facilities.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase labour productivity in agriculture 	Promote agriculture skills development	<ul style="list-style-type: none"> • Train farmers in specialized agriculture skills for improved production.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase labour productivity in agriculture 	Enhance access and control of productive resources for women and youth	<ul style="list-style-type: none"> • Train farming communities in gender issues and mainstreaming in agriculture.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase labour productivity in agriculture 	Increase farm households' awareness of HIV/AIDS, and access to counselling, testing and treatment	<ul style="list-style-type: none"> • Mainstreaming HIV/AIDS and nutrition related activities in agriculture. • Train staff in major aspects of HIV/AIDS for training farmers.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing	<ul style="list-style-type: none"> • Increase the stock of new jobs along the agricultural value chain 	Promote labour-intensive agricultural enterprises and technologies	<ul style="list-style-type: none"> • Train farmers in appropriate technologies for use in agriculture. • Promote low volume high value enterprises in the communities.
Agricultural production and productivity	Wealth creation and employment	Production and Marketing		Increase access to farm inputs including finance to small-holder farms	<ul style="list-style-type: none"> • Formation of FIs to access rural credit • Train farmers in agricultural enterprise management as businesses.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> • Increase Market share for tourism 	Aggressive marketing in source markets	<ul style="list-style-type: none"> • Aggressive advertisement of products for the markets.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> • Increase Market share for tourism 	Promote domestic tourism through cultural, districts cluster initiatives, and district events	<ul style="list-style-type: none"> • Conduct cultural galas, local exhibitions, etc • Create awareness on available opportunities for tourism development.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> • Increase Market share for tourism 	Develop and upgrade tourism support infrastructure to support the growth of the tourism sector through PPP and construction of lake shore roads	<ul style="list-style-type: none"> • Lobby and advocate for tourism infrastructure development • Attract private sector support in tourism development infrastructure.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> Create market share for tourism 	Develop the product range and appeal to include lake Albert, faith and cultural based tourism	<ul style="list-style-type: none"> Advertise tourism attraction sites and activities along lake Albert. Exploit the tourism potential by attracting the private sector to develop the tourism sector in Hoima.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> Create market share for tourism 	Promote the conservation of tourism resources	<ul style="list-style-type: none"> Identify and profile all the tourist sites and advocate for their protection.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> Create market share for tourism 	Protect tourism resources e.g. Kibiro Hot Springs, Kadiki Wetlands	<ul style="list-style-type: none"> Identify and profile all the tourist sites and advocate for their protection.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> Increase the stock of human capital along the tourism value chains and create new jobs 	Promote private sector investment in tourism skills development with focus on hospitality and wildlife management	<ul style="list-style-type: none">
Tourism industry as an economic force in the district	Tourism development	Production and Marketing		Provide support to communities around/along tourists sites to engage in income generation activities	<ul style="list-style-type: none"> Sensitize and create awareness on available opportunities for tourism development in the communities.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing	<ul style="list-style-type: none"> Improve coordination, regulation and management of the tourism sector 	Develop Hoima District Tourism Master Plan	<ul style="list-style-type: none"> Constantly improve on the District Tourism Master Plan.
Tourism industry as an economic force in the district	Tourism development	Production and Marketing		Establish the Tourism Information Centre	<ul style="list-style-type: none"> Identify space for establishment of tourism Information centre. Lobby for support to establish a furnished tourism information centre.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Securing markets and improving market access	Trade, Cooperative and Industry	Production and Marketing	<ul style="list-style-type: none"> Improve access to and sustainability of markets for Hoima products 	Coordinate, provide and improve market opportunities and market information dissemination along the whole chain for the farmers	<ul style="list-style-type: none"> Collect data on commodity market prices on regular basis. Disseminate the market information on radios and other media including pinning on notice boards in the sub counties. Cerate and operationalize MSIPs
Securing markets and improving market access	Trade, Cooperative and Industry	Production and Marketing		Increase the number of functioning and sustainable farmer' organization involved in collective marketing	<ul style="list-style-type: none"> Training of the FIs for cohesion and sustainability.
Securing markets and improving market access	Trade, Cooperative and Industry	Production and Marketing	<ul style="list-style-type: none"> Improve access to and sustainability of markets for Hoima products 	Strengthen the collection, analysis and utilization of agricultural statistics	<ul style="list-style-type: none"> Collect agricultural data from the field. Carry out analysis and processing of information from the collected data. Disseminate the information to stakeholders.
Securing markets and improving market access	Trade, Cooperative and Industry	Production and Marketing	<ul style="list-style-type: none"> Promote the formation and growth of cooperatives 	<p>Popularize, disseminate and implement the National Cooperative Development Policy implementation strategy to empower and guide cooperatives.</p> <p>Strengthen the cooperative commodity marketing infrastructure</p>	<ul style="list-style-type: none"> Train farmers in co-operative planning, production and marketing of agricultural produce. Advocate for Warehouse Receipt System (WRS) through a PPP arrangement

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Securing markets and improving market access	Trade, Cooperative and Industry	Production and Marketing		Strengthen governance of the cooperative movement	<ul style="list-style-type: none"> • Train co-operatives in effective management and development.
Securing markets and improving market access	Trade, Cooperative and Industry	Production and Marketing		Improve access to financial services for the co-operative institution	<ul style="list-style-type: none"> • Support supervision visits and outreaches conducted • Quality improvement interventions
Securing markets and improving market access	Trade, Cooperative and Industry	Production and Marketing	<ul style="list-style-type: none"> • Improve self reliance and livelihoods of the refugee and host communities in Hoima 	Increase farm and non-farm productivity and competitiveness to enhance food security and incomes for socio-economic transformation for the host and refugees especially the youth	<ul style="list-style-type: none"> • Commodity approach – provide planting materials for food security crops: beans, maize, cassava, and bananas; improved breeds of piglets, poultry • Provide agricultural extension services to refugees • Pests and disease control on crops and animals • Conduct plant health clinics • Training on feeds resources management • Provide agro-processing facilities for value addition to the refugees community

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Primary Health Care	Health	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Strengthen leadership, governance, management and accountability at all levels of the health sector.	<ul style="list-style-type: none"> Training of all health unit in charges in management including financial and accounting regulations Conduct capacity building sessions of in charges, HUMCs and HSD.
Increasing access to quality social services	Primary Health Care	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Enhance health information, and strengthen the HMIS to improve decision making.	<ul style="list-style-type: none"> Mentorship of health personnel and selected in charges at all levels Procurement of computers for all health center IIIs HMIS & DHIS technical support supervision visits conducted.
Increasing access to quality social services	Primary Health Care	Health and Nutrition		Strengthen the referral system to ensure continuity of care including Ambulance Services.	<ul style="list-style-type: none"> Procurement of 3 ambulances for the Health Centre IVs Training of health workers on Emergency obstetric care Provision of equipment for emergency obstetric care
Increasing access to quality social services	Primary Health Care	Health and Nutrition		Develop Health infrastructure, equipment and maintenance	<ul style="list-style-type: none"> Carryout equipment inventory Training of three health workers in maintenance and repair of Vaccine fridges Procure equipment for Kigoroby HC IV

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Human Resources for Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Scale in service training	<ul style="list-style-type: none"> Training of 6 staff for upgrading every year
Increasing access to quality social services	Human Resources for Health	Health and Nutrition		Attract and retain health workers	<ul style="list-style-type: none"> Promotion of staff after training Rewarding the best health workers performers Construction of health unit staff quarters Electrification of staff quarters
Increasing access to quality social services	Human Resources for Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Strengthening PPP, and Non-State Actors involvement in the development, use and management of the health work force	<ul style="list-style-type: none"> Advocate for secondment of health workers staff to PNFPS and Kyangwali Refugee settlement
Increasing access to quality social services	Community Empowerment	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Develop VHT structures for improved health education, promotion and disease prevention	<ul style="list-style-type: none"> Provide IEC materials Strengthen support supervision Training on the new activities Material support to VHT
Increasing access to quality social services	Community Empowerment	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Engage communities to actively participate in maintaining good health and adopt positive health practices.	<ul style="list-style-type: none"> Selection of VHT for all health units Training of all selected Health Unit Management Committee (HUMC) Conduct community dialogue meetings

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Community Empowerment	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Promote male involvement in family health.	<ul style="list-style-type: none"> Strengthen MCH Clinics through training of midwives Carryout maternal Child Health outreaches Sensation of males through media e.g. radio talk shows
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Scale up and sustain effective coverage of a priority package of cost-effective child survival interventions	<ul style="list-style-type: none"> Conduct outreaches together with static Clinics Training in IMCI/ICAT of all health workers at all levels Conduct child health plus days
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Increase access to Skilled Birth Attendants (SBA), and Emergency Obstetric Care (EMoC)	<ul style="list-style-type: none"> Training of health workers in Emergency Obstetric Care Procurement of Equipment Recruitment of midwives
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Strengthen public awareness and empowerment to enhance consumption and utilization of Sexual and Reproductive Health (SRH) services.	<ul style="list-style-type: none"> Training VHT on basic methods of family planning Training of Health workers on SRH packages and basic communication

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Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Improve access to Antenatal Care (ANC)	<ul style="list-style-type: none"> Post midwives to all Health Centre IIs Conduct outreaches in hard to reach areas Provision of mama Kits
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Improve access to Antenatal Care (ANC)	<ul style="list-style-type: none"> Post midwives to all Health Centre IIs Conduct outreaches in hard to reach areas Provision of mama Kits

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Improve Adolescent Sexual and Reproductive Health	<ul style="list-style-type: none"> Training workers in SRH packages Provision of young people at facilities Conduct community outreaches
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Strengthen School health services and standards.	<ul style="list-style-type: none"> Conduct school health outreaches Train peer educators Form School health clubs
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Develop and sustain collective action for ending preventable maternal, new born and child deaths; maternal and perinatal deaths, surveillance and response	<ul style="list-style-type: none"> Conduct school health outreaches Train peer educators Form School health clubs
Increasing access to quality social services	Maternal, Neonatal and Child Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Harness non health sector interventions that impact on maternal, new born and child health	<ul style="list-style-type: none"> Conduct school health outreaches Train peer educators Form School health clubs
Increasing access to quality health services	Integrated Disease Surveillance and Response	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Enhance the capacity for integrated disease surveillance, detection and control; and emergencies management.	<ul style="list-style-type: none"> Conduct routine active search Conduct community based surveillance Sample collection and transportation to the different laboratories Provide PPEs

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality health services	Integrated Disease Surveillance and Response	Health and Nutrition		Strengthen diagnostic capacity for surveillance, detection and control.	<ul style="list-style-type: none"> • Provide PPEs • Radio talk shows • Mentorship of staff • Hold quarterly meetings at community level
Increasing access to quality health services	Integrated Disease Surveillance and Response	Health and Nutrition		Build community resilience to health disasters capacity of through promotion of disaster risk reduction and management strategies	<ul style="list-style-type: none"> • Training of VHTs on diseases of epidemic potential • Community mobilization and sensitization • Provision of IEC materials • Conduct outreaches
Increasing access to quality health services	Burden of Disease: Malaria	Health and Nutrition	To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services.	Coordinated and targeted behavior change communication	<ul style="list-style-type: none"> • Provide IEC materials • Health education sessions at all health facilities • Conduct radio talk shows
Increasing access to quality health services	Burden of Disease: Malaria	Health and Nutrition		Mass distribution of long lasting insecticide-treated nets (LLINs)	<ul style="list-style-type: none"> • Provision of LLINs to all pregnant women who come for ANC services
Increasing access to quality health services	Burden of Disease: Malaria	Health and Nutrition		Scale-up the integrated community case management of malaria and other childhood illnesses.	<ul style="list-style-type: none"> • Training all health workers • Provision of first line drugs to all VHTs

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality health services	Burden of Disease: Malaria	Health and Nutrition	To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services.	Improve facility based malaria case management	<ul style="list-style-type: none"> • Training of all health workers in management of severe malaria • Training in management of simple malaria and RDT use • Conduct support supervision • Conduct clinical audits
Increasing access to quality health services	Burden of Disease: HIV and AIDS	Health and Nutrition	<ul style="list-style-type: none"> • To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Scale-up access to antiretroviral therapy	<ul style="list-style-type: none"> • Accreditation of all HC IIIs • Training of all staff at all health center III in ART application
Increasing access to quality health services	Burden of Disease: HIV and AIDS	Health and Nutrition	<ul style="list-style-type: none"> • To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Test and treat children (<15 yrs) and pregnant women, sero-discordant couples, and people with TB/HIV co-infection.	<ul style="list-style-type: none"> • Provision of guidelines to all health workers • Mentorship of all health workers
Increasing access to quality health services	Burden of Disease: HIV and AIDS	Health and Nutrition		Routine screening and treating of TB in all HIV positive clients.	<ul style="list-style-type: none"> • Provision of testing KITS • Support supervision • Provision of reagents and equipment
Increasing access to quality health services	Burden of Disease: HIV and AIDS	Health and Nutrition		Scale-up HIV prevention interventions	<ul style="list-style-type: none"> • Conduct periodic HIV Counseling and Testing at all levels • Formulate Hoima HIV and AIDS 2015/16 – 2019/20 Strategic Plan

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality health services	Burden of Disease: Tuberculosis	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Improve detection, management of drug-susceptible TB cases to ensure 90 percent treatment success.	<ul style="list-style-type: none"> Provide guidelines for screening of all suspected cases Mentorship and training of all health workers
Increasing access to quality health services	Burden of Disease: Tuberculosis	Health and Nutrition		Improve capacity to diagnose and manage childhood tuberculosis.	<ul style="list-style-type: none"> Training of health workers in diagnosis of children with TB Provide diagnostic guidelines to health workers Provide equipment
Increasing access to quality health services	Burden of Disease: Tuberculosis	Health and Nutrition		Increase detection and management of multi-drug-resistant Tuberculosis.	<ul style="list-style-type: none"> Training of health workers Collection of samples from suspected cases and transport to the hospital for gene expert
Increasing access to quality health services	Burden of Disease: Tuberculosis	Health and Nutrition		Strengthen contact investigation and infection control including congregate settings.	<ul style="list-style-type: none"> Follow up and surveillance Collection of samples from contacts
Increasing access to quality health services	Burden of Disease: Tuberculosis	Health and Nutrition		Increase management of TB/HIV co-infection including enrollment on Antiretroviral therapy.	<ul style="list-style-type: none"> Strengthen HIV/TB collaboration at all levels Provide ART guidelines Training of staff in management of co-infection

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality health services	Burden of Disease: Neglected Tropical Diseases (NTDs)	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Promote One Health Approach to prevent and control of emerging and endemic Zoonotic diseases. Strengthen surveillance and diagnostic capacity for Zoonotic diseases for early detection and management. Strengthen district capacity for vector control including Neglected Tropical Diseases (NTD).	<ul style="list-style-type: none"> Training of health workers on one health approach Community sensation of One Health Conduct quarterly meetings Provide guidelines on one health Conduct outreach services and mass drug administration on the set treatment days
Increasing access to quality health services	Immunisation Services	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Improve immunization coverage	<ul style="list-style-type: none"> Conduct outreaches to community Avail vaccines and other related supplies in time Maintenance of vaccine fridges Provide IEC materials
Increasing access to quality health services	Immunisation Services	Health and Nutrition		Strengthen community participation in immunization services	<ul style="list-style-type: none"> Sensitize communities Mobilization through media like radio talk shows Mobilize through radio talk shows
Increasing access to quality health services	Immunisation Services	Health and Nutrition		Implement the national immunization communication strategy in the district.	<ul style="list-style-type: none"> Provide IEC Materials and guidelines

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Increasing access to quality health services	Non-communicable Diseases	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Promote healthy lifestyles that contribute to prevention or delay of occurrence of NCDs	<ul style="list-style-type: none"> Community sensitization of lifestyles diseases Health education to communities
Increasing access to quality health services	Non-communicable Diseases	Health and Nutrition		Improve management of NCDs at all levels of care.	<ul style="list-style-type: none"> Provision of drugs for NCDs
Increasing access to quality health services	Non-communicable Diseases	Health and Nutrition		Establish a functional surveillance, monitoring and research system to support the prevention and control of NCDs.	<ul style="list-style-type: none"> Provide IDSR guidelines Training of staff and people involved in surveillance Formation of NCD committee
Increasing access to quality health services	Non-communicable Diseases	Health and Nutrition		Strengthen human resource capacity to manage NCDs.	<ul style="list-style-type: none"> Training of health workers in the common NCDs
Increasing access to quality health services	Oral Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Increase screening for and treatment of oral diseases particularly among primary school children.	<ul style="list-style-type: none"> Conduct school health outreaches on oral health Carry out health education sessions to teachers and pupils on oral health Provide IEC materials to school on oral health
Increasing access to quality health services	Oral Health	Health and Nutrition		Strengthen dental services.	<ul style="list-style-type: none"> Provision of dental equipment to all health Centre IVs Recruit and deployment of personnel

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Increasing access to quality health services	Mental Health	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Promote availability to services for mental, neurological and substance use.	<ul style="list-style-type: none"> Sensation of communities on availability of services Procurement of drugs for mental and neurological health
Increasing access to quality health services	Nutrition	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	Support maternal and child nutrition initiatives to promote child survival, growth and development	<ul style="list-style-type: none"> Conduct child days plus to promote child survival, growth and development Provide basic equipment for growth monitoring
Increasing access to quality health services	Nutrition	Health and Nutrition		Promote supplementation with micronutrients (Vitamin A, Iron, and Zinc) to target groups	<ul style="list-style-type: none"> Conduct child days plus to promote child survival, growth and development Provide the necessary drugs (Vitamin A, Iron; and Zinc to the target groups
Increasing access to quality health services	Nutrition	Health and Nutrition		Promote diet diversification, growth monitoring and counseling	<ul style="list-style-type: none"> Training of health workers on good nutrition Provide basic equipment for growth monitoring

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality health services	Health Infrastructure	Health and Nutrition	<ul style="list-style-type: none"> To contribute to the production of a healthy human capital through provision of equitable, safe and sustainable health services. 	<p>Renovate and consolidate the existing health infrastructure for effective service delivery.</p> <p>Develop and upgrade health infrastructure.</p> <p>Procure, distribute and maintain appropriate medical equipment at all levels of health service delivery.</p> <p>Build capacity for operation and maintenance of medical equipment.</p>	<ul style="list-style-type: none"> Training of staff in equipment maintenance Procure, distribute and maintain medical equipment to all facilities Renovation of existing health facilities for effective health service delivery Upgrade health centres IIs to HC IIIs Fence all health centre IIIs and Kibaire HC II
Increasing access to quality health services	Cross Cutting Issues: HIV/AIDS	Health and Nutrition	<ul style="list-style-type: none"> Build and maintain an effective District HIV/AIDS response system 	Formulate and develop a district HIV/AIDS Response Plan 2015/16 – 2019/20	<ul style="list-style-type: none"> Review and update the District Strategic HIV/AIDS Response Plan
Increasing access to quality health services	Cross Cutting Issues: HIV/AIDS	Health and Nutrition		Strengthen the DAC and SACs institutional coordination	<ul style="list-style-type: none"> Strengthen the DAC and SAC for coordination
Increasing access to quality health services	Cross Cutting Issues: HIV/AIDS	Health and Nutrition	<ul style="list-style-type: none"> Reduce the incidence of HIV/AIDS from 6.4% to 5% 	Increase access to prevention and treatment of HIV/AIDS and opportunistic infections	<ul style="list-style-type: none"> Training of Health workers Provision of ARV drugs Accreditation of all HC IIIs
Increasing access to quality health services	Cross Cutting Issues: HIV/AIDS	Health and Nutrition		Increase access to ART and treatment of opportunistic infections	<ul style="list-style-type: none"> Training of Health workers Provision of drugs Accreditation of all HC IIIs

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality health services	Cross Cutting Issues: HIV/AIDS	Health and Nutrition	<ul style="list-style-type: none"> Enhance livelihoods and economic empowerment of affected communities and households 	Lobby for social support to affected households	<ul style="list-style-type: none"> Lobby for social support to affected households
Increasing access to quality health services	Cross Cutting Issues: Gender	Health and Nutrition	<ul style="list-style-type: none"> To address the key determinants of health through strengthening inter-sectoral collaboration and partnerships 	Implement a Gender in health strategy and innovative programs to address specific women's and men's, boys and girls health needs.	<ul style="list-style-type: none"> Sensitization of health workers on gender based violence Formation of youth clubs in schools and communities
Increasing access to quality health services	Cross Cutting Issues: Gender	Health and Nutrition	<ul style="list-style-type: none"> To address the key determinants of health through strengthening inter-sectoral collaboration and partnerships 	Implement strategies and programs addressing the social and economic conditions that make people ill (Sexual and Gender Based Violence (SGBV), Nutrition, Water, Sanitation and Hygiene, attitudes, practices, behavior and mindsets, and appropriate shelter/housing).	<ul style="list-style-type: none"> Conduct Radio Talk shows Community dialogue meetings Train the VHTS on basic Health packages
Increasing access to quality health services	Cross Cutting Issues: Gender	Health and Nutrition	<ul style="list-style-type: none"> To address the key determinants of health through strengthening inter-sectoral collaboration and partnerships 	Adopt an 'Health in all Policies' approach, which ensures the Health Sector, interacts with, and influences design implementation and monitoring processes of programs in all health-related sectors.	<ul style="list-style-type: none"> Hold joint planning meetings Hold joint review meetings Provide integrated guidelines Reactivating and institutionalizing inter-sectoral collaboration fora to address the key determinants of health.

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Increasing access to quality health services	Cross Cutting Issues: Gender	Health and Nutrition	<ul style="list-style-type: none"> To address the key determinants of health through strengthening inter-sectoral collaboration and partnerships 	Implement and follow up the integration of human rights and disability responsive plans	<ul style="list-style-type: none"> Joint planning and review with all stakeholders Joint monitoring of programmes
Increasing access to quality health services	Cross Cutting Issues: Gender	Health and Nutrition		Disseminate a communication and advocacy strategy to address key determinants of health.	<ul style="list-style-type: none"> Provide IEC and guidelines
Increasing access to quality health services	Cross Cutting Issues: Gender	Health and Nutrition		Strengthen community structures for identification and participation in addressing social determinants of health	<ul style="list-style-type: none"> Health education and sensitization on determinants of health
Enhancing human capital development	Primary Education	Education and Sports	<ul style="list-style-type: none"> Achieve equitable access to relevant and quality education and training 	Continue the implementation of UPE, USE to lower costs to families.	<ul style="list-style-type: none"> Continue the implementation of UPE, USE to lower costs to families. Identify and submit to the Ministry of Education new community schools for coding
Enhancing human capital development	Primary Education	Education and Sports		Implement the policy of a government primary school per parish; and secondary school per sub county	<ul style="list-style-type: none"> Construction of 4 secondary schools in Kigorobya s/c; Buhanika s/c, Kitoba s/c & Kyangwali s/c.
Enhancing human capital development	Early Childhood Development	Education and Sports		Develop and implement a comprehensive policy frame work for ECD	<ul style="list-style-type: none"> Registration and licensing of ECD Centres Support supervision of ECD Centres
Enhancing human capital development	Early Childhood Development	Education and Sports		Expand community based ECD centers and attach	<ul style="list-style-type: none"> Establish ECD centres on all Government aided

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
				ECD centers to primary schools for the provision of preprimary education	primary schools
Enhancing human capital development	Primary Education	Education and Sports		Develop and implement a strategy to address school feeding.	<ul style="list-style-type: none"> • Implement the council policy to address school feeding • To lobby for development partners to address school feeding.
Enhancing human capital development	Special Needs Education	Education and Sports		Develop and implement programs targeted to disadvantaged communities, marginalized groups and students with special learning needs	<ul style="list-style-type: none"> • Identification, assessment and referral of SNE children. • Supervision of SNE centres • Supply materials for SNE students
Enhancing human capital development	Primary Education	Education and Sports		Design and implement a partnership framework to address Social-cultural and other barriers to girls' and boys' attendance and retention in school	<ul style="list-style-type: none"> • Conflict and Disaster risk management • Education stakeholders conference in sub counties • MDD PIASCY and Girl Child Education.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Enhancing human capital development	Primary Education	Education and Sports	Enhancing human capital development	Expand and improve school infrastructure for all levels, including school physical education and community facilities	<ul style="list-style-type: none"> • Construction of 142 – 2 classroom blocks for primary schools. • Construction of 80 staff quarters for primary teachers • Construction of 152 five stance lined VIP latrines • Supply 2700 – 3 seater pupils desks to primary schools • Completion of secondary school projects
Enhancing human capital development	Primary Education	Education and Sports	Enhancing human capital development	Provide appropriate scholastic materials and equipment for primary schools	<ul style="list-style-type: none"> • Procurement of primary Education text books • Lobby for development partners to provide scholastic materials
Enhancing human capital development	Sports	Education and Sports	Enhancing human capital development	Establish additional sports facilities and one basic Stadia as well as establishing sports councils	<ul style="list-style-type: none"> • Construction of a sports stadium at Boma grounds • Expand PE and sports facilities in at least 100 schools • Promote the establishment of standard sports ground in every sub county.

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Enhancing human capital development	Sports development	Education and Sports	Enhancing human capital development	Improve the rewarding and recognition scheme for excelling sportsmen and women	<ul style="list-style-type: none"> • Institute a rewarding and recognition scheme for excelling sports men and women • Lobby institutions to provide bursaries to excelling sports girls and boys
Enhancing human capital development	Education Management	Education and Sports	Enhancing human capital development	Enforce the Education Ordinance and bye-laws at sub county level against defilement at school level.	<ul style="list-style-type: none"> • Enforce the Hoima school dropout ordinance 2013.
Enhancing human capital development	Education Management	Education and Sports	Enhancing human capital development	Improve the instructional processes that lead to students' achievement of literacy, numeracy and basic life skills	<ul style="list-style-type: none"> • Capacity building for staff, statutory bodies and other stakeholders for education standards improvement through training and technical support to BOGs, SMCs and refresher trainings for head teachers.
Enhancing human capital development	Supervision and Inspection	Education and Sports	Enhancing human capital development	Enhance inspection, support supervision and enforcement of standards at all levels	<ul style="list-style-type: none"> • Procurement of motorcycles for inspectors
Enhancing human capital development	Supervision and Inspection	Education and Sports	<ul style="list-style-type: none"> • Achieve equitable access to relevant and quality education and training; 	Enhance teacher development and management system	<ul style="list-style-type: none"> • Capacity building through training refresher courses • Providing support supervision services on a regular/ quarterly basis

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Enhancing human capital development	School Infrastructure Development	Education and Sports	<ul style="list-style-type: none"> Achieve equitable access to relevant and quality education and training; 	Rehabilitate, expand and equip existing facilities at primary and secondary	<ul style="list-style-type: none"> Provision of staff accommodation, classrooms and sanitation facilities. Ensure provision of instructional materials to schools.
Enhancing human capital development	Early Child Development	Education and Sports	<ul style="list-style-type: none"> Achieve equitable access to relevant and quality education and training; 	Implement appropriate ECD operational standards	<ul style="list-style-type: none"> Monitoring & supervision ECD policy dissemination to stakeholders during sensitization Formulate ECD committee (District + Refugee settlement camp - Kyangwali)
Enhancing human capital development	Early Child Development	Education and Sports	<ul style="list-style-type: none"> Achieve equitable access to relevant and quality education and training; 	Institutionalize training of ECD Caregivers/teachers	<ul style="list-style-type: none"> Carryout CPD at centre coordinating centres Profiling all care givers and the training levels
Enhancing human capital development	Early Child Development	Education and Sports	<ul style="list-style-type: none"> Achieve equitable access to relevant and quality education and training; 	Professionalize and motivate the teaching force	<ul style="list-style-type: none"> Capacity building through regular courses Quarterly inspections, supervision and monitoring.
Enhancing human capital development	Supervision and Inspection	Education and Sports	<ul style="list-style-type: none"> Achieve equitable access to relevant and quality education and training; 	Support and strengthen partnerships with the private sector to ensure quality education at preprimary, primary, secondary and post-secondary	<ul style="list-style-type: none"> Regular meetings with the private sector Regular inspections, supervision and monitoring to include the private sector. Data collection on the private sector activities.

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Enhancing human capital development	Supervision and Inspection	Education and Sports	<ul style="list-style-type: none"> Achieve equitable access to relevant and quality education and training; 	Establish Model Schools/Centers of Excellence by sub county at primary levels	<ul style="list-style-type: none"> Providing support supervision to identified model schools Strengthen the 22 model schools through teacher deployment, facilities provision and enhanced support supervision
Enhancing human capital development	Supervision and Inspection	Education and Sports	<ul style="list-style-type: none"> Enhance efficiency and effectiveness of education and sports service delivery at all levels. 	Empower schools to manage instructional programs, staff and other resources	<ul style="list-style-type: none"> Regular inspections, support supervision and monitoring
Enhancing human capital development	Supervision and Inspection	Education and Sports	<ul style="list-style-type: none"> Enhance efficiency and effectiveness of education and sports service delivery at all levels. 	Re-orient School Management Committees to be more active in Schools	<ul style="list-style-type: none"> Conducting Orientation training for SMCs
Enhancing human capital development	Supervision and Inspection	Education and Sports		Ensure schools' compliance to standards and regulations	<ul style="list-style-type: none"> Regular inspections, support supervision and monitoring
Skilling	Skills Development	Education and Sports	<ul style="list-style-type: none"> To increase equitable access to appropriate skills training at all levels 	Promote establishment of skills development institutions through PPPs	<ul style="list-style-type: none"> Quarterly meetings with partners in skills development Regular inspections / monitoring/ supervision.
Skilling	Skills Development	Education and Sports		Increase access to non-formal skills development	<ul style="list-style-type: none"> Regular meetings with service providers.

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Skilling	Skills Development	Education and Sports	<ul style="list-style-type: none"> To increase equitable access to appropriate skills training at all levels 	Develop positive perceptions; mindset change and attitude; work ethics; and cultural values and norms towards hands-on training	<ul style="list-style-type: none"> Regular support supervision to existing institutions Encouraging exchange visits Community sensitization.
Skilling	Skills Development	Education and Sports	<ul style="list-style-type: none"> 	Enhance participation of disadvantaged and marginalized groups in skills development	<ul style="list-style-type: none"> Formation parents support groups in sub counties Training in livelihood
Skilling	Skills Development	Education and Sports	<ul style="list-style-type: none"> To enhance efficiency and effectiveness in skills delivery 	Strengthen internship and apprenticeship for hands-on training in both private and public organizations	<ul style="list-style-type: none"> Work with Development partners e.g. Living Earth , etc Meeting service providers
Skilling	Skills Development	Education and Sports		Develop a strategy to identify and nurture talent development for in and out of school youth	<ul style="list-style-type: none"> Monitoring / support supervision to service providers/ institutions Organizing sports/ MDD youth activities
Cross Cutting Issues in Education	HIV and AIDS	Education and Sports	<ul style="list-style-type: none"> Combat HIV/AIDS in the Education Sector 	Train and mentor staff on relevant HIV/AIDS competencies such as life skills, care and support	<ul style="list-style-type: none"> Regular meetings / CPD for staff on HIV/AIDS Monitoring / support supervision of HIV/AIDS activities.
Cross Cutting Issues in Education	HIV and AIDS	Education and Sports		Promote Music, Dance and Drama (MDD) and media campaigns in schools and institutions to raise awareness about	<ul style="list-style-type: none"> Supporting schools to participate in MDD activities annually. Net working with partners to support MDD Activities in schools.
Cross Cutting Issues in Education	HIV and AIDS	Education and Sports		Liaise with Health Department and other service providers of anti-retroviral treatment (ART) to provide ARVs	<ul style="list-style-type: none"> Net working with health department and HOTAAG in the provision of services to teachers.

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Cross Cutting Issues in Education	Gender	Education and Sports	<ul style="list-style-type: none"> Enhance environmental awareness in delivery of Education and Sports services 	Integrate environmental concerns in education and sports programmes Support Information Education Communication (IEC) activities on environment	<ul style="list-style-type: none"> Networking with the department of natural resources to support Environment, Education activities in schools.
Cross Cutting Issues in Education	Gender	Education and Sports	<ul style="list-style-type: none"> Enhance equitable access to education and sports at all levels 	Carry out advocacy and awareness creation	<ul style="list-style-type: none"> Holding Radio talk shows on education issues, quarterly Conduct Education stakeholders' conference.
Cross Cutting Issues in Education	Gender	Education and Sports	<ul style="list-style-type: none"> Enhance gender equity in education and sports at all levels 	Carry out training and in-service training of teachers particularly senior women/men teachers and career teachers and other stakeholders in gender responsiveness methodologies and practices	<ul style="list-style-type: none"> Organizing CPDs/ refresher courses for senior women/ men teachers on quarterly basis.
Cross Cutting Issues in Education	Disability	Education and Sports		Enhance training of SNE teachers, head teachers and the community	<ul style="list-style-type: none"> Conducting CPD for teachers and head teachers on SNE . Community sensitization through annual stakeholders' conferences.

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Cross Cutting Issues in Education	Human Rights	Education and Sports	<ul style="list-style-type: none"> Refugees and host community have optimal access to education 	Ensure effective support to early childhood development, primary and secondary education to improve academic performance and standards, and continuously have increased opportunities for vocational skills training in close partnership with key stakeholders	<ul style="list-style-type: none"> Establish additional classrooms and other school infrastructure for both primary and secondary schools (latrines, teachers houses, desks) Establish a vocation skills training centre in Kyangwali sub county and all the other sub counties; Promote e-learning programmes by investing in ICT Integrate Conflict and Disaster Risk Management (CDRM) in school programmes
Improving stock and quality of economic infrastructure	Roads	Works	<ul style="list-style-type: none"> Improve accessibility to most rural areas by sustainably maintaining at least 80% of the district road network and affiliated bridge stock in a fair to good condition by the 2020 	Upgrade, rehabilitate and maintain district roads	<ul style="list-style-type: none"> Periodic maintenance of 256 km of district roads Spot improvement of 20 km of district roads Rehabilitation of 109 km of district roads Routine maintenance of 634 km annually
Improving stock and quality of economic infrastructure	Roads	Works	<ul style="list-style-type: none"> Improve traffic flow within the district by enhancing roads infrastructure, connectivity and safety through removing road bottlenecks 	Construct motorable roads to the lake shore	<ul style="list-style-type: none"> Construction of Kigorobya – Kibiro Road; Kapapi – Runga Road and Kyangwali – Buhuka Road. Acquisition of full road unit.
Improving stock and quality of economic infrastructure	Roads	Works		Ensure increased reliability of the bridge stock	<ul style="list-style-type: none"> Improvement and swamp filling of structural bottlenecks

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
					(7 swamps/bridges) <ul style="list-style-type: none"> • Procurement of 60 culverts of 600mm for Kabwoya access roads

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Improving stock and quality of economic infrastructure	Roads	Works	<ul style="list-style-type: none"> Improve accessibility of villages within the district 	Construction and maintenance of Community Access Roads within the district	<ul style="list-style-type: none"> Rehabilitation of Rwamutonga – Kahoojo road, Kyambara - Kiyora in Bugambe sub county; Rehabilitation of Musaijamukuru – Musoma – Kabanyansi – Kigando – Kisindi access road in Buhimba sub county; Rehabilitation of Bisenyi – Kyakaboga – Rwamutonga access road in Buseruka sub county; Rehabilitation of Kyakayaya – Kabatindule road in Kigorobya sub county; Opening of Butimba – Kamusuni – Rwemisanga access road in Kiziranfumbi sub county; and Opening of Kyangwali – Rwemisanga road; and Kyarushesha – Munteme – Kyangwali road in Kyangwali sub county
Improving stock and quality of economic infrastructure	Water Transport	Works	<ul style="list-style-type: none"> Develop adequate, reliable and efficient water transport on Lake Albert 	Promote the development of inland water transport through PPP modality	<ul style="list-style-type: none"> Lobby and source for the private sector through the PPP modality for inland water transport.

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Improving stock and quality of economic infrastructure	Works Management, Supervision and Inspection	Works	<ul style="list-style-type: none"> Improve the human resource and institutional capacity of the Sector to efficiently execute the planned interventions 	Develop a MIS to inform planning, performance monitoring and evaluation	<ul style="list-style-type: none"> Strengthen the use of RAMP, ADRICS Procurement of GPS, Arch card and civil card soft ware.
Improving stock and quality of economic infrastructure	Human Resource Development	Works		Strengthen the works planning function in the District	<ul style="list-style-type: none"> Training in GIS, Arch card and civil card applications
Improving stock and quality of economic infrastructure	Human Resource Development	Works		Train staff in professional courses	<ul style="list-style-type: none"> Continuous professional Development.
Improving stock and quality of economic infrastructure	Housing and buildings	Works	<ul style="list-style-type: none"> Improve the district infrastructural facilities 	Expand and improve office accommodation	<ul style="list-style-type: none"> Construct Phase II and III of the district headquarters Construct office block and renovation of staff houses in Kyangwali sub county
Access to safe water supply in rural areas	Rural Water Supply	Water and Sanitation	<ul style="list-style-type: none"> Increase access to safe water supply in rural areas from 74.2 per cent to 85 percent by 2020 	Construct, operate and maintain appropriate community water supply systems in rural areas focusing in un-served areas.	<ul style="list-style-type: none"> Construct 16 water springs, 91 shallow wells, drill 31 boreholes. Rehabilitate 50 boreholes
Access to safe water supply in rural areas	Rural Water Supply	Water and Sanitation		Target investments in water stressed areas abstracting from production wells as well as large GfS where appropriate to serve the rural areas.	<ul style="list-style-type: none"> Construct 5 mini piped water systems of Butema, Kapaapi, Kiziranfumbi, Bulindi and Kyarushesha/Nyairon go
Access to safe water supply in rural areas	Rural Water Supply	Water and Sanitation		Promote and scale up rainwater harvesting at household, public institutions and community level with particular focus on climate change	<ul style="list-style-type: none"> Promote rainwater harvesting at household, public institutions and community level.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Access to safe water supply in rural areas	Rural Water Supply	Water and Sanitation		Promote WASH humanitarian preparedness and response to avert possible outbreaks of water related diseases especially in settlements for poor communities and as well as refugees and displaced persons.	<ul style="list-style-type: none"> Promote WASH humanitarian preparedness especially for refugees and displaced persons
Access to safe water supply in rural areas	Rural Water Supply	Water and Sanitation		Improve functionality, sustainability and resilience of water supply systems in rural areas.	<ul style="list-style-type: none"> Rehabilitation of Kaiso piped pumped water system.
Access to safe water supply in rural areas	Rural Water Supply	Water and Sanitation		Promote Public Private Partnership arrangements to increase accessibility of water source	<ul style="list-style-type: none"> Promote PPP arrangements to increase accessibility of water sources.
Access to safe water supply in rural areas	Sanitation	Water and Sanitation	<ul style="list-style-type: none"> Increase access to improved sanitation from 72 per cent to 95 per cent for rural areas by the year 2020 	Promote good sanitation and hygiene practices in households, communities and rural growth centres	<ul style="list-style-type: none"> Construction of 10 – five stances public toilets at markets Mobilize and sensitize 20,000 households and 50 schools on good sanitation and hygiene practices through home and school improvement campaigns
Access to safe water supply in rural areas	Sanitation	Water and Sanitation		Promote appropriate sanitation technologies.	<ul style="list-style-type: none"> Promote ECOSAN toilets especially on the Lake Albert landing sites.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Access to safe water supply in rural areas	Sanitation	Water and Sanitation	<ul style="list-style-type: none"> Increase access to improved sanitation from 72 per cent to 95 per cent for rural areas by the year 2020 	Strengthen collaboration amongst the institutions responsible for sanitation activities (CSOs, FBOs, LLGs)	<ul style="list-style-type: none"> Hold coordination meetings quarterly with all stakeholders
Access to safe water supply in rural areas	Sanitation	Water and Sanitation		Implement demand led sanitation and hygiene (Community Led Total Sanitation and sanitation /social marketing).	<ul style="list-style-type: none"> Promote community led total sanitation.
Access to safe water supply in rural areas	Sanitation	Water and Sanitation		Promote modernized solid waste management and treatment in the rural growth centres, fish landing sites and oil waste.	<ul style="list-style-type: none"> Acquire a Cessier Emptier vehicle. Liaise with waste management & treatment firms under PPP in the Rural Growth Centres, fish landing site and Oil waste; and Modern solid waste management and treatment plant
Access to safe water supply in rural areas	Sanitation	Water and Sanitation	<ul style="list-style-type: none"> Increase access to safe water supply in urban areas 	Construct, operate and maintain pumped piped water supply systems in urban areas, town boards and rural growth centres	<ul style="list-style-type: none"> Construct pumped piped water systems at Kabwoya, Kyangwali and Buseruka and any other as identified by communities
Access to safe water supply in rural areas	Sanitation	Water and Sanitation		Strengthen Operation and Maintenance, asset management and regulation for the urban water systems	<ul style="list-style-type: none"> Hold coordination meetings quarterly with all key stakeholders in water and sanitation

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Access to safe water supply in rural areas	Sanitation	Water and Sanitation	<ul style="list-style-type: none"> Ensure community based maintenance system 	Strengthen the community based maintenance through formation of water user committees	<ul style="list-style-type: none"> Formation of 138 water user committees for newly constructed water points and 4 water boards for newly constructed piped water systems Train and certify 40 pump mechanics
Ensure sustainable productive natural resources base and a healthy environment for improved livelihoods, poverty eradication; and economic growth	Natural Resources Management	Natural Resources Management: Environment	<ul style="list-style-type: none"> Ensure coordinated delivery of environment and natural resources services and monitor sector activities 	Protect and restore the integrity and functionality of degraded fragile ecosystems	<ul style="list-style-type: none"> Hold coordination meetings quarterly with all key stakeholders (District Environment Committee, Local Environment Committees, Oil and Gas Task Force, CSOs, and Development Partners) Acquisition of vehicle, equipment and support services Develop a database system for Environment and Natural Resources (ENR) Enforce compliance with environmental and natural resources legislation and standards at all levels

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Restore and maintain the integrity and functionality of degraded fragile ecosystem	Environment	Natural Resources Management: Environment	Restore degraded ecosystems (wetlands, forests and catchments	Restore the wetland/ forest/ catchment to 30% levels	<ul style="list-style-type: none"> • Sensitize local communities and private forest owners for sustainable management of private and community natural forests • Formation of watershed management committees • Community training in wetlands management • Enrichment planting • Develop plans for sustainable watershed management for communities
Restore and maintain the integrity and functionality of degraded fragile ecosystem	Environment	Natural Resources Management: Environment	Restore degraded ecosystems (wetlands, forests and catchments	Restore the wetlands, rangelands and monitor restoration of all ecosystems (river banks, bare hills, range lands and lake shores)	<ul style="list-style-type: none"> • Identify, Prioritize, demarcate and restore critical degraded ecosystems (river banks, bare hills, rangelands and lake shores) • Lobby partners for research on economic, ecological and socio-cultural values of ecosystems and biodiversity

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Restore and maintain the integrity and functionality of degraded fragile ecosystem	Environment	Natural Resources Management: Environment	Restore degraded ecosystems (wetlands, forests and catchments)	Integration of environmental sustainability into planning and implementation of development processes	<ul style="list-style-type: none"> • Sensitization and training stakeholders in environment mainstreaming and monitoring environment mitigation measures for development projects • Increase public awareness on ENR opportunities, green economy and sustainable consumption and production practices
Restore and maintain the integrity and functionality of degraded fragile ecosystem	Environment	Natural Resources Management: Environment	Restore degraded ecosystems (wetlands, forests and catchments)	Promote compliance with environmental laws and regulations	<ul style="list-style-type: none"> • Increase public awareness and environment education
			<ul style="list-style-type: none"> • 	Strengthen management of environmental aspects of oil and gas	<ul style="list-style-type: none"> • Form Oil and Gas District Task Force • Hold coordination meetings quarterly with all key stakeholders (District Environment Committee, Oil and Gas Task Force, CSOs, and Oil companies and development partners)

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Restore and maintain the integrity and functionality of degraded fragile ecosystem	Environment	Natural Resources Management: Environment	<ul style="list-style-type: none"> Restore degraded ecosystems 	Implement district biodiversity and bio-safety targets	<ul style="list-style-type: none"> Conduct district biodiversity surveys and studies Procure GPS, Camera, Monitoring kits, and general bio-diversity data collection equipment
Restore and maintain the integrity and functionality of degraded fragile ecosystem	Environment	Natural Resources Management: Environment		Support the decentralized environment management function at the Lower Local Government level.	<ul style="list-style-type: none"> Form LECs at Sub County, Parish; and Village levels Re-orient Environment Focal Persons (EFPs) at LLGs level in integrating ENR in their plans and budgets
Increase wetland coverage through reduction of wetland degradation	Wetlands	Natural Resources Management: Wetlands	<ul style="list-style-type: none"> Increase wetland coverage and reduce wetland degradation. 	Demarcate and restore wetland eco-systems district wide	<ul style="list-style-type: none"> Identify, Prioritize, demarcate and restore critical degraded wetlands district
Increase wetland coverage through reduction of wetland degradation	Wetlands	Natural Resources Management: Wetlands	<ul style="list-style-type: none"> Increase wetland coverage and reduce wetland degradation. 	Develop wetland management plans for equitable utilisation of wetland resources district wide	<ul style="list-style-type: none"> Develop and implement framework management plans, catchment/wetland community based management plans for wetlands Conduct/update wetland inventory, mapping, assess the current bio-diversity status of wetlands
Increase wetland coverage through reduction of wetland degradation	Wetlands	Natural Resources Management: Wetlands	<ul style="list-style-type: none"> Increase wetland coverage and reduce wetland degradation. 	Develop markets for wetland products and services	<ul style="list-style-type: none"> Sensitize stakeholders on the potential economic benefits of wetland habitat based enterprises and products

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increase wetland coverage through reduction of wetland degradation	Wetlands	Natural Resources Management: Wetlands	<ul style="list-style-type: none"> • Increase wetland coverage and reduce wetland degradation. 	Build the institutional and technical capacity at the District and Local Governments in natural resources management.	<ul style="list-style-type: none"> • Training of HoDs in oil and gas management activities • Short Tailored Courses on costing and monitoring of environment mitigation measures, GIS and soft ware installation; and formulation of management plans • Bio-diversity data collection
Increase the district's resilience to the impacts of climate change	Climate Change	Natural Resources Management: Climate Change	<ul style="list-style-type: none"> • Develop district capacity for coordination and implementation of climate change adaptation and mitigation activities in the district for social welfare and district development 	Integrate and implement the National Climate Change Policy (NCCP) including awareness creation at the District and in all LLGs as well as CSOs and the private sector.	<ul style="list-style-type: none"> • Integrate and implement the National Climate Change Policy (NCCP) including awareness creation at the District and in all LLGs as well as CSOs and the private sector.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Promote sustainable use of the forestry and natural resources	Forestry	Natural Resources Management: Forestry	<ul style="list-style-type: none"> Restore Forest Cover by at least 30% by 2020 	Develop district wide community based and institutional tree planting initiatives	<ul style="list-style-type: none"> Sensitization of land owners to plant trees and promote tree planting campaigns Promote afforestation on bare hills Support private initiatives in production of seeds, seedlings and other planting materials Establish a district tree nursery Promote tree planting on government institutions
Promote sustainable use of the forestry and natural resources	Forestry	Natural Resources Management: Forestry		Promote implementation of sustainable management of forests through restoration of natural forests on protected and private land through forest habitat-based livelihoods and products (e.g. apiculture and natural medicines) and eco-tourism	<ul style="list-style-type: none"> Re-forestation and afforestation of 146 ha in forest reserves; Promote enrichment and restoration; conservation farming; forest based enterprises and woodlots
Promote sustainable use of the forestry and natural resources	Forestry	Natural Resources Management: Forestry		Promote forestry in urban development planning	<ul style="list-style-type: none"> Promote roads' reserves tree planting; and boundary tree demarcations

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Promote sustainable use of the forestry and natural resources	Forestry	Natural Resources Management: Forestry	<ul style="list-style-type: none"> Ensure sustainable use of the Environment and Natural Resource in Kyangwali Refugee Settlement and the Host Communities 	Enhance sustainable management and utilization of natural resources to increase community resilience in disaster risk reduction, climate change adaptation and eco-system management and restoration through friendly interventions in partnership with the refugees community	<ul style="list-style-type: none"> Promote enrichment and restoration; conservation farming; forest based enterprises and woodlots Establishment of tree nurseries and demos Train households in construction of energy saving stoves and utilization Training households in alternative sources of energy (biogas, solar, briquettes etc...) Identify vital wetlands, gazette and demarcate the wetlands; develop community based wetland management plans Promote awareness on environment and natural resource laws
Promote sustainable use, protection and management of land	Land Management	Natural Resources Management: Lands	<ul style="list-style-type: none"> Improve utilization, protection and management of land 	<ul style="list-style-type: none"> Disseminate National Land Policy and land use policy 	<ul style="list-style-type: none"> Identify , assess, inventory and register government land Sensitize the communities and other stakeholders on the National Land Policy and Land Use

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Promote sustainable use, protection and management of land	Land Management	Natural Resources Management: Lands	<ul style="list-style-type: none"> Improve and modernize land administration services/systems 	<ul style="list-style-type: none"> Implement national program of system adjudication , demarcation, survey and certification, titling and registration of land 	<ul style="list-style-type: none"> Implement and sustain the land information systems
Promote sustainable use, protection and management of land	Land Management	Natural Resources Management: Lands		<ul style="list-style-type: none"> Increase capacity and support land valuation services 	<ul style="list-style-type: none"> Disseminate valuation regulations, guidelines and standards Build capacity to resolve valuation related disputes
Promote sustainable use, protection and management of land	Land Management	Natural Resources Management: Lands	<ul style="list-style-type: none"> Improve equity in access to land and tenure of vulnerable groups 	<ul style="list-style-type: none"> Increase provision of public information on land rights 	<ul style="list-style-type: none"> Sensitize the public on land rights and land information
Promote sustainable use, protection and management of land	Land Management	Natural Resources Management: Lands	<ul style="list-style-type: none"> Operationalize the physical planning Act 	<ul style="list-style-type: none"> Develop and implement District Physical Development Plan 	<ul style="list-style-type: none"> Formulate a District Physical Plan and implement it Development of physical development plans for 10 key urban centres Monitor land use practices to comply with sound environment and natural resource management Provide capacity building support to local councils to facilitate the implementation of the plans

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Promote sustainable use, protection and management of land	Land Management	Natural Resources Management: Lands	<ul style="list-style-type: none"> Operationalize the physical planning Act 	<ul style="list-style-type: none"> Set up a GIS unit for physical planning 	<ul style="list-style-type: none"> Establish a GIS unit for physical planning Conduct short course training for GIS and development of physical Development plan
Promote sustainable use, protection and management of land	Land Management	Natural Resources Management: Lands	<ul style="list-style-type: none"> Improve the policy framework for establishment of rural growth centres and town boards 	<ul style="list-style-type: none"> Develop appropriate planning standards and guidelines for integrated district development plans, structure plans and detailed plans through public participation 	<ul style="list-style-type: none"> Promote appropriate planning standards and guidelines for integrated district and sub county development plans and spatial mapping

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Social development and community empowerment	Community Based Services	<ul style="list-style-type: none"> Enhance effective participation of communities in the development process 	Strengthen the functionality of and accessibility to quality non-formal literacy services	<ul style="list-style-type: none"> Strengthen the capacity of adult literacy implementers at all levels for improved service delivery Formation and strengthening of groups and community organization. Community centres rehabilitation Support for staff and communities in literacy Strengthen partnerships and networks between HDLG, CSOs, Private Sector and Development Partners for non – formal literacy services
Increasing access to quality social services	Social development and community empowerment	Community Based Services	<ul style="list-style-type: none"> Enhance effective participation of communities in the development process 	Expansion of Community Library and Information services	<ul style="list-style-type: none"> Establish community library and information service in all sub counties.
Increasing access to quality social services	Social development and community empowerment	Community Based Services	<ul style="list-style-type: none"> Enhance effective participation of communities in the development process 	Strengthen mechanisms for planning, implementation and monitoring of services and community level initiatives	<ul style="list-style-type: none"> Re – orientation skills training and support for staff in participatory development management Training, sensitization and improved operational resourcing.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Social development and community empowerment	Community Based Services	<ul style="list-style-type: none"> Enhance effective participation of communities in the development process 	Promote culture for economic development and social transformation	<ul style="list-style-type: none"> Implement and manage community Driven Development. Support community groups' projects through CDD funding
Increasing access to quality social services	Probation and Social Welfare	Community Based Services	<ul style="list-style-type: none"> Improve the resilience and productive capacity of the vulnerable persons for inclusive growth. 	Strengthen the family unit as a basis for quality human development	<ul style="list-style-type: none"> Supporting and strengthening the capacity of households and caregivers to protect and care for OVC.
Increasing access to quality social services	Probation and Social Welfare	Community Based Services		Promote access to social care and support services including OVC, PWDs and older persons	<ul style="list-style-type: none"> Support staff and communities in child and youth welfare. Lobby and advocate for SAGE.
Increasing access to quality social services	Probation and Social Welfare	Community Based Services		Promote and protect the rights of vulnerable groups-children, PWDs, older persons against abuse, exploitation, violence and neglect	<ul style="list-style-type: none"> Initiate coordinate and support efforts to empower OVCS, PWDs, older persons Promote Community Based, Rehabilitation (CBR) for PWDs, Older persons and child with special needs.
Increasing access to quality social services	Probation and Social Welfare	Community Based Services	<ul style="list-style-type: none"> Improve the resilience and productive capacity of the vulnerable persons for inclusive growth. 	Mainstream disability issues across all sectors	<ul style="list-style-type: none"> Advocate for provision of appropriate facilities and amenities for PWDs across all sectors.
Increasing access to quality social services	Youth Services	Community Based Services: Youths	<ul style="list-style-type: none"> Empower youth to harness their potential and increase self-employment, 	Provide life skills and livelihood support to the youth	<ul style="list-style-type: none"> Provide life skills and livelihood support to the youth through the Youth Livelihood Support Programme.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Youth Services	Community Based Services: Youths	productivity and competitiveness	Support entrepreneurship through training the youth to create employment opportunities	<ul style="list-style-type: none"> • Train the youth in Entrepreneurship skills • Develop a framework for PPP to create employment opportunities
Increasing access to quality social services	Gender Mainstreaming	Community Based Services	<ul style="list-style-type: none"> • Promote rights, gender equality and women's empowerment in the development process. 	Promote gender mainstreaming in development plans, programmes and projects	<ul style="list-style-type: none"> • Create effective synergies, linkages, coordinate and net work with other departments. • Strengthen technical capacity for gender equality mainstreaming in plans and M&E • Promote and conduct gender response budgeting
Increasing access to quality social services	Gender Mainstreaming	Community Based Services		Reduce gender based violence and promote women's rights	<ul style="list-style-type: none"> • Sensitize the communities on gender based violence and human rights • Establish structures at community level to provide psychosocial services to those affected • Sensitize communities on legislation on gender and child rights
Increasing access to quality social services	Gender Mainstreaming	Community Based Services		Promote economic empowerment of women	<ul style="list-style-type: none"> • Train women in leadership and decision making. • Provide women with IGAs and incentives • Train women groups on entrepreneurship skills

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Gender Mainstreaming	Community Based Services		Strengthen capacity of stakeholders in human rights promotion, protection and reporting	<ul style="list-style-type: none"> • Sensitize stakeholder in human rights promotion, protection and reporting • Promote Human Rights Based Approach (HRBA) to planning and Programming.
Increasing access to quality social services	Gender Mainstreaming	Community Based Services	<ul style="list-style-type: none"> • Promote rights, gender equality and women's empowerment in the development process. 	Promote women economic empowerment through entrepreneurship skills, provision of incentives, and enhancing their participation in decision making at all levels	<ul style="list-style-type: none"> • Acquisition of motor vehicles, motorcycles, Equipment and furniture both at the district and sub counties. • Staff training , re-orientation and upgrading • Support and strengthen institutional and human resource capacity
Increasing access to quality social services	Community Development	Community Based Services	<ul style="list-style-type: none"> • Ensure effective community mobilization and participation in development initiatives 	Strengthen the human resource and operational capacity for community mobilization	<ul style="list-style-type: none"> • Acquisition of motor vehicles, motorcycles, equipment and furniture both at the district headquarters and sub counties level • Support and strengthen institutional and human resource capacity staff training, re-orientation and upgrading

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Adult Learning	Community Based Services	<ul style="list-style-type: none"> Strengthen the institutional capacity for the Community Based Services (CBS) Sector 	Strengthen Community Based Services (CBS) Management Information System (MIS) and Monitoring & Evaluation (M&E) system	<ul style="list-style-type: none"> Establish and operationalize the Community Information System in all parishes. Operationalize NALMIS Operationalize OVC - MIS
Increasing access to quality social services	Cultural Development	Community Based Services	<ul style="list-style-type: none"> To promote positive cultural values, norms and practices for social cultural development 	Support participation of cultural groups	<ul style="list-style-type: none"> Provide logistical and technical support to cultural groups
Increasing access to quality social services	Cultural Development	Community Based Services		Promote positive cultural, values, norms and practices	<ul style="list-style-type: none"> Sensitize communities on the good and positive aspects of culture.
Increasing access to quality social services	Cultural Development	Community Based Services		Promote social cohesion, collaboration and participation of all people in cultural life	<ul style="list-style-type: none"> Advocate and sensitize communities on social, cohesion, collaboration and participation of all people in cultural life.
Increasing access to quality social services	Cultural Development	Community Based Services		Facilitate the development and implementation of a comprehensive capacity building plan for culture practitioners and the Bunyoro Kingdom that promotes culture	<ul style="list-style-type: none"> Formulate and implement a comprehensive capacity building plan for culture practitioners and the Bunyoro Kingdom that promotes culture
Increasing access to quality social services	Child protection	Community Based Services:	<ul style="list-style-type: none"> Child Protection Strengthened 	Strengthen child protection systems through capacity building, advocacy building networks, collaborations, referrals and socio-economic empowerment	<ul style="list-style-type: none"> Construction of a remand home and reception centre

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Increasing access to quality social services	Refugees support	Community Based Services:	<ul style="list-style-type: none"> Child Protection Strengthened 	Strengthen child protection systems through capacity building, advocacy building networks, collaborations, referrals and socio-economic empowerment	<ul style="list-style-type: none"> Sensitize the refugee communities on the child protection, SGBV, social cohesion, collaboration and participation in IGAs
Increasing access to quality social services	Human rights and dignity	Community Based Services:	<ul style="list-style-type: none"> Promote Human Rights Based Approach to planning 	Strengthen observance to the right to adequate food, health, water, education and decent work	<ul style="list-style-type: none"> Advocate for HRBA to planning and programming
Strengthen good governance through Participatory Development Management	Development Planning	LG Planning Services	<ul style="list-style-type: none"> Strengthen the DPU and systems for improved mechanisms for effective and efficient service delivery 	Enhance the planning, budgeting and M&E functions of the district to enable efficient coordination of the planning process and information sharing –	<ul style="list-style-type: none"> Provide DPU support in terms of modern equipment – computers, ICT materials, internet connectivity, software, M&E tools and data banks; motor vehicles and motor cycles
Strengthen good governance through Participatory Development Management	Development Planning	LG Planning Services	<ul style="list-style-type: none"> Strengthen the DPU and systems for improved mechanisms for effective and efficient service delivery 	Strengthening the district data and information systems – revitalization of birth and death registration system	<ul style="list-style-type: none"> Revitalization of the Birth and Death Registration system. Conduct Periodic Surveys, diagnostic studies, LQAs; and Poverty Reduction Impact Assessments (PRIA).
Strengthen good governance through Participatory Development Management	District Planning	LG Planning Services	<ul style="list-style-type: none"> Promote community participation 	Promote the establishment and operationalization of the Community Information System	<ul style="list-style-type: none"> Train in data collection, Processing, analysis and usage of CIS in all parishes. Collect, process, analyze and disseminate.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Strengthen good governance through Participatory Development Management	District Planning	LG Planning Services	<ul style="list-style-type: none"> To provide policy consultation, planning, budgeting and monitoring services 	Promote Participatory Development Management that will empower local communities	<ul style="list-style-type: none"> Support communities to participate in the planning, designing and implementation of development projects. Facilitate community structure and institutions conduct participatory M&E of projects and programmes.
Strengthen good governance through Participatory Development Management	District Planning	LG Planning Services	<ul style="list-style-type: none"> Rationalize the Departments to deliver DDP objectives 	Strengthen Monitoring and Evaluation of the District Development Plan (DDP) and Sectoral Plans	<ul style="list-style-type: none"> Provide overall oversight and reporting on the DDP II Develop and implement the District M&E plan.
Strengthen good governance through Participatory Development Management	District Planning	LG Planning Services	<ul style="list-style-type: none"> Strengthen the district capacity to mainstream cross cutting issues into the DDP, Sector Plans and budgets and LLGs plans 	Integrate Population factors and variables at various levels of development planning	<ul style="list-style-type: none"> Develop capacity for population data management. Advocate for better understanding and appreciation of the linkages between population and development. Create awareness on population and development.

Thematic Area	Key Focus Area	Department	Objectives	Strategies	Interventions
Strengthen good governance through Participatory Development Management	District Planning	LG Planning Services	<ul style="list-style-type: none"> Effective monitoring and evaluation of the DDP and the strategic objectives 	Strengthen Management Information Systems and use of statistics for policy decision making	<ul style="list-style-type: none"> Develop the LG institutional capacity for generation and use of statistical data. Facilitate the Local Area Networks /Wider Area Networks connectivity of HQ offices; Lower Local Governments, Primary & Secondary schools and Health Sub Districts.
Accountability and governance	Audit	Internal Audit	<ul style="list-style-type: none"> Improve compliance with accountability rules and regulations 	Strengthen the capacity of audit function to effectively enforce the regulatory framework and service delivery standards	<ul style="list-style-type: none"> Acquisition of office equipment, vehicles and furniture
				Introduce measures to improve timeliness audit coverage and quality reporting	<ul style="list-style-type: none"> Acquisition of computers

3.6 Summary of Sectoral Programs/ Projects

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sector: Administration										
Sub- Sector: Administration										
Strengthen internal control systems in the management of human, finance and other resources through monitoring and LLG supervision	10,740	10,740	10,740	10,740	10,740		53,700			53,700
Formulation and enforcement of appropriate policies and bye-laws for the Council	6,740	12,340	10,740	6,740	7,000		43,560			43,560
Strengthen coordination of the implementation of district policies and programmes by mentoring the district council and lower local councils in bye- laws and ordinance formulation	0	5,250	10,000	0	0		15,250			15,250

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Procurement of 2 4WD – DC pick-up for CAO's Office	170,000	170,000	0	0	0		340,000			340,000
Procurement of office equipment – computers, ICT services; and intercom	0	21,830	0	0	0		11,830	10,000		21,830
Procurement of 10 motorcycles for all sub county chiefs	0	0	132,000	0	0		0		132,000	132,000
Strengthen compliance to service delivery through performance measurement and performance reporting	2,324	2,324	2,324	2,324	2,324		11,620			11,620
Establish framework for promoting partnerships in LED to increase household incomes and generate more revenues for the HDLG	0	4,000	4,000	4,000	4,000		16,000			16,000
Establish strong synergies and collaboration with UNHCR/OPM and other Non –State Actors to develop and implement joint service delivery for both refugees and host community	1,500	3,000	3,000	3,000	3,000		13,500			13,500

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Conduct open bazaars for the citizens once in a year in every LLG as feedback sessions on the operations of LLGs and DLG performance in relation to the DDP and AWP		11,200	11,200	11,200	11,200		56,000			56,000
Sub Total	191,304	240,684	184,004	38,004	38,264	0	516,660	10,000	132,000	703,460
Sub - Sector: Human Resource Management										
Procurement of training equipment – LCD Projector, White Board	0	3,000	0	0	0		3,000			3,000
Conduct a Capacity Needs Assessment for CBP 2020/21 – 2025/26	0	0	0	5,000	0		5,000			5,000
Formulate a 5- Year Capacity Building Plan 2020/21 – 2025/26	0	0	0	15,545	12,545		28,090			28,090
Develop sustainable human resource capacity through recruitment of staff up to at least 60% of the approved	6,107	6,107	6,107	6,107	6,109		30,537			30,537
Short – term tailored training of staff, councillors and members of statutory bodies	12,838	112,838	112,838	100,000	0		38,514	300,000		338,514
Formulate a district training policy	3,051	0	0	0	0		3,051			3,051
Undertake performance improvement capacity building/training programmes	52,191	300,000	300,000	300,000	0		52,191	900,000		952,191
Sub Total	74,187	421,945	418,945	426,652	18,654		160,383	1,200,000		1,360,383

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub- Sector: Information										
Public and media relations management by training HODs	0	5,600	0	0	5,600		11,200			11,200
Public and media relations management by training LLGs staff	0	0	11,000	0	0		11,000			11,000
Establish an information bureau by updating and maintaining the district website: www.hoima.ug	3,000	6,600	6,600	6,600	6,600		29,400			29,400
Establish mechanisms for government information dissemination by developing and implementing a district communication strategy	0	4,700	0	0	0		4,700			4,700
Procurement of a Public Address System	0	23,400	0	0	0		23,400			23,400
Implement a civic education strategy and programme to sensitize citizens on their rights and obligations	0	0	15,220	15,220	15,220		45,660			45,660
Sub Total	3,000	40,300	32,820	21,820	27,420		125,360			125,360
Sub - Sector: Records Management										
Provide tools and equipment for the central registry		15,500					15,500			15,500
Computerize records and information management system			23,000				23,000			23,000
Furnish the records and archives facility				38,500			38,500			38,500
Sub Total	0	15,500	23,000	38,500	0		77,000			77,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub - Sector: Disaster Management										
Strengthen the capacity of the DLG for disaster preparedness and response by strengthening the DLG preparedness and response management	0	12,000	0	0	0		0	12,000	0	12,000
Revitalize and support District Disaster Management Committee and sub county management committees	0	12,000	0	0	0		0	12,000	0	12,000
Train DDMC and SCDMCs on early disaster warning system	0	0	36,780				0	0	36,780	36,780
Provide food and other relief items to disaster victims	5,000	30,000	30,000	30,000	30,000		0	0	125,000	125,000
Support IGAs for Refuge hosting communities	0	0	45,000	45,000	45,000		0	135,000	0	135,000
Sustainable financing of district response to natural and human – induced disaster through establishing and implementing a disaster contingency fund	0	15,000	15,000	15,000	15,000		60,000	0	0	60,000
Hold Annual Review forums for Non – State Actors	5,000	6,000	6,000	6,000	6,000		29,000	0	0	29,000
Strengthen partnerships amongst all stakeholders (OPM, IPs, HDLG, UN Agencies) for disaster response preparedness	0	6,000	6,000	6,000	6,000		24,000	0	0	24,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Hold Quarterly joint monitoring visits and review meetings with UNHCR, IPs, OPM for refugees programmes and projects	0	6,800	6,800	6,800	6,800		19,200	8,000	0	27,200
Write a MoU with UNHCR/OPM for coordination of key sectors	1,200	0	0	0	0		1,200	0	0	1,200
Acquisition of 2 motor vehicles for support supervision of ReHOPE	340,000	0	0	0	0		0	340,000	0	340,000
Sub Total	351,200	87,800	145,580	108,800	108,800		133,400	507,000	161,780	802,180
Total Administration	619,691	806,229	804,349	633,776	193,138		1,057,603	1,717,000	293,780	3,068,383
Sector: Finance										
Sub- Sector: Financial Management Services										
Procurement of 4Wheel double cabin vehicle		170,000							170,000	170,000
Procurement of laptop computer			2,500				2,500			2,500
Procurement of office furniture			2,500				2,500			2,500
Construction of district stores			100,000				100,000			100,000
Sub Total	0	170,000	105,000				105,000		170,000	275,000
Sub - Sector: Revenue Management and Collection Services										
Fencing/construction of markets: Buhimba, Kigoroby TC Buhuka Runga, Sebigoro, Wairagaza, Kyangwali Kyarusesa, Buseruka, Butimba, Munteme Kasenyi, Siiba, Kapaapi Ngoma and Kabaale		60,000	90,000	90,000	150,000				390,000	390,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Procurement of land for market: Nyakatoke market in Kitoba and Wairagaza market in Kyangwali		15,000	15,000				30,000			30,000
Conduct local revenue mobilization workshops and meetings		13,000	13,000					26,000		26,000
Sub Total		88,000	118,000	90,000	150,000		30,000	416,000	0	446,000
Sub- Sector: Budgeting and Planning Services										
Strengthen the capacity of HODs and councillors to the budgeting function through training workshops and seminars for HODs and Councillors		5,000	23,000	5,000	5,000		10,000	28,000		38,000
Train LLG staff and Lower Local Councillors in budgeting			20,000	12,000				32,000		32,000
Procurement of conference table and seats for the budget desk		3,000					3,000			3,000
Sub Total	0	8,000	43,000	17,000	5,000		13,000	60,000		73,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub - Sector: Accounting Services										
Provide institutional support in terms of modern equipment and software		5,800					5,800			5,800
Train accounts staff on the IFMS packages	7,000			7,000			14,000			14,000
Sub Total	7,000	5,800	0	7,000	0		19,800			19,800
Total	7,000	271,800	266,000	114,000	155,000		167,800	86,000	560,000	813,800
Sector Statutory Bodies										
Sub - Sector: Council										
Empower the DLC in legislation and ordinance enactment through inducting of newly elected District Councillors, and training in ordinance and bye-law enactment	9,000	9,000	6,000	6,000		9,000	12,000	9,000		30,000
Strengthen the capacity of the DLC, DEC and standing committees through exposure visits	37,323	40,000	40,000	40,000	40,000		197,323			197,323
Acquisition of District Chairperson's, Council Van, Speaker and District Executive Committee Members' vehicles	170,000	160,000	180,000			170,000	340,000			510,000
Establishment of a Council Resource centre.			52,000						52,000	52,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Strengthen the oversight of council through annual monitoring visits	2,708	12,000	12,000	12,000	12,000		50,708			50,708
Strengthen the capacity of the District Council secretariat. Through procurement of bookshelves and filing cabinets		4,000	4,000				8,000			8,000
Strengthen the capacity of the Councils through training in ordinance and bye-laws enactment; mainstreaming Human Rights Based Approach (HRBA) to planning, budgeting, and monitoring; and on the roles and responsibilities of councils		10,000	10,000	10,000	10,000		50,000			50,000
Council to receive report on implementation of Audit recommendations once a year		1,200	1,200	1,200	1,200		4,800			4,800
Conduct civic awareness campaign to build citizen awareness on Council roles and responsibilities and their obligations			24,000					24,000		24,000
Hold District Executive Committee budget and LG Bi-annual and Annual Performance review retreats on the OPM Score Card	2,500	5,000	5,000	5,000	5,000		22,500			22,500

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Facilitate individual councillors provide feedback to their communities about the status of the LG to gauge the community perspective on issues, needs and initiatives			18,000		18,000		36,000			36,000
Sub Total	221,531	241,200	310,200	68,200	86,200	170,000	721,331	33,000	52,000	806,331
Sub- Sector: LG Staff Recruitment Services										
Strengthen the capacity of the DSC to effectively carry out their mandate through induction and training of DSC members	4,000	4,000		4,000		4,000	8,000			12,000
Strengthen the capacity of the DSC secretariat through provision of office furniture and laptop		3,000	2,500				5,500			5,500
Sub Total	4,000	7,000	2,500	4,000		4,000	13,500			17,500
Sub – Sector: LG Land Management Services										
Strengthen the District Land Board by training the District Land Board, Area Land Committees and Sensitization of the public in land registration and acquisition procedures and roles and responsibilities	8,000	3,000	6,000	8,000	8,000			33,000		33,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Strengthen the capacity of the District Land Board secretariat by equipping the board and registry with cabinets, computers, printers and photocopier	2,500	4,500	3,000	2,500			12,500			12,500
Sub Total	10,500	7,500	9,000	10,500			45,500			45,500
Sub- Sector: LG Public Accounts Committee										
Strengthen the capacity of the DPAC to effectively carry out their mandate by training and refreshers		4,000	4,000	4,000			12,000			12,000
Sub Total		4,000	4,000	4,000			12,000			12,000
Total Statutory Bodies	236,031	259,700	325,700	86,700	86,200	174,000	792,331			966,331
Sector: Production and Marketing										
Sub - Sector: District Production Management Services										
Establish meteorological centres to effectively and efficiently to support the agriculturalists at Kasingo, Buhaguzi and Bugahya HQs		60,000	120,000					180,000		180,000
Procurement of 1 vehicle for Production Sector		150,000							150,000	150,000
Procurement of 5 Motorcycles for the Production Sector			40,000						40,000	40,000
Procurement of 2 lap top computers for the Production Sector		2,500			2,500		5,000			5,000
Procurement of 4 desk top computers		1,500	1,500	1,500	1,500		6,000			6,000
Procurement of 4 units of irrigation facilities		25,000	25,000	25,000	25,000		100,000			100,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Support the development of commercial agriculture and encourage the creation of PPPs for selected crops especially coffee, cocoa, tea and rice		5,000	5,000	5,000	5,000		20,000			20,000
Strengthen the District Investment Committee to discuss and develop LED programmes		4,000	4,000	4,000	4,000		16,000			16,000
Formation and training of farmer institutions including commodity associations and platforms for accessing farm inputs like fertilizers; and in appropriate technologies for use in agriculture			12,000	12,000			24,000			24,000
Identify and train the private sector in provision of agricultural inputs		3,000	3,000				6,000			6,000
Promote use of fertilizers at household level and train them on making organic fertilizers		7,000	7,000	7,000			21,000			21,000
Sub Total		258,000	219,000	54,500	38,000		198,000	180,000	190,000	568,000
Sub- Sector: Crops										
Provision of improved seedlings and planting materials (1000 bags of cassava, 2,500,000 coffee seedlings, and 2,500,000 cocoa seedlings)	66,000	66,000	66,000	66,000	66,000	330,000				330,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Provision of improved seedlings and planting materials (250,000 kg of maize seeds, 50,000 kg of rice seeds, 5,000 mango seedlings, and 5,000 citrus seedlings)	42,000	42,000	42,000	42,000	42,000	187,500	22,500			210,000
Provision of 4 soil testing kits to provide advice to farmers	2,000		2,000				4,000			4,000
Conduct plant health clinics in the sub counties	8,000	8,000	8,000	8,000	8,000		40,000			40,000
Train farmers on soil /water conservation practices		9,000	9,000	9,000			27,000			17,000
Promote water harvesting and management		6,000	6,000	6,000			18,000			18,000
Establish multi-stakeholder innovations platforms (MSIPs) for value chain development		4,000	4,000	4,000			12,000			12,000
Link farmers and farmer organizations to financial service providers for accessing value addition facilities		2,000	2,000	2,000	2,000		8,000			8,000
Organize farmers into groups and encourage commercialization and access to farm mechanization tools	3,000	6,000	6,000	6,000	6,000		27,000			27,000
Conduct surveillance for pests and diseases	2,500	2,500	2,500	2,500	3,000		13,000			13,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Train farmers in specialized agriculture skills; agricultural enterprise management and low volume high value enterprises for improved production	2,000	7,000	7,000	7,000	7,000				30,000	30,000
Train farming communities and staff in gender issues, major aspects of HIV and AIDS, and nutrition related activities and in mainstreaming these cross cutting issues in agriculture	2,500	4,000	4,400	6,000	6,000		22,900			22,900
Train farmers to build resilience to climate change and improve access to climate change resistant crops	1,000	3,000	4,000	4,000	6,000		18,000			18,000
Procurement of 5 agro-processing machines (rice, maize, coffee; and cassava mill and packaging)		500,000						500,000		500,000
Sub Total	129,000	655,500	158,900	158,500	146,000	537,500	212,400	700,000	30,000	1,479,900
Sub - Sector: Livestock										
Procurement and distribution of vaccines (10,000 doses of FMD vaccine, 10,000 doses of CBPP vaccine, 2,000 doses of rabies and 5,000 doses of New Castle)	50,000	50,000	50,000	50,000	50,000	245,000	5,000			250,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Construction of slaughter slab houses (Piggery and General)	62,500	45,000	2,045,000	45,000	45,000		242,500	2,000,000		2,242,500
Procurement and distribution of improved breeding animals: 250 Exotic Heifers, 1,000 Piglets, 36 gilts and 3 Boars (large white, landrace and duroc) from farmers choice - Kenya	122,000	122,000	122,000	122,000	122,000	550,000		60,000		610,000
Construction of Demo piggery unit and feed mill in Kahoora Division	500,000	500,000						1,000,000		1,000,000
Construction of abattoir/ slaughter house for cattle and shoats in Buhimba – Kinogozi, Buseruka S/C, Kyangwali S/C, Buseruka Town Board, Kabwoya S/C, and Kitoba S/C	15,000	105,000	105,000	105,000	105,000		195,000	240,000		435,000
Provision of 5 Artificial Insemination kits and veterinary assorted equipment and materials	8,000	8,000	8,000	8,000	8,000		40,000			40,000
Construction of 10 valley dams in selected areas mainly in the cattle corridor		300,000	300,000	300,000	600,000				1,500,000	1,500,000
Procurement of feed preservation equipment (tractor and hay making trailer)		200,000			200,000				400,000	400,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Procurement of hydroponic fodder making machine			100,000						100,000	100,000
Training of 5 Artificial Insemination technicians		10,000	5,000	5,000	5,000		25,000			25,000
Sub Total	757,500	1,340,000	2,735,000	635,000	1,135,000	795,000	507,500	3,300,000	2,000,000	6,602,500
Sub Sector: Fisheries										
Provision of 100,000 fish fingerings	10,072	5,000	5,000	5,000	5,000		30,072			30,072
Establish 20 fish cages including fish feeds, harvesting nets, floaters, and equipment – Mbegu, Nkondo and Buhuka		50,850	75,000				50,850		75,000	125,850
Procurement of 1fibre boat and outboard engine		60,000							60,000	60,000
Construction of fish landing sites: Buhuka, Sebigoro, Kaiso, and Runga			300,000	600,000	300,000		1,200,000		1,200,000	1,200,000
Sub Total	10,072	115,850	380,000	650,000	305,000		1,280,922		1,335,000	1,415,922
Sub - Sector: Entomology										
Strengthen Vermin Control Services: Procurement of 26 bicycles for vermin control guards; Laptop and 2 GPS, and 60 field gear for vermin control	7,000	4,825	4,825	4,825	4,825		26,300			26,300
Tsetse Vector Control Procurement of 220 pyramidal and tsetse traps; and 200 targets;		8,192	8,192	8,192	8,194		32,770			32,770
Apicultural Promotion	4,800	9,350	9,350	14,150	9,350		47,000			47,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
and Development: 280 KTB/ Langstroth Bee hives; 40 bee suits; 2 units of camping equipment										
Sub Total	11,800	22,367	22,367	27,169	22,369		106,070			106,070
Sub - Sector: District Commercial Services										
Procurement of 10 fruit processing machines		20,000	20,000	20,000	40,000				100,000	100,000
Aggressive advertisement of Hoima peculiar tourism products for the markets and tourism attraction sites especially in the Albertine Graben	4,000	4,000	4,500	4,500	5,000		22,000			22,000
Conduct annual cultural galas, and local exhibitions	2,000	2,000	2,000	2,000	2,000		10,000			10,000
Create awareness on available opportunities for tourism development through the media (print, radio, TV and the web)	20,000	20,000	20,000	40,000	40,000		20,000		120,000	140,000
Identify and profile all the tourist sites and advocate for their protection and conservation	10,000	10,000	15,000	15,000	15,000		65,000			65,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Lobby and advocate the private sector for hospitality training institute in Hoima district	2,500						2,500			2,500
Sensitize and create awareness to communities around tourist sites on available opportunities for tourism development in the communities	3,000	3,000	3,000	3,000	3,000		15,000			15,000
Formulate and update Hoima District Tourism Master Plan	3,000	3,000			3,000		9,000			9,000
Identify space and establish a furnished tourism information centre in Hoima district	10,000	10,000	10,000				30,000			30,000
Collect data on commodity market prices and agricultural data; carry out analysis and processing of the information to stakeholders on radios and other media including public notice boards	2,500	2,500	2,500	2,500	2,500		12,500			12,500

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Train farmers in cooperative planning production and marketing of agricultural produce	3,000	3,000	4,000	4,000	4,000		18,000			18,000
Train cooperatives in effective management, development and quality improvement interventions	3,000	3,000	3,000	4,000	4,000		17,000			17,000
Sub Total	60,500	83,000	84,000	95,000	118,500		221,000		220,000	441,000
Integrative Refugee and Host Communities in the Production Sector										
Provide planting materials for food security crops,(beans, maize, cassava, and bananas); and improved breeds of goats, piglets and poultry	20,000	20,000	25,000	25,000	25,000	115,000				115,000
Provide agricultural extension services to Kyangwali Refugee Settlement	4,000	4,000	5,000	5,000	5,000		23,000			23,000
Pests and disease control on crops and animals in Kyangwali Refugee Settlement	2,000	2,000	2,000	2,000	2,000		10,000			10,000
Conduct plant health clinics in Kyangwali Refugee Settlement	1,000	1,000	1,000	1,000	1,000		5,000			5,000
Train refugees in Kyangwali Refugee	2,000	2,000	2,000	2,000	2,000		10,000			10,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Settlement on foods resources management										
Provide agro-processing facilities (maize and cassava mills and packaging); for value addition to the refugee community in Kyangwali	20,000	20,000							40,000	40,000
Sub Total	49,000	49,000	55,000	35,000	115,000	115,000	48,000		40,000	203,000
Total	1,017,872	2,524,717	3,354,267	1,055,169	1,579,869	1,447,500	1,373,892	4,180,000	3,987,992	9,615,492
Sector: Health										
Sub - Sector: Primary Health Care										
Construction of 5 Health Centres IIIS (OPD, Maternity and General Ward, Staff house, and Toilet) in the underserved areas of: Hanga in Kigorobya S/C; Kitoonya in Buhanka S/C; Igwanjura and Kimbugu in Kabwoya S/C and Kyarushesha in Kyangwali S/C.		821,300	821,300	1,642,600	821,300				4,106,500	4,106,500
Construction of 17 four unit staff houses: Kapaapi HCIII, Mparangasi HC III, Buraru HC III, Butema HC III and Toonya HC III, Dwooli HC III and 12 others in selected HCs	80,000	100,000	500,000	600,000	500,000		500,000	80,000	1,200,000	1,780,000
Construction of 10 five stance Pit-Latrines at Toonya HC III, the	22,000	32,000	32,000	32,000	32,000		150,000			150,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
location other four HC III will be selected										
Construction of 4 drugs stores at the District HQs, Kikuube, Kigorobyia; and Kyangwali HC IVs	70,000		230,000	70,000			70,000		300,000	370,000
Rehabilitation of health 11 facilities: Toonya HC III, Bujalya HC III, Mparangasi HC III, Buraru HC III, Kiseke HC II, Mukabara HC III, Buhuka HC III, Kaseeta HC III, Buseruka HC III, Kabwoya HC III and Mbaraara HC III		200,000	300,000	300,000	300,000		200,000		700,000	900,000
Fencing of 12 health facilities: Bugambe HCIII, Mukabara HC III, Butema HC III, Buraru HC III, Mparangasi HC III, Kabwoya HC III, Buseruka HC III, Kisabagwa HC II, Kaseeta HC III, Toonya HC III, Kibaire HC III, Kibiro HC II and Kapaapi HC III		240,000	240,000	240,000	240,000		400,000		560,000	960,000
Up grading of 7 health facilities through construction of maternity units at Rwenyawawa Kisabagwa, Kibaire, Toonya, Wambabya and general wards at Kigorobyia HC IV and Kikuube HC IV		140,000	522,100	140,000	140,000			140,000	802,100	942,100

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Construct 3 office blocks: Kigoroby HC IV, Kyangwali and Kikuube HC IV for Health Sub Districts			200,000	100,000					300,000	300,000
Acquisition of 3 - 4WD DC Pick Ups for DHO's Office and Health Sub Districts		170,000		340,000				170,000	340,000	510,000
Procurement of 51 motor cycles for Health Centres and Health Assistants			510,000					110,000	400,000	510,000
Procurement of 3 ambulances for HC IVs and DHO's referrals		200,000	200,000	200,000					600,000	600,000
Provision of medical and theatre equipment for Kigoroby HC IVs and Kyangwali HC IVs		300,000							300,000	300,000
Provision of desk top computers (32) to all HC IVs and HC IIIs			64,000					64,000		64,000
Provision of equipment for emergency obstetric care to all HC IIIs		60,000	60,000						120,000	120,000
Electrification and solar installation of all staff quarters and health centres			35,200			35,200				35,200
Train all health unit in-charges and HUMCs in management including financial and accounting policies, procedures and regulations			34,000					34,000		34,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Provide mentorship and technical backstopping visits to health personnel, medical records assistants and in-charge HMIS		12,000	12,000			12,000		12,000		24,000
Train 3 health workers in maintenance and repair of vaccine fridges		3,000	3,000	3,000			9,000			9,000
Train 30 staff for Continuous Professional Development		4,400	4,400	4,400			13,200			13,200
Train VHTs and provide IEC materials to them for improved health education, promotion and disease prevention		12,000	12,000	12,000				36,000		36,000
Support maternal and child nutrition initiatives to promote child survival growth and development	29,216	29,216	29,216	29,216	29,216		146,080			146,080
Scale up community outreach based delivery platform formic packages to most burdened populations		21,000	21,000	21,000	21,000			84,000		84,000
Enhance access to and use of life saving Reproductive Maternal, Newborn and Child Health (RMNCH)		12,000	34,000	15,000	20,000			81,000		81,000
Increase and sustain coverage of all vaccines to a level above 80% in all static and community immunization outreaches		21,600	21,600	21,600	21,600		86,400			86,400

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Promote practices known to protect children from disease and ensure that every child has access to proven and appropriate preventive and treatment measures		12,000	15,000	20,000	21,000		68,000			68,000
Provide affordable and effective medicines and health supplies that currently do not reach women and children		9,000	12,000	20,000	26,000		67,000			67,000
Scale up high impact interventions to reduce deaths due to prematurity, especially management of women in pre-term labour, using antenatal corticosteroids and Kangaroo Mother Care services		15,000	20,000	25,000	30,000		90,000			90,000
Identify HIV infected children and mothers and retain them on ART care and treatment and support to ensure eMTCT		16,000	20,000	27,000	31,000		94,000			94,000
Provide an Insecticide Treated Net (ITN) to every individual in a household			420,000					420,000		420,000
Total	201,216	2,814,716	4,372,816	3,862,816	2,233,116	35,200	1,893,680	5,530,500	5,441,100	12,900,480
Sector: Education										
Sub - Sector: Education Management and Inspection										
Acquisition of a 4WD Double Cabin Up for DEO's Office		170,000						170,000		170,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Procurement of 5 motorcycles for Inspection and DEO's office			30,000	20,000			50,000			50,000
Procurement of 4 computers for DEO's office and Inspectors		5,000	2,500	2,500			10,000			10,000
Procurement of Furniture and Fittings for DEO's Office and Inspectors	2,750		5,000		5,000		12,750			12,750
Conflict and Disaster risk management	5,000	5,000	5,000	5,000	5,000			25,000		25,000
School Inspection, Monitoring, Follow up of schools and Projects	40,000	40,000	40,000	40,000	40,000		200,000			200,000
Education stake holders conferences in Sub counties	10,000	10,000	10,000	10,000	10,000		50,000			50,000
MDD, PIASCY and Girl Child Education	14,000	14,000	14,000	14,000	14,000		70,000			70,000
Promotion of Scouts and Guiding in schools	30,000	30,000	30,000	30,000	30,000		150,000			150,000
Identify and submit to the Ministry of Education new community schools for coding		3,000					3,000			3,000
Lobby, advocate and implement the Council school feeding policy		10,000	10,000	10,000	10,000		40,000			40,000
Sensitize and enforce the Hoima School Dropout ordinance 2013		6,500	6,500	6,500	6,500		26,000			26,000
Sub total	101,750	293,500	153,000	138,000	120,500		611,750	195,000		809,750
Sub- Sector: Early Childhood Development										
Registration and licensing of ECD centres	2,000	2,000	2,000	2,000	2,000		10,000			10,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Establishment of ECD centres		25,000	25,000	25,000	25,000		100,000			100,000
Support supervision of ECD ECD Policy dissemination to stakeholders	10,000	10,000	10,000	10,000	10,000		50,000			50,000
Form and train ECD committees for the district and refugee settlement		5,000	5,000				10,000			10,000
Carry out CPD at coordinating centres level for Teachers			6,000	6,000			12,000			12,000
Sub Total	12,000	42,000	48,000	43,000	37,000		182,000			182,000
Sub – Sector: Primary Education										
Strengthen 22 model schools through deployment of staff and provision of required facilities	20,000	20,000	20,000	20,000	20,000		100,000			100,000
Construction of 142 2 – Classroom blocks: Nyawaiga, Nsozi, Kifumura, Kigaya COU, Musaijamukuru, Karama, Kibaale Parents, Kyohairwe, Kamwokya, Kyabigambire, Mbegu, Nkondo, Nyairongo, Dwoli, Anatole Karama, Butema BCS, Kibiro, Kibugubya, Haibaale, Iguru, Kibingo Muslim, Kasenyi – Lyato, Ndaragi, Kasonga,	218,250	718,250	568,250	568,250	6,875,250	500,000	1,143,050	350,000	6,955,200	8,948,250

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Rwenyawawa, Nyamiganda and any others as will be identified by communities										
Construction of 80 Staff Houses: Nyakabingo, Kigomba Public, Kaburamurro, Musaijamukuru, Kasenyi – Lyato, Katanga, Kamwokya, Kibaale Parents, Ndaragi Hill, Bujalya, St Anatole Karama, Bugambe Tea, Mbaraara, St Lwanga – Mpanga, Bukerenge, Kibugubya, Kisenyi, Iguru, Nyamiganda; and any other identified by the communities	180,000	180,000	180,000	180,000	180,000		900,000		5,440,000,	6,340,000
Construction of 152 Five stance Pit latrines: Katugo, Kisiita, Bugambe BCS, Dwoli, Bulindi BCS, Bulindi COU, St Anatole Karama, Buhamba, Toonya, Kapaapi, Kyohairwe, Kyambara, Kyabanati, Kibugubya, Nsozi, Wairagaza, Kitondora, Kaseta, Nyairongo, Kibaale Parents, Kasenyi Lyato and any other that will be identified by the communities	102,400	102,400	102,400	986,400	986,400		512,000		1,768,000	2,280,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Supply of 2700 – 3 seater pupils desk to: Nyawaiga, Nsozi, Kifumura, Kigaya COU, Musaijamukuru, Karama, Kibaale Parents, Kyohairwe, Kamwokya, Kyabigambire ,Mbegu, Nyairongo, Dwoli, St. Anatole Karama, Butema BCS, Kibiro, Kibugubya, Haibaale, Iguru, Kabwoya, Kibingo Muslim, Nyamiganda, Kasonga, Kinakyeitaka primary schools and any other identified by the communities	30,280	73,430	73,430	73,430	73,430		148,500	175,500		324,000
Capacity Building for statutory bodies and other stakeholders for education standards improvement through training and technical support to BOGs, SMCs and PTAs	45,000	45,000	45,000	45,000	45,000		225,000			225,000
Capacity building for education standards through teachers' refresher training courses	5,000	30,000	30,000	30,000	30,000		125,000			125,000
Conduct orientation training for newly appointed teachers, head teachers and SMCs/BOGs		10,000	10,000	10,000	10,000		40,000			40,000
Provision of primary education textbooks	240,000	240,000	240,000	240,000	240,000	900,000		300,000		1,200,000
Sub total	660,930	1,239,080	1,089,080	1,973,080	8,280,080	2,060,500	3,193,550	825,500	14,163,200	20,242,750

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub Sector: Sports										
Expand physical education and sports facilities in schools to at least 100 schools		24,750	24,750	24,750	24,750		99,000			99,000
Construction of a sports stadium at Boma Grounds in Hoima Municipality			1,000,000	1,000,000	1,000,000				3,000,000	3,000,000
Promote the establishment of standard sports grounds in 10 sub counties			120,000	120,000	60,000				300,000	300,000
Institute a rewarding and recognition scheme for excelling sports persons	1,000	3,000	3,000	3,000	3,000		13,000			13,000
Sub Total	1,000	27,750	1,147,750	1,147,750	1,087,750		112,000		3,300,000	3,412,000
Sub - Sector: Secondary Education										
Completion of Secondary Schools projects: Kakindo SS and Buseruka SS		200,000	100,000			300,000				300,000
Construction of Secondary Schools in 4 Sub Counties without: Kigorobya S/C, Buhnika S/C, Kitoba S/C and Kyangwali S/C			1,000,000	1,000,000		2,000,000				2,000,000
Sub Total		200,000	1,100,000	1,000,000		2,300,000				2,300,000
Sub- Sector: Special Needs Education										
Supply of materials for SNE		37,500	37,500	37,500	37,500				150,000	150,000
Supervision of SNE centres	15,000	15,000	15,000	15,000	15,000		75,000			75,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Identification assessment and referral of SNE children	15,000	15,000	15,000	15,000	15,000		75,000			75,000
Sub Total	30,000	67,500	67,500	67,500	45,000		150,000	0	150,000	300,000
Sub - Sector: Skills Development										
Promote establishment of skills development institutions through PPPs			500,000	500,000					1,000,000	1,000,000
Increase access to non-formal skills development		100,000	100,000	100,000	100,000	400,000				400,000
Enhance participation of disadvantaged and marginalized groups in skills development		20,000	20,000	20,000	20,000	80,000				80,000
Sub Total	0	120,000	620,000	620,000	120,000	480,000			1,000,000	1,480,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Integrative Refugees and Host Community Interventions										
Establish additional classrooms and other infrastructure (latrines, teachers' houses, desks) for primary and secondary schools			340,000	340,000	340,000			1,020,000		1,020,000
Submit Kyangwali Secondary School for coding to be Government Aided School	2,000						2,000			2,000
Establish a Business and Vocational Skills Training Institute in Kyangwali Sub County				1,200,000					1,200,000	1,200,000
Promote e-learning programmes by investing in ICT centre at Kyangwali Community Centre			200,000						200,000	200,000
Integrate Conflict and Disaster Risk Management (CDRM) in school programmes in Kyangwali Refugee Settlement	80,000	80,000	80,000	80,000	80,000			320,000		320,000
Sub Total	82,000	80,000	620,000	1,620,000	420,000		2,000	1,340,000	1,400,000	2,742,000
Total	887,680	1,776,330	4,692,330	6,471,330	9,989,830	4,840,500	3,639,550	2,165,500	20,013,200	30,658,750

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sector: Works										
Sub- Sector: District and Community Access Roads										
Periodic Maintenance of key strategic district roads Bujawe – Kasenyi- Nyakabingo Rd 12km; Rwobuhuka – Kabira – Kabwoya Rd -10km; Kihobwa – Kyarubanga – Kahoho Rd 12km; Buraru – Ngangi Rd 8km; Kak;oge –Kibaru 7km; Muteme – Butimba Rd 9km; Kabaale – Zorobi – Katamba – 8km Hoohwa – Kyarusesa – Butoole Rd 25km; Kiyabutuzi – Waaki Rd. 16km; Dwooli – Kibanjwa 9km; Kyangwali – Tontema – Kyarujumba Rd 13km; Kitorogya – Kihohoro- Kakira road 11km; Kirimbi – Kinogozi Rd 6km; Kafo- Kasambya- Wagesa Rd 7.6km; Munteme- Mukabara rd 10km; Kabwoya – Kitaganya – Maya 11.7km; Kabirima – Kibiro Rd 8km; Muhwiju – Kyamagigi – Kyegeya Buswekera – 10km; Kitoba – Kyabasengya – Kabojana Rd 13km; Bisenyi – Kyakaboga-	156,000	1,768,500	1,768,500	1,768,500	1,768,500		780,000	7,640,000	530,000	8,950,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Rwamutonga Road -7km ; Kaburamuro-Kitundukuru – Kyohairwe10km; Buhamba – Iseisa – Kiboirya Rd 13.2km; and Bulindi – Waki – Dwooli Rd 18km										
Spot improvement of structural bottlenecks: Ikoba – Bubogo Rd 7km; Kigoroby – Icukira – Kitoba rd 12km	90,000	50,000					140,000			140,000
Spot improvement of structural bottlenecks: Swamp filling and drainage works on Kijumbwa swamp; Kaizi swamp filling and structural bottlecks construction; Kiryamboga bridge construction; and Nyakaralike swamp filling & drainage works; Swamp; Kichakanya swamp filling on Ruhunga – Kikuube road Kafo-Kasambya-Wagesa	72,000	530,500	530,500	530,500	530,500		360,000	1,712,000	120,000	2,192,000
Rehabilitation of district roads: : Ruhunga-Kihoko – Kabaale Rd 7km; Kyakapeya – Kisiita – Kibaire Rd 16.54km;	42,610	526,750	526,750	526,750	526,750		250,000		1,900,000	2,150,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Kapapi- Runga Road 8km. ; Bulindi – Kibengeya- Kasongore Rd; Kihombya – Kyarubanga – Bukerenge 11km; Bujawe- Kasenya- Nyakabingo 12km, Kiboitya – Iseisa- Buhamba 13km, Kitoba – Iukira – Kigorobya 11km; Kitoba – Kyabasengya – Kabojana 15km; Siba – Waki road – 10km.; Waki-Kiryabutuzi- Mparangasi 16km; Bulindi-Dwooli- Kibanjwa 28km; Kinogozi – Kihabwemi – Kigaya 14km; Kabanyansi – Musajjamukuru 12km; Kigaya – Kitindura – Kikuube 15km; Kiziranfumbi – Kichakakanya – Ruhunga 17km; Kihooko- Kemigere-Katooke 10km; Hohwa- Kyarushesha – Butoole 26km; Bukinda- Nguse 6km; Kigaga – Kijumba – Katooke road – 9km;										

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
and Kyangwali – Tontema- Mahamba 7km; Kitegwa – Zorobi - Ngerwa Rd – 9km; Wambabya- Kijangi – Kabanda Rd – 9km; Kiryamboga – Fofu – Hoimo Rd – 12km; Buhimba – Ngogoma rd – 6km.; Birungu – Kyatarukwa – Kyabasengya Rd – 18km; and Kaburamuro- Kitundukuru – Kyohairwe 10k										
Construction of motorable roads to the lakeshore: Kigorobya – Kibiro road; Kapaapi – Runga road; and Kyangwali – Buhuka road	26,000,000					2,600,000		23,400,000		
Sub total	26,198,610	2,875,750	2,825,750	2,825,750	2,825,750	2,600,000	1,530,000	32,752,000	2,550,000	39,432,000
Sub - Sector: District Engineering Services										
Completion of District Headquarters at Kasingo: Phase II and III	400,000	500,000	500,000	500,000	1,000,000		2,900,000			2,900,000
Construction of vehicle commercial parking yard	15,000	35,000					50,000			50,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Strengthen the works department and human resource capacity through acquisition of full road unit and training of staff		2,000,000	12,000			2,000,000		12,000		2,012,000
Strengthen the use of RAMP and ADRICS in roads maintenance planning	6,000							6,000		6,000
Procurement of GPS, Arch Card and Civil card software		25,000						25,000		25,000
Training in GIS, Arch card and civil card applications		12,000						12,000		12,000
Construct office blocks and staff houses in Kyangwali and Buhanika sub counties	50,000		240,000				160,000	130,000		290,000
Sub Total	471,000	2,562,000	752,000	500,000	1,000,000	2,000,000	3,110,000	185,000	0	5,295,000
Sub- Sector: Water										
Construct, maintain and operate 16 water springs: Mukabara, Mbiwe, and Kaburamuro and any other 13 that will be identified by the communities	17,352	17,352	17,352	17,352	0		69,408			69,408

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Construct, maintain and operate 91 shallow wells: Kigungu, Kiryabutuzi, Kipopyo, Nyamaroby Kyamagasa, Kyakakoizi, Kapaapi, Kyabataka, Kyarulyaka, Hanga IIB, Kibaali and 81 others by the development partners and identified by the communities	148,000	148,000	111,000	111,000	111,000		148,000		481,000	629,000
Drilling of 31 boreholes: Cungajembe Nyakabingo Kiganja Kasambya and others in selected sites	88,800	133,200	155,400	88,800	44,400		510,600			510,600
Construct, maintain and operate of 5 mini piped water systems: Butema, Kapaapi, Bombo, Kiziranfumbi, Kyarushesha/Nyairongo and Bulindi	160,000	160,000	160,000	160,000	160,000		480,000	320,000		800,000
Construction of pumped piped water systems: Kabwoya and Buseruka	1,100,000		1,100,000			2,200,000				2,200,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Pump, treat and supply lake water to the landing sites of Nkondo, Nyawaiga, Sebigoro, Mbegu, Toonya, Kiryamboga, Fofu, Kibiro, Runga and Waaki			4,000,000	4,000,000	2,000,000				10,000,000	10,000,000
Promote rainwater harvesting at household, public institutions and community level			40,000	40,000	40,000				120,000	120,000
Rehabilitation of 50 boreholes: Muziranduru Munteme PS Kaigo PS Kadeya Kigede Kinenamabaale Kyabicwe Kamugembe Hanga Kikumba	50,000	50,000	50,000	50,000	50,000		250,000			250,000
Rehabilitation of Kaiso Piped Pumped Water System and expansion of Kyehoro Water System		45,000					45,000			45,000
Formation and training of 189 Water Source Committees for newly constructed water sources and 9 Water Boards for the newly constructed piped water systems	12,000	12,000	12,000	12,000	12,000		60,000			60,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Train and certify 40 Pump Mechanics			16,000				16,000			16,000
Sub Total	1,576,152	565,552	5,661,752	4,479,152	2,417,400	2,200,000	1,579,008	801,000	10,120,000	14,700,008
Sub Sector: Sanitation										
Construction of 5 Stance VIP latrines at Markets: Ikoba market and 4 others to be identified by the communities	13,000	13,000	13,000	13,000	13,000		65,000			65,000
Establish ECOSAN toilets on the Lake Albert landing sites			30,000	30,000	30,000				90,000	90,000
Promote WASH humanitarian preparedness especially for Kyangwali Refugee Settlement and displacement persons		112,000	112,000	112,000	112,000			448,000		448,000
Conduct sensitization meetings for District and Lower Local Councils on water and sanitation; and climate change		13,000	26,000	26,000			65,000			65,000
Promote Community Led Total Sanitation (CLTS) and hygiene		130,000	130,000	130,000	130,000			520,000		520,000
Acquire a cessier emptier vehicle			300,000						300,000	300,000
Establish a modern solid waste management and treatment plant				3,400,000					3,400,000	3,400,000
Sub Total	13,000	268,000	611,000	3,711,000	285,000		130,000	968,000	3,790,000	4,888,000
Total Works	34,675,762	6,271,302	9,850,502	11,515,902	6,528,150	6,800,000	6,349,000	34,706,000	20,986,615	68,841,618

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sector: Natural Resources										
Sub - Sector: Natural Resources Management										
Protect and restore the integrity and functionality of degraded fragile ecosystems.	8,462	12,212	12,212	12,212	12,212		57,310			57,310
Formulate and Publish the District Environment Action Plan (DEAP)	34,000	5,500					5,500	34,000		39,500
Coordinate the formulation of the Sub County Environment Action Plan (SEAPs)	12,300							12,300		12,300
Coordinate the formulation of Parish Environment Action Plans (PEAP)	23,700							23,700		23,700
Compile the District State of Environment Report		7,800					7,800			7,800
Sub Total	78,462	25,512	12,212	12,212	12,212		70,610	70,000	0	140,610
Sub - Sector: Environment										
Restore the wetland/ forest/ catchment to 30% level	43,936	43,936	43,936	43,936	43,936		219,680			219,680
Restore wetlands, rangelands and monitor restoration of all ecosystems (riverbanks, bare hills, range lands and lake shores)	114,036	114,036	114,036	114,036	114,036		70,180		500,000	570,180
Enforce compliance with environmental and natural resources legislation and standards at all levels.	8,000	8,000	8,000	8,000	8,000		40,000			40,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Integration of environmental sustainability into planning and implementation of development processes	17,000	17,000	17,000	17,000	17,000		85,000			85,000
Strengthen the district institutional framework to support environmental management	23,000	23,000	23,000	23,000	23,000				115,000	115,000
Develop trans-district, district and lower level environmental management partnerships and networks		4,000	4,000	4,000	4,000			16,000		16,000
Promote compliance with environmental laws and regulations	9,115	9,115	9,115	9,115	9,115		45,575			45,575
Develop a database system for Environment and Natural Resources			110,000					110,000		110,000
Research on economic, ecological and socio-cultural values of ecosystems and biodiversity			230,000	67,000					297,000	297,000
Monitor sound management of hazardous chemicals and e-wastes			13,000	13,000	13,000				39,000	39,000
Strengthen management of environmental aspects of oil and gas industry		12,000	45,000	45,000	45,000				147,000	147,000
Implement district bio-diversity and bio-safety targets			16,000	16,000	16,000		48,000			48,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Increase public awareness on ENR opportunities, green economy and sustainable consumption and production practices	2,500	2,500	15,000	15,000	15,000		50,000			50,000
Support the decentralized environment management function at the Lower Local Government levels	12,000	12,000	36,000	36,000	36,000		132,000			132,000
Sub Total	229,587	245,587	684,087	411,087	344,087		690,435	126,000	1,098,000	1,914,435
Sub - Sector: Forestry										
Develop district wide community based and institutional tree planting initiatives	26,478	26,478	126,478	126,478	126,478		132,390		300,000	432,390
Promote sustainable development of commercial forest plantations including value addition	14,300	14,300	114,300	114,300	114,300		71,500		300,000	371,500
Promote implementation of sustainable management of forests through restoration of natural forests on protected and private land through forest habitat based – livelihoods and products (apiculture, natural medicines, and eco-tourism)			120,000	120,000	120,000				360,000	360,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Re-forestation and afforestation of 146 ha in identified forest reserves	5,000	5,000	35,000	35,000	35,000		10,000	105,000		115,000
Promote greening along and around public infrastructure and establishments			42,000	42,000	42,000				126,000	126,000
Sub Total	45,778	45,778	437,778	437,778	437,778		213,890	105,000	1,086,000	1,404,890
Sub - Sector: Wetlands										
Demarcate, restore and gazette wetland eco-systems district wide	5,000	6,000	30,000	30,000	30,000		101,000			101,000
Reduce wetland degradation		12,000	12,000	12,000	14,000		50,000			50,000
Develop wetland management plans for equitable utilization of wetland resources district wide			24,000				24,000			24,000
Expand knowledge base of ecological and socioeconomic value of wetlands among stakeholders			7,000	7,000	7,000		21,000			21,000
Build the institutional and technical capacity at the district and Lower Local Governments in wetland management		11,000	11,000	11,000	11,000		44,000			44,000
Operationalize existing legal and governance mechanisms for sustainable wetlands management	3,000	3,000	6,000	6,000	6,000		24,000			24,000
Sub Total	8,000	32,000	90,000	66,000	68,000		264,000			264,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub Sector: Climate Change										
Integrate and implement the National Climate Change Policy (NCCP) including awareness creation in the District and in all Lower Local Governments as well as CSOs and the private sector	5,000	5,000	13,000	13,000	13,000		49,000			49,000
Strengthen district monitoring and reporting on the implementation of the national, regional, international standards and commitments		5,000	15,000	15,000	15,000		50,000			50,000
Sub Total	5,000	10,000	28,000	28,000	28,000		99,000			99,000
Sub- Sector: Land Management Services										
Identify, assess, inventory and register government land	0	30,000	60,000	60,000	40,000		190,000			190,000
Sensitize the communities and other stakeholders on the National Land Policy and Land use	12,000	12,000	12,000	12,000	12,000		60,000			60,000
Implement and sustain the land information systems	30,000	20,000	20,000	15,000	15,000		100,000			100,000
Disseminate valuation regulations, guidelines and standards	16,000	16,000	16,000	16,000	16,000		80,000			80,000
Sensitize the public on land rights and land information										
Property Rating	0	30,000	0	0	0					
Sub Total	58,000	138,000	108,000	83,000	83,000		430,000			430,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub - Sector: Physical Planning										
Drawing of Physical Development Plans for 10 key urban centres of Kigoroby, Kiziranfumbi, Kyangwali, Kabwoya, Kyarushesha, Butema, Buseruka, Bulindi, Bombo; and Kabaale	0	300,000	400,000	400,000	400,000			1,500,000		1,500,000
Formulate a District Physical Plan and implement it	0		1,500,000					1,500,000		1,500,000
Provide capacity building support to local councils to facilitate the implementation of the physical plans	0	16,000	16,000	16,000	16,000			64,000		64,000
Conduct short course training for GIS and development of physical development plans	0	30,000	30,000	30,000	30,000			120,000		120,000
Establish a GIS unit for physical planning	0		120,000					120,000		120,000
Promote appropriate planning standards and guidelines for integrated district and sub county development plans and spatial mapping										
Sub Total	0	346,000	2,066,000	446,000	446,000			1,523,000		3,304,000
Total	424,827	842,877	3426,077	1,077,865	1,406,865		1,767,935	1,824,000	2,184,000	7,556,935
Sector: Community Based Services										
Sub- Sector: Operation of the Community Based Services Department										
Acquisition of a 4WD DC UP vehicle for the CBS Department			120,000						120,000	120,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Acquisition of 15 motor cycles for CDOs in the CBS sector		120,000					120,000			120,000
Acquisition of 15 office filing cabinets for the CBS department			9,000				9,000			9,000
Sub Total	0	120,000	129,000				129,000		120,000	249,000
Sub - Sector: Community Development Services										
Establishment of a resource centre			50,000						50,000	50,000
Capacity building of staff through re-orientation skills training, and mentoring in Participatory Development Methodologies		25,000	25,000	25,000	25,000		10,000		90,000	100,000
Support to Community Groups' Projects through the Community Driven Development (CDD) funding	120,332	120,332	120,332	120,332	120,332		601,660			601,660
Rehabilitate and equip 7 Community Centres of Kigorobya, Kitoba, Buhimba, Kiziranfumbi, Kabwoya, Kyangwali and Bugambe			90,000	90,000	120,000				300,000	300,000
Construct and equip 3 community centres of Buhanika, Kyabigambire and Buseruka				150,000					150,000	150,000
Sub Total	120,332	145,332	285,332	385,332	265,332		611,660		590,000	1,201,660

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub - Sector: Probation and Welfare Support										
Construction of a remand home at Kyabigambire sub county			200,000	300,000					500,000	500,000
Supporting and strengthening the capacity of households and other caregivers to protect and care for OVC	28,062	28,062	128,062	128,062	128,062		140,310		300,000	440,310
Sub Total	28,062	28,062	328,062	428,062	128,062		140,310		800,000	940,310
Sub - Sector: Adult Learning										
IGAs for FAL instructors	5,500	5,500	45,500	55,500	55,500		27,500		140,000	140,000
Strengthen the capacity of FAL instructors	5,500	5,500	5,500	5,500	5,500		27,500			27,500
Formation and strengthen FAL groups and classes	16,850	16,850	16,850	16,850	16,850		84,250			84,250
Strengthen partnerships and networks between Hoima DLG, CSOs, IPs/UNHCR, other Development Partners and the Private Sector for non-formal literacy services	10,000	10,000	10,000	10,000	10,000		50,000			50,000
Establish community library and information service in all sub counties	9,790	9,790	49,790	49,790	49,790		48,950		120,000	168,950
Sub Total	47,640	47,640	127,640	137,640	137,640		238,200		260,000	470,700

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub- Sector: Gender Mainstreaming										
Promote women economic empowerment and gender equality			30,000	30,000	40,000				100,000	100,000
Create effective synergies, linkage coordinate and network with other departments to promote gender mainstreaming	4,500	20,000	30,000	35,000	40,000		4,500		125,000	129,500
Train and re-orient HODs and LLG staff for gender equality mainstreaming in plans and M&E		15,000	20,000	25,000	30,000		15,000		75,000	90,000
Promote and conduct gender response budgeting		10,000	15,000	20,000	25,000		10,000		60,000	70,000
Sensitize the communities on Gender Based Violence (GBV) and human rights		30,000	40,000	40,000	40,000		10,000		140,000	150,000
Establish structures at community level to provide psychosocial services to those affected with SGBV		30,000	30,000	30,000	30,000				120,000	120,000
Sensitize the communities on the formulation of bye-laws on gender and child rights		40,000	40,000	30,000	30,000				140,000	140,000
Train women in leadership and decision making at the district and the LLGs levels		25,000	25,000	25,000	25,000				100,000	100,000
Train women groups on entrepreneurship skills		30,000	30,000	30,000	30,000				120,000	120,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Provide women with incentives and support for Income Generating Activities (IGAs)		400,000	400,000	400,000	400,000				1,600,000	1,600,000
Sensitize stakeholders in human rights promotion and reporting		25,000	25,000	25,000	25,000				100,000	100,000
Sub Total	4,500	625,000	685,000	690,000	715,000		39,500		2,680,000	2,719,500
Sub- Sector: Children and Youth Services										
Support to Youth Projects through the support of Youth Livelihood Project	378,400	378,400	378,400	378,400	378,400		1,892,000			1,892,000
Support staff and communities in child and youth welfare skills		30,000	30,000	30,000	30,000				120,000	120,000
Provide life skills and training in Entrepreneurship		30,000	30,000	30,000	30,000				120,000	120,000
Develop a PPP framework to create employment opportunities		10,000	15,000	15,000	15,000				55,000	55,000
Sub Total	378,400	448,400	453,400	453,400	453,400		1,892,000		295,000	2,187,000
Sub- Sector: PWDs and the Elderly										
Support to IGAs for the elderly through the Special Grant for PWDs	25,000	25,000	25,000	25,000	25,000		100,000		25,000	125,000
Lobby and advocate for inclusion in the SAGE programme from the Central Government		10,000	10,000	5,000	5,000				30,000	30,000
Initiate, coordinate and support efforts to empower OVC, PWDs and Older Persons		20,000	20,000	15,000	15,000				70,000	70,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Promote CBR for PWDs, older persons and children with special needs	16,000	16,000	16,000	16,000	16,000				80,000	80,000
Sub Total	41,000	71,000	71,000	61,000	61,000		100,000		205,000	305,000
Sub - Sector: Culture										
Provide logistics and technical support to cultural groups		20,000	20,000	20,000	20,000				80,000	80,000
Advocate and sensitize community and social cohesion, collaboration and participation of all people in cultural life		15,000	15,000	15,000	15,000				60,000	60,000
Sensitize communities on the good and positive aspects of culture		15,000	15,000	15,000	15,000				60,000	60,000
In collaboration with Bunyoro – Kitara Kingdom organize annual cultural festivals		50,000	50,000	50,000	50,000				200,000	200,000
Formulate and implement a comprehensive Capacity Building Plan in conjunction with Bunyoro- Kitara Kingdom for culture practitioners for culture promotion		40,000	40,000	40,000	40,000				160,000	160,000
Build in conjunction with the private sector cultural heritage theme park along the Tourists circuit				300,000					300,000	300,000
Sub Total		140,000	140,000	440,000	140,000				860,000	860,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Sub - Sector: Labour										
Establish and operationalize a Job Matching Database at the district headquarters		20,000	20,000	20,000	20,000			80,000		80,000
Sub Total		20,000	20,000	20,000	20,000			80,000		80,000
Total CBS										
Sector: Planning										
Sub - Sector: District Planning										
Promotion of Participatory development management through LQAS and PRIA		44,500	40,000				84,500			84,500
Acquisition of a 4-WD Double Cabin Pick Up and three motorcycles		170,000	42,000						212,000	212,000
Formulate the 5 Year DDP III – 2020/2021 – 2025/2026			10,000	25,000			35,000			35,000
Strengthen the capacity of staff for mainstreaming cross-cutting issues into the development programmes	9,000	15,000	15,000				39,000			39,000
Acquisition of modern ICT, LAN, laptop computers, and other accessories			320,000						320,000	320,000
Sub Total	9,000	229,500	427,000	25,000			158,500		532,000	690,500
Sub - Sector: Population										
Develop capacity for population data management at district level through training DTPC in demographic		3,800					3,800			3,800

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
data management										
Advocate for better understanding and appreciation of the linkages between Population and development	3,800	3,800	3,800				11,400			11,400
Creation of awareness on population and development through radio programmes	2,000	2,000	2,000	2,000	2,000		10,000			10,000
Provision of timely and reliable data for use in decision making by compilation and dissemination of annual population profile	4,625	2,200	2,200	2,200	2,200		13,425			13,425
Updating district vital statistics (BDR) through procurement of BDR materials, 5 desktop computers and training of data entry		30,000	15,170	15,170	15,170				75,510	75,510
Sub Total	10,425	41,800	23,170	19,370	19,370		38,625		75,510	114,135
Sub Sector: Statistics										
Develop the LG institutional Capacity for generation and use of statistics	3,800	3,800	3,800	2,000			13,400			13,400
Train and retain personnel to facilitate fulfillment of DPU/Statistics mandate and functions		5,700					5,700			5,700

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Establishment and operationalization of the Community Information System (CIS) through training of staff in data collection, processing and usage of CIS in all parishes		25,000	15,500	15,500	15,500		71,500			71,500
Sub Total	3,800	34,500	19,300	17,500	15,500		90,600			90,600
Sub Sector: Management Information Systems										
Operationalization of the Computer Room and Resource Centre	4,500	4,500	4,500	4,500	4,500		18,000			18,000
Facilitate LAN connectivity of all District Headquarter Offices		30,000	6,000	6,000	6,000		48,000			48,000
Facilitate connectivity of LLGs for e-government			80,000	20,000	20,000				120,000	120,000
Facilitate connectivity of Primary and Secondary Schools				240,000	30,000				270,000	270,000
Sub Total	4,500	34,500	90,500	270,500	60,500		66,000		390,000	456,000
Sub Sector: Projects Formulation										
Facilitate community structures and institutions to conduct participatory M&E of projects and programmes		21,282	21,282	21,282	21,282		85,128			85,128
Support HODs and communities to participate in the planning, designing and implementation of development	6,000		16,000	16,000	16,000		54,000			54,000

Project name	Budget in FY (000's)					Budget (000's) Contribution by:				
	2015/16	2016/17	2017/18	2018/19	2019/20	Government of Uganda Budget	District Budget	Development Partners Off Budget	Unfunded	Total
Plan, design and respond to calls for expression of interest or investment project proposals from development partners, Government and the private sector	10,400	12,000	12,000	12,000	12,000		58,400			58,400
Sub Total	16,400	33,282	49,282	49,282	49,282		197,528			197,528
Sub- Sector: Monitoring & Evaluation										
Community based monitoring of service delivery		37,000	37,000	37,000	37,000				148,000	148,000
Monitoring and evaluation of the District Development Plan and the strategic objectives	9,600	9,600	9,600	9,600	9,600		48,000			48,000
Overall oversight and reporting on the 5 – Year DDP	7,200	7,200	7,200	7,200	7,200		36,000			36,000
Sub Total	16,800	53,800	53,800	53,800	53,800		84,000		148,000	232,000
Total	60,925	427,382	663,052	435,452	198,452					1,780,763
Internal Audit										
Strengthen the capacity of internal audit function through the acquisition of a vehicles, computers and office furniture and equipment	5,000	3,000	170,000	45,000			8,000		215,000	223,000
Total	5,000	3,000	170,000	45,000			8,000		215,000	223,000

CHAPTER 4: IMPLEMENTATION, COORDINATION AND PARTNERSHIP FRAMEWORK

4.1 Implementation and Coordination Strategy

The purpose of this implementation plan is to enhance operationalization of the District Development Plan II (DDPII). It provides an overview on how the DDPII objectives and overall DDPII Vision will be achieved by outlining what will be done, by whom, and how. It thus serves as a checklist that will be regularly updated monitored and progress on it shared among the stakeholders. The implementation plan will also help to coordinate and guide the implementation actions, support coordinated and collaborated. Use of the existing Local Government institutions, structures, systems, procedures and regulations, instruments (Budgets, BFPs work plans etc), synergies among stakeholders (including non-state actors) will improve efficiency and effectiveness in the implementation and coordination of the DDP. Which approaches will be employed. Public Private Partnerships (PPP), private sector led execution, and government led implementation approaches will be employed.

In addition the District Implementation Plan (DIP) will facilitate addressing key issues identified by the Second DDP, including gaps in service delivery; and elaborate in detail agreed courses of action. In so-doing, the DIP will be a critical integral part of the routine reference for stakeholders to ensure that policies and programmes are implemented correctly, that standards and goals are met, that lessons learned are rapidly turned into operational and policy improvements. In particular the DIP is a deliberate effort to avoid proliferation of parallel systems and divergent work-plans and initiatives in order to foster sustained pursuance of the strategic direction towards achievement of the agreed Second DDP objectives and overall vision.

4.2 Institutional Arrangements

The Institutional and implementation arrangements are of special importance for effective operationalization, coordination and management of the District Development Plan. The overall mandate of coordinating the implementation of the district policies, programmes and projects is largely through defined LG structures and systems. This is enhanced by decentralization policy of Uganda, the Local Government Act, CAP 243 and the Local Government Output Budget Tool (LGOBT).

At the top of implementation coordination, the District Chairperson chairs the District Executive Committee (DEC), a committee of Council that is required to meet monthly to review progress of implementation across the district. The DEC will review and initiate policies and plans to ensure that they are consistent with the district and government direction and mechanisms.

The second tier is the Senior Management Team of Heads of Departments, under the chair of the Chief Administrative Officer (CAO) which meets once in two weeks. The SMT is responsible for ensuring effective implementation of decisions made by Council and the DEC.

The third is the District Technical Planning Committee (DTPC) of Heads of Departments, Sections of the district and includes representation from NGOS, private sector, Development Partners and other co-opted members chaired by the Chief Administrative Officer (CAO). The DTPC is responsible for coordination

of implementation of approved actions, conducting relevant analysis on key constraints, and monitoring the performance of the District Local Government.

The fourth tier is the Sector Working Groups (SWGs) to which all departments belong. Currently there are eight SWGs across the district. These are chaired by the Heads of Departments in the respective departments. This four tier coordination arrangement is already in place and functioning to a certain degree.

The above arrangements are supported by the District Planning Unit (DPU) which was instituted by the LGA to enhance planning, coordination, monitoring and evaluation to ensure effective implementation in the district. DPU is also aimed at encouraging, facilitating and promulgating the use of monitoring and evaluation information, as well as improving harmonization of information flows for evidence-based and result - oriented decision making.

In addition, both political and technical supervision and monitoring of implementation in the district have significantly been constrained by lack of funding. The implementation of the DDPII will be done under the existing LG structures. The roles of these stakeholders will vary according to their mandates and functions. The implementation of DIP is a shared responsibility of the public sector, the private sector and other non-government actors. The key public sector actors include: the District Chairperson, the Executive, Chief Administrative Officer, Heads of Departments and the Sub County Chiefs.

Second DDP implementation and management will be under the overall leadership of the District Chairperson. The District Chairperson will be represented at all levels of implementation in line with the existing institutional arrangements. To ensure political ownership and leadership of the DDPII implementation, the functioning of the District Executive Committee will be strengthened to be an effective monitor for Council. Council, through its oversight, legislative and appropriation functions, will ensure effective DDPII implementation.

The Heads of Departments will have the responsibility for overall coordination and implementation at the departmental level, while the CAO in liaison with line departments, will coordinate implementation of the Plan by the Lower Local Governments. In order to strengthen the service delivery systems, departmental and individual performance contracts will be tied to the achievement of DDPII outputs and outcomes.

To strengthen supervision of DDPII implementation, technical, management and policy meetings will be held regularly under the chair of the CAO. Similarly, technical, management and policy meetings will be regularly held at LLG levels.

The District Planning Unit (DPU) will be responsible for coordinating implementation of the DDPII across departments. It will be strengthened to enhance effective coordination of implementation of the DDPII through recruitment, training and re-tooling. Studies will be undertaken to enable DPU put in place and recommend remedial sanctions for poor performance by departments and LLGs. Overall, the DPU will be the main channel for the flow of public sector information and reports from departments and LLGs. The DPU will receive departmental and LLGs quarterly, bi-annual and annual reports on the progress off the DDPII through the CAO's office.

Implementation and management at departmental level will be a joint responsibility of departments and sections. Departments will take charge of frontline service delivery and operational management. The political and technical inspection, supervision and monitoring roles of the district, departments and LLGs

will be revitalized to improve service delivery. This will be achieved by empowering the district, departments and LLGs through capacity building, retooling and providing other necessary facilitation.

For implementation to be consistent with DDPII objectives, strategies and interventions, DPU in collaboration with CAO's Office will put in place a system to quality assure the following key instruments:

- i) The Annual Performance Contracts signed by the CAO
- ii) The Budget Framework Papers
- iii) Departmental Budget Framework Papers
- iv) Departmental Strategic Plans
- v) Project Profiles
- vi) LLG Plans
- vii) Annual Work Plans and Budgets
- viii) Below the line Budgets (for Development Partners and off-budget projects)

Hoima District Local Government in line with the Decentralization Policy established the Multisectoral Development Partnership to enhance inter and intra DDP coordination at district and lower local government levels. This will be achieved through the Sector Working Groups, the self coordinating entities and the annual Partnership Forum. The District Technical Planning Committee (DTPC) is the central feature of the Integration and Partnership arrangements and works through technical subcommittees known as the Sector Working Groups (SWG). The Partnership Forum will on the other hand serve as the meeting for all stakeholders in the development initiatives for Hoima allowing wider participation for all partners to review and agree on annual priorities.

The Forum will convene once a year. Participants in the Forum will include all Heads of Department, Lower Local Governments representatives, International NGOs, Local NGOs, and UN Agencies operating in the District, Cultural Leaders, Faith Based Organizations and the Private sector. This underscores the need for better coordination, focused resource mobilization and alignment to the District Development Plan.

4.3 Local Economic Development

Although decentralization policy is acclaimed to be the most popular, especially with its best practices, a number of challenges and inconsistencies in service delivery and program management approaches remain daunting. The challenges include but not limited to, low levels of local development amidst significant central government transfers to Local Governments; dwindling local revenue generation, narrow tax bases for Local Governments, low savings at household and individual levels, limited local and community enterprise development due to lack or absence of relevant infrastructure and continued mindset of local government that their role is service delivery than the broader orientation of facilitating wealth creation for economic development.

In view of the above constraints, the Ministry of Local Government decided to promote a shift from delivery of public goods and services to the more proactive intervention model that entails tackling real household poverty challenges. To this end, a 6th objective of decentralization was created namely; **“To promote Local Economic Development in order to enhance people's incomes”**.

The primary aims of Local Economic Development (LED) are to:

- i. Increase in business support by encouraging local investment centres;
- ii. Enhance growth of the private sector in Local Governments; and
- iii. Increase in locally generated revenue in form of direct taxes and LG own revenue generating ventures

LED is defined as a process or development model whereby the tri-partite partnership between LG, the private sector and the community are jointly and collectively engaged in identification, mobilization, management and initialization of resources at the local level. It is thus intended to create a conducive environment for investment, increased household incomes and higher revenues for the Hoima District Local Government, which will ultimately translate into improved livelihoods for the people of Hoima.

4.4 Pre-requisites for Second DDP Implementation

In order for the DDPII to be adopted, implemented and successful, the following preconditions have to be embraced by key players in government, development partners, civil society organizations and the public.

- i. Ownership of the Plan by all
- ii. Political will at the district and LLG levels
- iii. Sustained annual and quarterly planning and commitment of resources
- iv. Increased private sector capacity
- v. Effective monitoring and evaluation to support implementation

CHAPTER 5:HOIMA SECOND DDP FINANCING FRAMEWORKS AND STRATEGY

5.1. Overview of Development Resources and Projections by Source

This will be guided by objectives, priorities and strategies within the Second DDP and will be in compliance with the existing and new laws and regulations that Local Government service delivery and development. Project selection and implementation will also be required to take full account of sub county balancing, affirmative action for under-developed areas and gender, environmental sustainability, and development of the rural economy.

Table 5.1 Development Projections by Department

Sectors	Source of Funding					Total
	GOU	HDLG	DPs Off Budget	Private Sector	Unfunded	
1. Administration	0	1,057,603	1,717,000	0	293,780	3,068,383
2. Finance	0	167,800	86,000	0	560,000	813,800
3. Statutory Bodies	174,000	792,331	0	0	0	966,331
4. Production and Marketing	1,447,500	1,373,892	3,180,000	1,000,000	3,987,992	9,615,492
5. Health	35,200	1,893,600	5,530,500	0	5,441,000	12,900,000
6. Education	4,840,500	3,639,550	7,605,500	1,000,000	13,573,200	30,658,750
7. Works	4,600,000	4,770,000	10,505,000	23,400,000	7,466,615	54,141,618
8. Water	2,200,000	1,579,000	801,000	3,400,000	10,120,000	14,700,000
9. Natural Resources	0	1,767,935	1,824,000	0	2,184,000	7,556,935
10. Community Based Services	0	3,150,670	80,000	0	5,790,500	9,021,170
11. Planning	0	635,253	0	0	1,150,010	1,785,263
12. Internal Audit	0	8,000	0		215,000	223,000
Total Financing Required	13,297,200	20,835,634	31,329,000	28,800,000	50,782,097	145,450,742

5.2 Resource Mobilization Strategy

5.2.1 Financing Strategy

5.2.1.1 Local Revenues (Tax and Non – Tax Revenue)

Financing the second DDP will require concerted efforts to improve locally raised revenue collection by focusing on the three factors that usually lead to increase in local revenues: Expression in the bases of taxation, reform of the structure of taxation and improve on the administration of the revenue collection in the district and lower local governments for improved revenue collection efficiency and compliance.

The district efforts will be focused on increasing local revenues by 10 percent per year over the Second DDP period.

More specifically, the main focus in raising local revenues will be to ensure improvement in collections from other revenue sources the district will also streamline existing policies on the collections of market/ gate charges; animal and crop husbandry related levies, business licenses; and loading fees. In addition improvements will be made in revenue sources, administration to enhance the compliance rate and focus on prepayments.

Steps will also be taken to include the large establishments e.g. Hoima sugar factory, Bugambe Tea Estate and the Roads construction firms into taxable bracket.

Furthermore, the expected royalties and other revenues from the oil deposits and HEP production that are expected to materialize some time during the second DDP implementation should significantly improve the districts revenue base compared to the levels projected in the DDP and this should result in a lower fiscal deficit in the planned period.

5.2.1.2 Efficiency Gains

So as to achieve the objective of increasing expenditures on priority areas, the district will implement both a locative and technical efficiency improvement measures. This will create the necessary fiscal space to allow increased resource allocation especially in priority areas through: strengthening the link between public spending and outputs / results; strengthening compliance; ensuring human resource productivity and reducing introductive activities.

Value for money measures will include ensuring expenditures are based on credible work plans; establishment of effective monitoring systems to track and evaluate expenditures vis a vis intended results; improving coordination with other stakeholders like CSOs and overall accountability. While these measures are expected to improve efficiency and effectiveness in resource utilization, they are also expected to improve the absorptive capacity of the district in the medium to long term.

5.2.1.3 Public – Private Sector Partnerships

Cooperation between the public and private sectors in form of public Private Sector Partnerships (PPP) can be a powerful incentive for improving the quality and efficiency of public services and a MEANS of public Infrastructure financing. PPP describes a Government service or private business ventures which is funded and operated through a partnership of Government and one or more private sector entities. It involves a contract between a Government authority and a private sector party. The PPP policy framework will guide its implementation.

The District Local Government will promote and encourage PPP in various forms in the implementation of this DDP. The forms that PPPs usually take include joint ventures (JVs) between the Government and private sector entity where both may contribute financial resources, Build, Operate and Transfer (BOT) Build, Own Operate and Transfer (BOOT), Build Own and Operate (BOO) etc. Careful analysis will be made in deciding the form of PPP that has the highest economic benefit to the district and most suitable for both the public and private Sector before any PPP is recommended for implementation however, PPPs

will encouraged and promoted in the provision of huge undertaking which require substantial financial outlay e.g. a ferry on Lake Albert or sports stadium

5.2.1.4 Central Government Grants & Donor Funding

Given the level of funding the second DDP needs, the district appreciates the fact that local revenues cannot be able to finance the necessary level of desired investment required. Hoima DLG will continue to rely on Central Government transfers: Sector Conditional Grants, Discretionary Grants and petroleum funds. The District LG will also seek donor assistance to fund its budget. The District will continue attracting development partners and corporate social responsibility in form of grants.

5.2.1.5 Borrowing from Banks

One of the likely sources of funding for the DDP will be loans from commercial / Development Banks

5.2.2 Resource Mobilization and Disbursement

Government resources will be committed to the implementation of the DDPII. Mobilization and disbursement of resources for implementation of the DDPII will be the responsibility of Finance Sector, within the framework of existing relevant laws. The district will be required to mobilize local resources and expend them as per the Local Government Act, 1997 as amended and the Local Government Finance and Accounting Regulations (LFAR).

In addition PPPs and other initiatives will be encouraged for mobilization of resources to complement funding projects and programmes outlined within the DDPII.

6.0 MONITORING AND EVALUATION STRATEGY

The DDP M&E Strategy guides information sharing and utilization at various levels for effective programming and implementation. The DDP M&E Strategy will ultimately aim at ensuring that quality and timely information is generated to guide decision-making. The M&E Plan will 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, which is linked to other sectoral databases such as HMIS, OVC MIS, EMIS and LOGICS. All stakeholders will be able to access aggregate system generated reports for information and use.

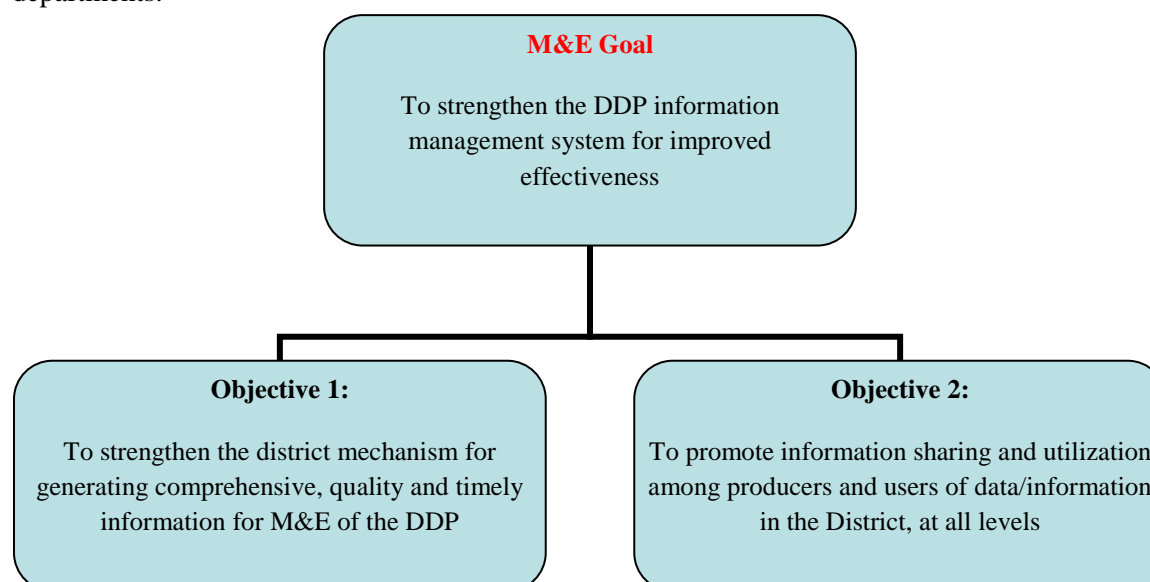
6.1 Monitoring and Evaluation Matrix

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 DDPII objectives among the departments. In particular it guides the departments on information gathering, responsibility centres and reporting mechanism. The matrix will also guide the CAO's office and the Planning Unit by ensuring focused progress reporting.

Each department will only be responsible for its component as highlighted in respective thematic areas of the matrix

6.1.1 Monitoring and Evaluation Plan

The 2015/16 – 2019/20 DDP Monitoring and Evaluation (M&E) Plan will build on the DDP to systematically track progress of implementation of priority initiatives to assess performance of departments.



Objective 1: To strengthen the district mechanism for generating comprehensive, quality and timely information for M&E of the DDP

Strategic Actions:

- i. Operationalize of the DDP M&E Plan
- ii. Operationalize and roll out knowledge platform/portal
- iii. Improve mechanisms for capturing data from all departments and implementers
- iv. Enhance mechanisms for improving data quality
- v. Strengthen the M&E capacity of the DDP implementers and lower local governments; and
- vi. Perform regular data analysis, aggregation and reporting

Objective 2: To promote information sharing and utilization among producers and users of the district data/information at all levels

Strategic Actions

- i. Produce and disseminate DDP information
- ii. Conduct and disseminate DDP reviews
- iii. Expand platforms for departmental reviews and data utilization at district and lower local government levels

Table 6.1: District M&E Stakeholders and Frameworks

Institution	Framework	Key Features
District Local Council	PAF Monitoring and Accountability	PAF monitoring and accountability framework provides for quarterly reporting of government expenditure on poverty related conditional grants. It distinguishes between sector specific, multi-sectoral and political monitoring
MoFPED and District Local Council	LGOBT standardized Reports	The LG Output Budget Tool generates standardized report that shall be used by the DLG to track performance on key LG investments
Sector Line Ministries	Sector – based MIS	Some MIS for sector line ministries are operationalised through district departments (e.g. health, education, water, road fund, etc). These departments produce regular quarterly reports
Different project structures (LGMSD, NAADS, CAAIP etc)	Project – based monitoring and reporting mechanisms	Project – based monitoring and reporting mechanisms will be varied as the number of programmes and projects running.

6.2. Monitoring and Evaluation Arrangements

6.2.1 Progress Reporting

District reporting requirements will largely include progress reports – quarterly and annual reports. 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 (see appendix 1). These will be 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 will be generated from the LGOBT.

The combined district quarterly performance reports will be submitted to the NPA, MoFPED, OPM, and line ministries to facilitate national progress reporting by each of these institutions.

6.2.1.1 Performance Reporting (outputs-outcomes)

All departments will report quarterly to the CAO on key expenditures, actions, outputs and progress towards outcomes (where outcome data becomes available). This will result in the production of a District Local Government Performance Report every six months. This report will be quality assured by the DPU and the performance information presented, discussed and decisions taken by the DTPC and the District Executive Committee. The six-monthly report will be produced in February/March each year, the annual report in October/November. The CAO will share the DLG quarterly reports to facilitate formulation of synthesized DDPII progress reports.

6.2.1.2 Budget Performance Reporting (outputs and expenditures)

All Departments and Lower Local Governments will report quarterly to the CAO against approved work plans. This will result in the production of a six-monthly budget performance report. This report will be presented jointly with the DLG Performance report to ensure complete coverage of financial and physical performance issues to the Standing Committees and the District Local Council for political oversight and monitoring and communicated to the public through ‘*barazas*’

Performance reporting will be a shared responsibility of the Chief Administrative Officer’s Office, the District Planning Unit, the Departments and the Lower Local Governments (LLGs). The reports shall be based on monthly management information.

6.2.1.3 Annual Departmental Performance Reports

Currently departments do not produce an annual cumulative progress reports outlining their performance, the challenges and the proposed mitigation measures. The performance report will be based on the LGOBT guidelines emphasizing the need to assess the logical relationships in the Departmental Plan, and not focusing solely on activities, outputs or a simple aggregation of the departmental reports. The guidelines will be developed following this strategy, and will seek to ensure that quality criteria are met and that the data can be compared across sectors and LLGs. The report will be produced by August of the

following Financial Year, and will be a key input to the joint annual review that should take place in the same month. The CAO will reprimand departments that do not submit the reports in time.

6.2.1.4 District Performance Reports by DPU, CAO and District Chairperson

Annual performance reports will be produced. These reports will include:

- Annual progress report
- Bi-annual LG budget performance report
- Quarterly performance reports
- State of the District Report

6.2.2 Joint Annual Review of the DDP

Annual joint reviews will take place for all sectors in August / September of each year. The reviews will be based on the findings of the annual sector performance report. In order to promote horizontal accountability, the participation of representatives from private sector, CSO and citizenry will be emphasized.

Regular forums to assess the DDPII progress will be conducted. While the annual joint sector reviews will focus on the sector specific issues, District Planning Forums will seek to address cross –cutting and underlying performance challenges, which are raised both from the sector reviews and the district performance reports (budget and overall performance)

6.2.3 DDP Mid – Term Evaluation

A mid – term review of the DDP will be conducted two and a half years into the plan’s implementation. This review will be led by the District Planning Unit and will address performance against the intended objectives and key outputs. The Report of the midterm review will include an assessment of challenges that could have inhibited the implementation of identified priority interventions, document lessons learned to improve implementation of the remaining period of the plan and to inform the production of DDP III (2020/21- 2025/26). The midterm review will call for other stakeholders like the CSOs/NGOS, and other development partners in the district to play an active role in assessing progress of their own role in the DDP implementation. The midterm review will recommend any changes required to achieve the objective and targets.

The midterm-review (MTR) report will be presented to the District leadership and administrative machinery including the DTPC, DEC, and the District Council. In addition the report will also be discussed by the joint annual DDP review meeting. A copy of the MTR report will be presented to the NPA, and sector ministries to inform the production of the NDP III and sector development plans.

6.2.4 DDP End of Term Evaluation

A final evaluation of the DDP II will be conducted after five years of the plan’s implementation. The evaluation will be led by the District Planning Unit in collaboration with the Chief Administrative

Officer's office. The underlying principle of the evaluation process will be to ensure independence and objectivity. The evaluation will assess the overall effectiveness of the DDPII against its objectives and targets, and where possible it will look at impacts (albeit short – term). The purpose of conducting the evaluation prior to the conclusion of the DDPII is to generate lessons and recommendations to inform the next DDP.

The End of Term evaluation will call for other stakeholders like the CSOs/NGOS, and other development partners in the district to play an active role in assessing progress of their own role in the DDP implementation. The end of term evaluation will assess the overall effectiveness of the non-state actors' contribution against the DDP's objectives and targets and where possible, look at the short term impacts created by the DDP interventions

6.3: Communication and Feedback Strategy/Arrangements

This section briefly describes the channels of communication Hoima District Local Government shall employ to communicate; the key things to communicate especially on the progress of the District Development Plan implementation, the frequency of communication by the different channels/methods; the key stakeholders involved and their roles; the key areas on which to communicate about; and how it will impact on the district. It includes:

- Mediums and mechanisms for communication flow
- The district target audiences and target information areas
- Appropriate media for reaching different audiences according to the target information areas
- A schedule for implementing elements of the Communication Strategy

The Communication Strategy will be required to respond to communication challenges arising from the DDPII interventions relating to:

- Dissemination of DDPII and Annual Progress Report of Implementation of the DDPII II;
- Creation of Awareness on the Expected roles of the Stakeholders in the implementation of the Plan, and promotion of Dialogue and generation of feedback on the performance of the district; a
- Should ensure that stakeholders are full abreast with the National objectives, strategies, and intervention of NDPII that are directly relevant to Hoima District Local Government.
- Public awareness: moving people from awareness to understanding to action; and
- Contribute to the overall image building

Good information flow and effective communication are at the heart of Hoima District Local Government. It will target mainly:

- Multiple stakeholders from community, through sub-county, district, national and international levels. These stakeholders have different interests in the district form understanding the functions, its progress, the next steps, the approaches used and or outcomes. This requires strategic thinking on the target information areas and the communication channels most appropriate for different audiences.

The strategy will have a decentralized approach where every segment of the audience is different and each has its own order of priorities and social and economic perspective on the DDPII. While there will be one strategy, it will have distinct specific components. The District Information Officer will coordinate the various components in liaison with the Heads of Department.

Hoima District Local Government would like to tap into the generic benefits accruing from a communication strategy.

- To identify and generate appropriate information and how to communicate it.
- It will allow management to be more pro-active than reactive in influencing its environment
- It will help set direction for communicating with stakeholders
- It will help achieve understanding and commitment from all leaders, managers and employees with respect to communication activities

6.3.1 Target audiences, information areas and appropriate media

Hoima District Local Government has identified five levels of target audience, from international and national through to district, sub- county and community - based. While there will be differences in the knowledge and interest of stakeholders within each of these layers, they provide a convenient way of satisfying stakeholders and reflect the administrative system within the district. At any of these levels there will be a number of issues that will likely affect communication strategies and channels calling for the need to tailor to specific situations.

Effective communication will require a two-way flow of information that will be interactive and develop into sustainable partnerships.

The Communication will be relevant to policy makers, civic leaders and technical officers at District, Sub County and lower local councils. It will also be relevant for activities initiated by the public sector, civil society (including the non-governmental organizations; faith-based organizations; community – based organizations) and the private sector from national, district, lower local governments and community levels

The following stakeholders have been identified within the different levels of target audiences:

Table 6.3.1: Communication Stakeholders within the Different Levels of Target Audiences

Level	Stakeholders
International	Donors, and other Private Partners
National	Ministries and Development Agencies (NAADS, LGMSD, Uganda Road Fund, CAAIP, LRDP, UBOS, POPSEC, NPA, UWA, UNHCR etc), Academic and Research institutions etc
District	Council, District Departments, RDC, UNRA, other

Level	Stakeholders
	central government departments, NFA, URA, Banks, Courts, Hoima Municipal Council, NGOs operating in the district like World Vision, Private partners e.g. oil firms, Faith Based Organizations, Bulindi Agricultural Research and Development Centre etc
Lower Local Governments	Lower Local Councils, Lower TPCs, Technical Staff, local NGOs
Parish/Village	Parish Council, Parish Development Committees, CBOS/NGOs/FBOs/ Local Community Groups, Farmers For a etc

Table 6.3.3: Communication Plan Matrix

Interventions	Method /Channel of Communication	Frequency of Communication	Target Audience
Information packages for leaders on district programmes and projects at all levels	Pamphlets Circulars Local FM Radios	Once in 2 months	Hoima DLC DTPC LLGs
Information packages for dissemination on district programmes and projects to the external audience	Quarterly printed reports	Quarterly	Hoima DLC Development Partners Government of Uganda
Resource allocation for the district programmes and projects from CG	Monthly progress financial reports	Monthly	District Executive Committee (DEC) CAO
Produce and disseminate district policies, programmes and projects	Community dialogue and baraza meetings Local FM Radios	Annually	Communities LLGs
Mid- Term Review Report Terminal Evaluation Report	Reports/Publications Print Media/National Newspapers	Once in 5 Years	International Audience

Interventions	Method /Channel of Communication	Frequency of Communication	Target Audience
Annual Progress Reports Mid- Term Review Report Terminal Evaluation Report	Reports/Publications Print Media/National Newspapers	Once in a year Once in 5 years Once in 5 years	National Agencies
Annual Progress Reports Quarterly Progress Reports Mid- Term Review Report Terminal Evaluation Report	Reports/Publications Print Media/National Newspapers	Once in a year 4 times in a year Once in 5 years Once in 5 years	District Local Government
Annual Progress Reports Mid- Term Review Report Terminal Evaluation Report	Reports/Publications Print Media/National Newspapers	Once in a year Once in 5 years Once in 5 years	Sub County Local Governments
Annual Progress Reports	Reports/Publications Local FM Community meetings	Annually	Communities and Community Groups

Appendix 1: Consolidated Results and Resources Framework

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Administration										
Strengthen coordination of the implementation of district policies and programmes	Enhancing internal control systems in the management of human, finances and other resources	Monitoring and support supervision of service delivery	Internal control systems enhanced	No of Monitoring Reports	4 quarterly monitoring reports	Field surveys Use of administrative data (review reports)	Quarterly	Checklists Questionnaires Stationery Fuels	Quarterly, annually	CAO's office
		Coordination of development actors in liaison with other departments	Development actors and departments coordinated	No of Development partners (NGOs Private companies, Parastatal organizations, autonomous government agencies)	4 sets of minutes of quarterly meetings	Field surveys Use of administrative data (review reports)	Quarterly	Records Reports	Quarterly, annually	CAO's Office and District Planning Unit
		Mobilization, disbursement and accounting for resources	Resources mobilized, disbursed and accounted for	No of accountability reports	4 quarterly accountability reports	Use of administrative data and financial reports	Quarterly	Records Reports	Quarterly, annually	CAO's Office and CFO
		Mentoring of LLGs in order to improve their service delivery capacity	LLGs mentored to improve service delivery	No of LLGs mentored	4 quarterly reports	Review of reports	Quarterly	Records Reports	Quarterly, annually	CAO's Office
	Initiating the formulation and enforcement of appropriate policies and bye-laws of the Council	Sensitization of local councils and communities on government programmes, policies and laws and their roles and obligations	Local councils and communities sensitized on government programmes, policies and their roles and responsibilities	No of meetings	Ten LLCs and one district council	Reviewing of records, Use of survey checklists, questionnaire s	Quarterly, semiannually	Stationery, Fuel, human resource	Quarterly, annually	Administration office, Office of Clerk to council
		Mentoring of district and lower local councils in bye-laws and ordinances enactment	District and lower councils mentored in bye-laws and ordinances enactment	No of meetings No. of councils	One mentoring meeting 10 councils	Review of records Baseline surveys using checklists	Quarterly, semiannually and annually	Human resource, stationery, fuel	Quarterly, annually	Administration office, Office of Clerk to council
Strengthen coordination of the implementation of district policies and programmes		Initiation of bye-laws and ordinances	Bye-laws and ordinances initiated	No of ordinances No. of bye-laws	Two (2) ordinances	Review of records Baseline surveys	Quarterly, semi/annually	Human resource, stationery, fuel	Quarterly, annually	CAO's office, Office of Clerk to council
		Coordinate with police to ensure community policing	Community policing coordinated	No. of coordination meetings	0	Review of records/reports	Quarterly, Semiannually	Human resource, stationery, fuel	Quarterly, annually	CAO's Office
Strengthen public	Strengthen	Conduct performance	Performance measurement and	No of staff trained	0	Review of	Quarterly, semi/	Human resource,	Quarterly,	CAO's Office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
service delivery accountability	compliance to national service delivery	measurement and performance reporting	performance conducted			records/reports, baseline surveys by use of checklists	and annually	stationery, fuel	annually	HRD Unit Planning Unit
Improve work facilities and environment	Standardize and provide tools and equipment to facilitate service delivery	Procurement of office equipment – computers, ICT services	Office equipment and ICT services procured	No of items procured	0	Baseline survey, and reviews	Quarterly reviews	Human resource, stationery, reports	Quarterly, annually	CAO's Office
Human Resources										
Strengthen human resource capacity in the district	Develop and implement a district Capacity Building Plan	Conduct a Capacity Needs Assessment	Capacity needs assessed	No. of Capacity Needs Assessments	1	Surveys, review of reports/ documents	Quarterly	Human, stationery, fuel	Quarterly, annually	Human resource
		Formulate a 3 – Year Capacity Building Plan and annual plans	3 –Year CBP formulated	No. of plans	2	Review of documents	Annually	Human, stationery	Quarterly, annually	Human resource
		Procurement of training equipment – LCD Projector, White Board, Projector screen	Training equipment procured	No of projectors No. of boards No. of screens	0	Baseline and regular monitoring surveys	Annually	Human, stationery	Quarterly, annually	Human resource
	Ensure the district has sufficient human resources to deliver its mandate	Recruitment of staff at district and sub county levels up to 80% of the approved structure especially in Health, Works, Production and Parish Chiefs	80% of the vacancies approved staff structure filled	No of staff recruited No. of staff retained	63%	Baseline and regular monitoring surveys	Annually	Human, stationery	Quarterly, annually	Human resource
	Develop sustainable human resource capacity through retraining and motivating LG personnel	Support short- term and medium-term training of staff, councillors and members of Boards and Commissions	Staff, councillors and members of boards and commissions trained	No of persons trained/mentored No. of topics/ areas		Baseline and regular monitoring surveys	Annually	Human, stationery	Quarterly, annually	Human resource
	Design and implement a special capacity building programme for the private sector players	Train contractors and other service providers on the procurement process	Contractors and other service providers trained	No of persons trained/mentored No. of topics/ areas		Baseline and regular monitoring surveys	Annually	Human, stationery	Quarterly, annually	Human resource

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Develop the District Human Resource Plan	Formulate and implement a district training policy	Develop a district training policy	A district training policy developed	No. of Training policies No. of copied disseminated No. of amendments	0	Review of documents	Annually	Human, stationery	Quarterly, annually	Human resource office
Develop and maintain skilled, able and committed human resource in the district service	Attract and retain skilled and committed human resource in the district public service	Implement special incentive packages for personnel in key sectors in hard to reach and stay sub counties	Special incentive packages implemented	No of benefitting staff		Baseline survey, regular monitoring surveys	Quarterly	Human, stationery	Quarterly, annually	Human resource office
		Undertake performance improvement training programmes (induction, on-the-job, and public service values)	Performance improvement training undertaken	No. of trainings No of staff trained	0	Baseline survey, regular monitoring surveys	Quarterly	Human, stationery	Quarterly, annually	Human resource office
		Strengthen the DSC to enable it apply appropriate selection techniques and promptly conduct all issues related to recruitment, promotion, and confirmation of staff	DSC strengthened to carry out its mandate	No of trainings	0	Baseline survey, regular monitoring surveys	Quarterly	Human, stationery	Quarterly, annually	Human resource office
Enhance the performance of the district public service	Implement an accelerated pay reform strategy	Strengthen payroll management in the district	Payroll management in the district strengthened	N0. of Staff on the Payroll	4	Baseline survey, regular monitoring surveys	Quarterly	Human, stationery	Quarterly, annually	Human resource office
	Implement a reward and sanction framework	Identify and reward those performing well	Good staff performers rewarded	No of beneficiaries	0	Baseline survey, regular monitoring surveys	Quarterly	Human, stationery	Quarterly, annually	Human resource office
	Empower clients to demand services and to provide feedback both positive and negative	Review and implement the district client charter	Client charter reviewed and implemented	% of implementation in the district	0	Baseline survey, regular monitoring surveys	Annually	Human, stationery	Quarterly, annually	Human resource office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Empower clients to demand services and to provide feedback both positive and negative	Public accountability strengthened	Public meetings “barazas” conducted	Baraza’s conducted	No of public barazas	11 (in 11 s/c)	Review of reports on Baraza activities	Quarterly	Human, stationery, fuel	Quarterly, annually	CAO’s Office
		Undertake district service delivery survey	Service delivery survey report	Survey report	1	Key informant interviews, Review of reports	Annually	Human, stationery, fuel	Quarterly, annually	Administration office
Information and Public Relations										
Improve public and media relations management	Build capacity of staff in media relations and management	Train staff especially HoDs and sub county chiefs in media and public relations	HoDs and sub county chiefs trained in media and public relations	No of staff trained in media and public relations	0	Key informant interviews, Review of reports	Quarterly	Human, stationery, fuel	Quarterly, annually	Administration office
Improve information flow and social accountability	Establish an information bureau	Update and maintain the district website	District website updated	Updated district website	0	Observation of the website,	Quarterly	Human, stationery	Quarterly, annually	Administration office
Promote the district image positively	Establish mechanisms for government information dissemination	Develop and implement a district communication strategy	District communication strategy developed	District communication strategy	0	Key informant interviews, Review of reports	Annually	Human, stationery, fuel	Quarterly, annually	District Information Officer
		Organize press coverage, newspaper supplements and district prepare magazines	Press coverage, newspaper supplements and district magazines prepared	No of press conferences organized	1	Key informants, Review of reports	Semi-annually	Human, stationery, fuel	Quarterly, annually	District Information Officer
	Strengthen working partnerships with the media fraternity	Organize regular press reviews	Regular press reviews organized	No of press reviews organized	0	Key informants, review of reports	Semi-annually	Human, stationery, fuel	Quarterly, annually	District Information Officer
		Implement a civic education strategy and programme to sensitize citizens on their rights and obligations	Citizens sensitized on their rights and responsibilities	No of sensitization sessions organized	0	Key informants, review of reports	Semi-annually	Human, stationery, fuel	Quarterly, annually	District Information Officer
	Enhance local communication and information flow	Use of notice boards at district, LLGs, parish HQs, villages and other public places	Public notices posted	No of public notices posted	4	Regular inspection visits	Quarterly	Human, stationery, fuel	Annually	District Information Officer

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Records Management										
Strengthen records and information management to improve timeliness and quality of decisions made	Strengthen physical records management at both the central registry and departmental registries	Recruit the necessary staff in the Records Section	Vacant positions in the records section filled	No & cadre staff recruited in the records section	2	Review of recruitment lists, staff lists, reports	Quarterly	Human, stationery	Quarterly	Human Resources Department
		Computerize records and information management system	Records section provided with an information management system	Records & information management system functional	1	Observation of the system	Quarterly	Stationery	Quarterly, annually	Human Resources Department
		Establish and operationalize the records and archives facility	Records and archives facility constructed	No of records & archives facilities functional	0	Baseline survey, regular monitoring visits	Quarterly	Stationery	Quarterly, annually	Human Resources Department
Disaster Management										
Enhance the capacity of the DLG and LLGs, private sector and civil society for disaster preparedness and management	Develop a Disaster Preparedness and Response Management Plan for handling	Update a district Disaster Preparedness and Response Management Plan	Disaster Preparedness and Response management plan formulated	Disaster Preparedness and Response management plan in place	1	Review of documents	Quarterly	Stationery	Quarterly, annually	CAO's Office District Planning Unit
Enhance the capacity of the DLG and LLGs, private sector and civil society for disaster preparedness and management	Develop and operationalize a coordination and monitoring framework	Support the District Disaster Management Committee	DDMC supported	DDMC functional	0	Review of documents	Quarterly	Stationery	Quarterly, annually	CAO's Office and DPU
	Develop capacity of the LG, Private Sector and CSO's in disaster risk reduction	Train staff of the LG, the private sector and CSOs in disaster planning, management and risk reduction	LG Staff, private sector and CSOs trained in disaster planning, management and risk reduction	No of participants trained		Surveys Review of documents	Quarterly	Stationery	Quarterly, annually	Administration
	Develop a quick response mechanism to disasters	Revitalize the sub county disaster management committees	SCDMC revitalized	No of SCDMC revitalized	0	Surveys, key informant interviews	Quarterly	Stationery	Quarterly, annually	Administration
	Establish early warning system in the district	Train DDMC and SCDMC and the communities on the early disaster warning	DDMC and SCDMC and the communities trained on early disaster warning	No of training sessions held	0	Baseline surveys, key informant interviews	Quarterly	Stationery	Quarterly, annually	Administration
	Develop community based hazard mapping of disaster risks	Identification and assessment of community based disaster risks	Disaster risks identified	No of disaster risks identified	0	Baseline surveys, regular reviews	Quarterly	Stationery	Quarterly, annually	Administration

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
	Ensure rehabilitation and long-term welfare of disaster affected communities	Provide food and other relief items to disaster victims	Food and other relief items to disaster victims provided	No of disaster victims supported	0	Baseline surveys, regular reviews	Quarterly	Stationery	Quarterly, annually	Administration
		Implement resettlement programmes for disaster affected persons	Resettlement programmes for disaster affected persons implemented	No of benefitting persons	0	Baseline surveys, regular reviews	Quarterly	Stationery	Quarterly Annually	Administration
Provide support, under the LRDP, to household income enhancement initiatives of the poor and improve public infrastructure, access and utilization of basic services in underserved communities.	Re-build and empower communities to participate in the recovery, resettlement and re-integration processes in a manner that leads to improvement in their livelihoods	Implementing the community empowerment and recovery programmes	Recovery assistance to NRA Liberation War and ADF insurgency victims provided	No of benefitting persons provided with recovery assistance	0	Baseline surveys, regular reviews	Quarterly	Stationery	Quarterly Annually	Administration
Finance										
Strengthen the capacity of the finance department staff in effective service delivery	Capacity building for staff	Supporting staff in professional training	Staff trained	No of Staff training	4	Key informant interviews, Review reports	Semiannually, annually	Stationery	Annually	Finance office
	Provision of Retooling / logistical support to the finance department	Procurement of Laptop computers	Laptop computer procured	No of Laptops	2	Review of reports, asset registers, procurement and disposal reports	Annually	Stationery, human resource	Annually	Finance office
		Procurement of Office Book Shelves	Office bookshelves procured	No of Shelves	0	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Procurement of 1 motor vehicles for the department	Motor vehicle procured	No of motor vehicles	2	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Procurement of 2 motorcycles for the department	Motorcycles procured	No of motor cycles	0	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
Strengthen departments and LLGs in financial management and accountability	Promote internalization and operationalize the LFAR	Training HoDs in the financial management for non-financial managers	HoDs trained in financial management	No of participants		Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
	Provide institutional support in terms of modern equipment and software	Upgrade from manual Accounting System	IFMS accounting system established	IFMS functional		Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Monitor,	Revenue collection by	No of LLGs	10	Reports, assets	Annually	Stationery,	Annually	Finance office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		supervision and backstopping of LLGs on revenue collection	LLGs monitored and supervised			register		human resource		
		Support to the Budget Desk	Budget desk supported and functional	No of meetings	4	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
Enhance local revenue mobilization and management	Widen the revenue base of the district	Retreat for preparation and review of Local Revenue Enhancement Plan (LREP)	LREP formulated	No of Retreats	1	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Conduct revenue enhancement review meetings	Review enhancement meetings held	No of meetings held per quarter	3	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Coordination and feedback with LLGs on LR performance	LR performance feedback to LLGs	No of LLGs receiving feedback	10	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Train revenue collectors in local revenue enumeration, assessment, mobilization and collection techniques	Local revenue collectors trained in enumeration, assessment and collection techniques	No of participants	48	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Strengthen inspection in areas of revenue collection and management	Revenue collection and management inspected	No of support supervisions per quarter	12	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
	Optimize revenue collections from existing sources by strengthening the capacity of all stakeholders involved in revenue mobilization, collection, inspection and management	Train all stakeholders involved in revenue mobilization, collection, inspection and management	Stakeholders involved in revenue mobilization, collection, inspection and management trained	No of Training Reports	1	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Carry out sensitization meetings and tax education to communities on tax obligations and rights	Sensitization meetings and tax education to communities carried out	No of meetings	10	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Enhance local revenue mobilization and management		Carry out exchange visits to better performing LGs for the revenue collectors and managers	Exchange visits carried out	No of exchange visits reports	1	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Radio talk shows on revenue mobilization	Radio talk shows aired	No of radio talk shows aired	4	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
	Operationalize the Local Government (Rating) Act, 2005 to broaden local revenue sources	Update the properties valuation list	Properties valuation list updated	No of properties valued	1	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
		Update of business registers and data management	Business registers updated	No of Businesses registered	10	Reports, assets register	Annually	Stationery, human resource	Annually	Finance office
	Production									
Mainstream gender, environment and HIV/AIDS into all planning and implementation of sector activities	Provide modern meteorological services to support the agricultural sector	Establish 3 functional meteorological centres at Kasingo and in Buhaguzi and Bugahya	Meteorological centres established	No. of meteorological centres established	0	Reports, assets register	Annually	Stationery, human resource	Quarterly	Production office
	Integrate cross cutting issues in the training curriculum	Train fisher folk and other farmers on the impact and mitigation measures of HIV/AIDS	Fisher Folk and other farmers trained on the impact and mitigation of HIV/AIDS	No. of Fisher Folk and other farmers trained on the impact and mitigation of HIV/AIDS		Reports, assets register	Quarterly	Stationery, human resource	Annually	Production office
		Pastoralists and other farmers trained on the impact & mitigation of HIV/AIDS	Pastoralists and other farmers trained on the impact and mitigation of HIV/AIDS	No. of Pastoralists/ farmers trained on the impact and mitigation of HIV/AIDS		Reports, assets register	Quarterly	Stationery, human resource	Annually	Production office
		Sensitize and train farmers and communities on climate change	Farmers and communities trained on climate change	No. of Farmers and communities trained on climate change		Reports, assets register	Quarterly	Stationery, human resource	Annually	Production office
		Avail 50 water collecting facilities for agricultural production	50 water collection facilities availed for crops and livestock production	No. of water collection facilities		Reports, assets register	Annually	Stationery, human resource	Annually	Production office
Increase farm productivity & production at households	Provide water for production	Establish valley dams and tanks and tanks the sub counties	Valley dams and tanks established	No. of valley dams and tanks constructed	2 valley tanks	Baseline survey, administrative data	Annually	Stationery, fuels	Annually	Agriculture and production
		Provide 50 irrigation facilities along Kafu and Waki rivers streams	Irrigation facilities provided	No. of irrigation facilities No. of beneficiaries	0	Surveys, administrative	Annually	Stationery, fuels	Annually	Agriculture and production

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
						data				
Increase farm productivity & production at households	Provide water for production	Provide 50 simple water harvesting technologies at household level	Water harvesting facilities provided	No. of water harvesting facilities No. of households benefited	0	Surveys, administrative data	Annually	Stationery, fuels	Annually	Agriculture and production
	Support on modern and improved technologies for increased food production and household income on sustainable basis	Provide food security support to 100 farmers per parish (improved planting materials, tractor service and improved animal breeds, implements)	No of farmers provided support for food security	No. of farmers supported		Surveys, administrative data	Annually	Stationery, fuels	Annually	Agriculture and production
		Conduct 10 food security campaigns	Food security campaigns conducted	No. of campaigns conducted		Surveys, administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Facilitate 6 farmers in each parish with inputs and tractor service to participate as model farmers	Farmers facilitated with inputs and tractor services	No. of model farmers supported		Surveys, administrative data	Annually	Stationery, fuels	Annually	Agriculture and production
	Enhance Soil fertility management	Conduct 30 trainings on Soil fertility management (SFM)	Trainings on soil fertility management conducted	No of trainings conducted No of farmers trained in SFM		Surveys, administrative data	Annually	Stationery, fuels	Annually	Agriculture and production
	Improve fisheries activities and fish farming	Excavate 150 fish ponds	Excavated fish ponds	No of fish ponds excavated		Administrative data	Annually	Stationery, fuels	Annually	Agriculture and production
		Stock 500 fish ponds	Stocked fish ponds	No of ponds stocked		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Procure water kits for all sub counties and carry out at least 900 tests	Water kits procured	No of periodic water testing done	0	Surveys, Administrative data	Annually	Stationery, fuels	Annually	Agriculture and production
		Establish and maintain 25 fish cages along the lake Albert shores	Established fish cages along L. Albert shores	No of fish cages established & maintained	0	Survey data, Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Rehabilitate the 2 Kasasa in Busiisi division fish fry and the one in Buhanka	Rehabilitated fish fry centres	No of fry centre rehabilitated and operational	0	Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
Enhance adoption of improved husbandry practices & techniques	Train farmers on improved practices and technology adoptions	Train 35,000 farmer beneficiaries in improved crop agronomy and post harvest handling	Farmers trained in improved crop agronomy and post harvest handling	No of farmers trained in improved practices		Administrative data, review meetings	Quarterly	Stationery, fuels	Annually	Agriculture and production
Enhance efficiency of the extension service	Build capacity of all service providers	Conduct 5 trainings for traditional extension staff	Trained traditional extension staff	No of traditional staff trainings		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
delivery										
Enhance efficiency of the extension service delivery	Build capacity of all service providers	Conduct 5 trainings for SNCs and AASPS	Trained SNCs and AASPS	No of trainings for SNCs and AASPs		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Conduct 5 trainings for CBFs and other ext. farmers	Trained CBFs	No of trainings for CBFs and extension farmers		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Conduct 10 exposure visits	Exposure visits conducted	No of exposure visits		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
Halt, control and reduce disease spread in crops and livestock	Control pests and diseases	Conduct 80 crop/livestock surveys	Crop/livestock surveys conducted	No of crop/livestock surveys conducted		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Vaccinate 300,000 livestock (cattle, goat and sheep)	Vaccinated livestock	No of livestock vaccinated		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Vaccinate 40,000 dogs and cats against rabies	Vaccinated cats, dogs against rabies	No of cats and dogs vaccinated		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Conduct 23,760 field visits for on spot trainings	Spot trainings conducted	No spot trainings conducted		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Handle cases of livestock and crop diseases outbreaks	Handled/controlled disease outbreaks	No. of outbreaks handled		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Conduct pests and diseases surveillance	Pests and diseases surveillance conducted	No of surveillance reports		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
	Establish mobile health plant clinics	Establish and maintain 1,320 mobile clinics rotated in the sub counties	Mobile clinics established	No of mobile clinics established		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Establish and maintain 2 fixed health plant clinics	Fixed health plant clinics established	No of fixed health plant clinics		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
Provide market opportunities along the whole production chain for the farmers	Develop market infrastructure in the communities	Construction of 10 markets	Produce and livestock markets constructed	No of markets for produce & livestock products established		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
	Collect and disseminate market information	Conduct Market researches	Market research conducted	No. of market research conducted		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
		Air 260 radio programmes for disseminating market data	Radio programmes to disseminate Market information aired	No of radio programmes aired		Administrative data	Quarterly	Stationery, fuels	Quarterly, Annually	Agriculture and production
Health										
Ensure universal access to quality	Increase physical accessibility of	Construction of 3 health facilities	Health facilities constructed	Number of health facilities		Administrative data, surveys	Quarterly	Stationery, fuels	Quarterly, Annually	Health

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Uganda National Minimum Health Care package with emphasis on vulnerable population	health services			constructed						
	Improve accommodation for the staff	Construction of 17 staff houses	Staff houses constructed	Number of staff hoses constructed		Administrative data, surveys	Quarterly	Stationery, fuels	Quarterly, Annually	Health
	Increase the range of services delivered at a facility	Upgrading of 5 health facilities (HC II to HC III)	Upgraded health facilities	Number of facilities upgraded		Administrative data, surveys	Quarterly	Stationery, fuels	Quarterly, Annually	Health
		Completion of Kigorobya HC IV Doctors house	Doctor house completed	Number of doctor houses Completed	2	Administrative data, surveys	Quarterly	Stationery, fuels	Quarterly, Annually	Health
	Improve care of very sick patients	Construction of Kikuube general ward	General ward constructed	Number of wards constructed	0	Administrative data, surveys	Quarterly	Stationery, fuels	Quarterly, Annually	Health
	Improve working environment	Rehabilitation of 4 health facilities	Rehabilitated health centre 4s	Number of facilities rehabilitated	1	Administrative data, surveys	Quarterly	Stationery, fuels	Quarterly, Annually	Health
	Improve medical waste (Placenta) disposal	Construction of 10 placenta pits	Placenta pits constructed	Number of placenta pits constructed	10	Administrative data, surveys	Quarterly	Stationery, fuels	Quarterly, semiannually Annually	Health
		Construction of five 5 – stance lined pit latrines	Pit latrine constructed	Number of latrines constructed		Survey data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
		Fencing of 12 health facilities	Health facilities fenced	Number of facilities fenced		Survey data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
		Electrification/ solar powering of 5 Health facilities	Solar systems installed at Health facilities	Number of health facilities with functional solar system		Survey data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
Strengthen the organization and management of the district health system	Improve skills of health workers	Upgrading of 20 health workers	Health workers upgraded	Number of staff upgraded		Survey data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
	Improve supervision and distribution of health supplies	Procurement of 2 - 4wd dc pick up motor vehicles	4WD pickups procured	Number of vehicles procured		Survey data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
	Improve community outreach programmes	Procurement of 10 motorcycles	Motorcycles procured	Number of motorcycles procured		Survey data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
	Improve referral system	Procurement of 2 ambulances	Ambulances procured	Number of ambulances		Survey data, administrative	Quarterly	Stationery, fuel	Monthly, quarterly	Health department

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
				procured		data			annually	
Improve nutrition status of Hoima population	Support maternal and child nutrition initiatives to promote child survival, growth and development	Encourage and support antenatal care services through health and nutrition education	Antenatal services in the district enhanced	No of antenatal care services		Survey data, HMIS data	Quarterly	Stationery, fuel , human	Monthly, quarterly annually	Health department
Improve nutrition status of Hoima population	Support maternal and child nutrition initiatives to promote child survival, growth and development	Promote diet diversification, growth monitoring and counseling	Diet diversification promoted	No of growth monitoring and counseling sessions conducted		Survey data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
		Promote exclusive breastfeeding for at least 6 months	Exclusive breast feeding promoted	No of mothers breastfeeding for at least 6 months		Survey data, HMIS data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
Strengthen mechanism for control and prevention of micronutrient deficiencies	Promote supplementation with micronutrients	Provide Vitamin A, iron and zinc to target groups	Target groups provided with Vitamin A, iron and zinc supplements	No. of persons benefited		LoGICS data, HMIS data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
		De-worm young children, school children and pregnant women	Children under 5 years de-wormed	No of children under 5 years de-wormed		LoGICS data, HMIS data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
		Control iodine deficiency disorders	Percentage of iodine deficiency disorders	% reduction in iodine deficiency disorders registered		LoGICS data, HMIS data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
	Build community and institutional capacity for management of malnutrition	Promote nutrition in patients with HIV/AIDS, TB and other communicable diseases	Nutrition standards promoted among patients and diseased communities	No of nutrition promotion programmes No. of beneficiaries		LoGICS data, HMIS data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
Strengthen mechanism for control and prevention of micronutrient deficiencies	Build community and institutional capacity for management of malnutrition	Nutrition education and sensitization for communities	No of sensitization sessions	No of births and deaths registered		LoGICS data, HMIS data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
	Improved management skills of the District Health Officer	Training of staff in strategic management of programmes and projects	Staff trained in strategic management of programmes/ projects	No. trained in strategic management of programmes / projects		LoGICS data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
Enhance the functionality of decentralized HIV/AIDS	Strengthening institutional coordinating activities in the	Build and maintain an effective district HIV/AIDS committee	Functional DHAC	No of DHAC meetings conducted		LoGICS data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
coordination structures	district	Revitalize SHACs	Revitalized SHACs	No of functioning SHACs		LoGICS data, administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
Reduce the incidence of HIV by 40% Reduce the incidence of HIV by 40%	Increase access to prevention and treatment of HIV/AIDS and opportunistic infections	Extending EMTCT to all health centre IIIs	EMTCT services offered by all HC IIIs	No. of health centres offering EMTCT services		Surveillance data administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
	Reduce HIV transmission among married people and discordant couples	Provide counseling joint testing and disclosure	Married people and discordant couples counseled and tested for HIV	No. counseled and tested		Surveillance data administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
		Promote ABC strategies to reduce sexual risks	ABC services offered to populations	No. of people benefited		Surveillance data administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
	Increase access to ART and treatment of opportunistic infections	Distribution of ARVs to all people who need it	Clients receive ARVs	No. of clients receiving ARVs		Surveillance data administrative data	Quarterly	Stationery, fuel	Monthly, quarterly annually	Health department
Enhance livelihoods and economic empowerment of affected communities and households	Increase support to income generating activities for affected households	Provide support on income generating activities to HIV/AIDS affected households	Affected households supported with IGAs	No of households supported by IGAs		Surveys, reports	Quarterly	Stationery, fuel, human resource	Quarterly, annually	Health department
	Scale up social support to affected households	Promote access to formal education, vocation and the skills training	Households supported with formal education, vocation and skills training	No of beneficiaries		Surveys, reports	Quarterly	Stationery, fuel, human resource	Quarterly, annually	Health department
Education										
Primary Education										
Increase access and equity of primary education for girls and boys	Reduce costs of education to families	Implementation of compulsory UPE by providing grants to cover school costs	UPE grants released to UE schools	No of benefitting UPE schools	130	Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
	Support programmes targeted at disadvantaged children and the youth	Train more special Needs Education (SNE) teachers to build capacity for provision of SNE	Teachers trained in special needs for disabled children	No of teachers trained for SNE		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
	Reduce social cultural barriers to girls' school attendance in order to reduce gender disparity in primary education	Deploy more female teachers to rural schools to handle gender related issues at school level	Female teachers deployed to schools	No of female teachers deployed to rural schools		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Encourage Head teachers to sensitize communities and households to lower social-cultural barriers to girls' access to primary education	Communities sensitized by head teachers on girl child education	No of sensitization meetings held		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
	Expand and improve primary school infrastructural facilities	Construct 25 2-classroom blocks in the following selected schools:	Classroom blocks constructed	No of classrooms constructed		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Construct 20 4-unit staff houses in the selected schools:	Staff houses constructed	No of staff houses constructed		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Construct 55 -5 stance VIP latrines	VIP constructed in government schools	No of VIP latrines constructed		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		in selected schools								
		Construct 5 office blocks in the selected primary schools:	Office blocks constructed in government schools	No of office blocks constructed		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
Increase access and equity of primary education for girls and boys	Expand and improve primary school infrastructural facilities	Provide 900 3-seater desks to selected schools	Desks procured	No of desks procured and distributed		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
Enhance instructional quality to increase pupils' achievement of literacy, numeracy, and basic life skills	Improve quality and relevance of primary education for girls and boys	Intensify the use of local languages as a medium of instruction in P1 – P3	Local languages used as a medium of instruction in P1 – P3	No of schools compliant to schools		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Procurement of local languages textbooks	Local languages textbooks procured	No by type of textbooks procured and distributed		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Intensify the implementation of the thematic curriculum	Thematic curriculum intensified in primary schools	No of complying schools		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Implement the continuous assessment system in primary schools	Continuous assessment implemented in schools	No of complying schools		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
Enhance instructional quality to increase pupils' achievement of literacy, numeracy, and basic life skills	Establish education “centres of excellence”	Create zonal model schools and fully equip teachers with all the facilities	Zonal model schools created	No of model schools created		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
	Strengthen the teaching force	Undertake regular inspection and support supervision	Regular support supervisions conducted	No of inspection visits/reports		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Improve staff ceiling through MoES so as to recruit more teachers	Staff sealing improved and more teachers recruited	No of extra teachers approved		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Refresher training of primary teachers	Refresher training for teachers conducted	No of teachers benefitting from refresher courses		Administrative data	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
Physical Education and Sports										
Improve access to physical education and sports in the district	Expand physical education and sports facilities in schools	Provide sports equipment and materials to a minimum of 10 schools per annum	Sports equipments and materials provided to schools	No of benefitting schools		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Organize sports competitions for	Games and sports competitions conducted	No of sports competitions		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly, annually	Education inspectorate

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		schools and institutions at all levels		organized						
		Train a minimum of 5 coaches annually	Coaches trained for various sports	No of coaches trained		Administrative data, key informant interviews	Quarterly	Fuel, stationery	Annually	Education inspectorate
Develop a cadre of high performing sports persons	Track and nurture talented sports boys and girls	Put in place basic facilities at district and LLG level for developing talent	Talents development facilities instituted in the district (HLG, LLGs)	No and facilities put in place		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly, Annually	Education inspectorate
Combat HIV/AIDS and its effects in the education sector in the district	Build capacity to combat HIV/AIDS	Train and mentor staff on relevant HIV/AIDS competencies such as life skills, care and support	Mentor staff and HIV/AIDS agents trained in schools	No of staff trained		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly, Annually	Education inspectorate
	Conduct HIV/AIDS advocacy and prevention education	Raise distribute IEC materials and awareness on HIV/AIDS in schools	IEC materials distributed	No of IEC materials distributed		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly	Education inspectorate
		Promote Music Dance and Drama campaigns in schools to raise awareness about HIV/AIDS	Drama competitions on HIV/AIDS conducted	No of participating schools		Administrative data, surveys	Quarterly	Fuel, stationery	Annually	Education inspectorate
Enhance gender equity in education and sports at all levels	Raise gender awareness	Carry out training of teachers in gender responsive practices	Teachers trained in gender responsive practices	No. of teachers trained in gender responsive practices		Administrative data, surveys	Quarterly	Fuel, stationery	Annually	Education inspectorate
Special Needs Education										
Enhance equitable access to education and sports at all levels	Carry out advocacy and awareness creation campaigns	Sensitize stakeholders to enhance parents participation	Trained stakeholders to enhance parents participation in child education	No of sensitization sessions held		Administrative data, surveys	Quarterly	Fuel, stationery	Annually	Education inspectorate
	Build capacity for SNE	Train SNE teachers, head teachers and the community	Trained SNE teachers	No of teachers trained		Administrative data, surveys	Quarterly	Fuel, stationery	Annually	Education inspectorate
Works										
Roads										
Improve the stock and quality of road infrastructure	Regular/ routine maintenance, periodic, and rehabilitation of	Undertake routine maintenance of 615 km district roads annually in good	Roads maintained and kept in good condition	No of km routinely maintained	40% on the road network is in fair	Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly Annually	Engineering department

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
	the district roads	condition			condition					
		Undertake periodic maintenance of 191 km of district roads	Road network periodically maintained	No of km of periodic maintenance		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly Annually	Engineering department
		Rehabilitate 54 km of district roads	Road network rehabilitated	No of km rehabilitated		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly Annually	Engineering department
Improve the traffic flow within the district	Improve the district roads infrastructure, connectivity and safety	Remove road bottlenecks by repairing/ swamp filling 7 bridges (see annex 14)	Bottlenecks removed from roads	No of bottlenecks improved		Administrative data, surveys	Quarterly	Fuel, stationery	Quarterly Annually	Engineering department
Increase efficiency and improve effectiveness in service delivery of the works and technical services	Strengthen the works department and human resource capacity	Improve the skills and numbers of technical staff in relevant public management and other relevant skills	Capacity built for technical staff in public management	No of staff trained		Administrative data, surveys	Quarterly	Fuel, stationery, logistics	Quarterly Annually	Engineering department
		Undertake ADRICS and road and transport surveys	Surveys conducted	Number of reports		Administrative data/reports	Annually	Fuel, stationery, human and logistics	Annually	Engineering department
Water										
Increase access to safe water supply in rural areas from the current 74.2% to 82% by the year 2016	Construct, maintain and operate the water supply systems and point water sources in rural areas	Construct 16 springs (see annex 15)	Functional water systems maintained in running condition	No of springs protected		Administrative data/reports	Annually	Fuel, stationery	Annually	Water department
		Construct 91 shallow wells	Constructed shallow wells	No of shallow wells		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department
		Drill 31 boreholes	Boreholes drilled	No of boreholes drilled		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department
		Complete the construction of Buhimba Town piped water system	Buhimba piped water system completed	No of piped water kiosks constructed	11	Administrative data/reports	Annually	Fuel, stationery, logistics	Annually	Water department
		Construct 5 rural growth center piped water system	Piped water system constructed	No of piped water systems constructed	3	Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department
	Improve functionality of the point water sources and other systems	Rehabilitation of 40 boreholes	Boreholes rehabilitated	No of boreholes rehabilitated		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department
		Systematically implement domestic rain water harvesting at household and community level	Rained water harvested in communities	No of households with domestic rain water harvesting		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department
		Train and certify pump mechanics and ensure that they are adequately distributed	Pump mechanics trained	No of pump mechanics trained and certified		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Increase access to improved sanitation from the current 72% to 95% in the rural areas by the year 2015	Promote good sanitation and hygiene practices in households and communities	Construct 10 public toilets	Public latrines constructed	No of public toilets constructed		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department
		Mobilize and sensitize households on good sanitation and hygiene practices	Households mobilized on good sanitation and hygiene	No of sensitization sessions		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Water department
Building										
Expand and improve the district infrastructural facilities	Increase on office accommodation at the headquarters	Construct Phase II & III of the Kasingo Administration block	Phase II and III of construction commenced	No of completed offices		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Engineering department
Natural Resource Management										
Restore degraded ecosystems (wetlands, forests, rangelands, and catchments) to appropriate levels	Ensure sustainable management of environmental resources and minimize degradation	Render technical advice to District Environment Committees and Local Environment Committees (LECs)	Technical advice rendered to environment committees	No. of committees benefited		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Environment office
	Strengthen meetings on Environmental Natural Resource Management	Hold bi-annual meetings on Environmental Natural Resource Management	Half-annual meetings on ENRM held	No of meetings held		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Environment office
Forestry										
Restore forest cover throughout the district	Re-forestation and afforestation of 200 ha on private and public land	Establish and maintain forest	Artificial forests established and maintained	No. of hectares established and maintained		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department
		Establish 3 farm demo plots	Farm demo plots established	No. of farm demo plots		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department
	Increase involvement of the population in tree planting and promote afforestation on bare hills	Provide support to raise tree nurseries	Support to raise tree provided	No. of beneficiaries		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department
Restore degraded natural forests on private forests	Improve low stocked natural forests using the landscape approach	Gazette 5 selected private natural forests	Private natural forests gazetted	No. private natural forests gazetted		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department
		Survey and demarcate 20 km boundaries of 2 natural forests in 3 sub counties	Natural forests surveyed and gazetted	No. of hectares gazetted		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department
		Form 2 bodies responsible for community forests	Bodies responsible for community forests formed	No. of Bodies responsible for community forests formed		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
	Train in forestry management (fuel saving technology and watershed management)	Conduct 3 sub county and 12 parish leaders' meetings	Sensitization meetings conducted	No. of meetings		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department
		Sensitize local communities on guidelines and the legal framework for sustainable management of private and community natural forests	Communities sensitized on guidelines and the legal framework for sustainable management of private and community natural forests	No. of communities sensitized		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	Forestry department
Restore degraded natural forests on private forests	Train in forestry management (fuel saving technology and watershed management)	Establish contour hedge row	Contour hedge row established	No of km of contour hedge rows established		Administrative data/reports	Fuel, stationery, and logistics	Annually	Forestry department	
	Tree planting and afforestation	Support 3 farmers to raise nurseries	Farmers supported to raise tree nurseries	No. of farmers supported		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Forestry department
		Distribute 450,000 tree seedlings of different fruit and tree species	Tree seedlings distributed	No. of tree seedlings distributed		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Forestry department
Reduce pressure on forest cover as a source of wood fuel and construction materials	Promote the use of efficient energy saving sources	Train communities in construction and use of energy saving stoves at household and institutional levels	Communities trained on construction of energy saving stoves	No. of communities trained on construction of energy saving stoves		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Forestry department
Promote forest based industries and trade	Promote forest habitat – based livelihoods and products (apiculture and natural medicines)	Sensitize communities on the economic benefits of forest habitat based enterprises and products	Communities sensitized on the economic benefits of forest habitat based enterprises and products	No. of Communities sensitized on the economic benefits of forest habitat based enterprises and products	4 sub counties of Kabwoya, Kyangwali, Buseruka, and Kyabigambire	Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Forestry department
	Promote eco-tourism	Protect Establish eco-tourism sites	Eco-tourism sites protected	No. of eco-tourism sites protected	1 (Kibiro Hot Spring)	Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Forestry department
Environment										
Restore degraded ecosystems (wetlands, forests and catchments)	Restore the wetland/forests and catchments to 50% levels	Monitor and inspect restoration of ecosystem	Degraded wetlands/forests (fragile ecosystem) demarcated and restored.	No. of hectares of degraded wetlands/forests restored		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
		Promote participation of the population in the tree planting	Trees planted in watershed zones	Number of trees planted per year and acreage covered		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Environment office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		campaigns								
Restore degraded ecosystems (wetlands, forests and catchments)	Promote the planting of trees on private land.	Planting of agro-forest tree by farmers on their farm land	Number of acreage under agro forestry	No. of trees planted on private farm land		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
	Restoration of wetlands, rangelands of all ecosystems	Identify vital wetlands to be gazetted	Vital wetlands to gazetted to restore the eco-systems	Number of Wetlands identified and gazetted		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
	Support environmental improvement initiatives	Promote tree planting in public institutions	Trees planted in public institutions	Number of institutions Covered and acreage of trees planted		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
Ensure sustainable management of environmental resources and minimize degradation	Strengthen mechanism for environmental screening and enforcing environmental compliance	Integrate environmental concerns in all development plans	Integrated environmental concerns in development plans	Number of Strategic environment assessment for development projects		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
		Enforcement environmental impact assessment	Environmental impact assessment carried out on all development projects	No of environmental impact assessment reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
	Increase public awareness and environmental education	Increase public awareness through media and talk shows	Frequency of talk shows on radio			Administrative data/reports	Quarterly	Fuel, stationery	Quarterly Annually	Environment office
	Enhance access to environmental information for investment and environment management	Review District State of Environment Report (DSOER)	District state of environment reviewed	No. of Report on the District State of Environment Report		Administrative data/reports	Quarterly	Fuel, stationery	Quarterly Annually	Environment office
Identify and address emerging environmental issues and opportunities	Improve on all solid and other hazardous waste management	Establish waste collection centre	Waste collection centres established	No of waste collection centre in place	01	Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
	Sustainable management of oil and gas resources/wastes	Build capacity in managing environmental related challenges	Knowledgeable communities on managing environmental related challenges	No of reports in capacity in managing related environmental challenges		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Ensure sustainable utilization of water resources to maximize benefits for the present and future generation	Foster partnership with relevant agencies to ensure proper use and protection of water catchments	Prepare and implement catchment based plans for water resources management	Catchment based plans for water resources management development	No. of water catchment based plans for resources management development		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Environment office
Lands Management										
Establish and maintain transparent, accountable and easily accessible institution and systems	Strengthen the coordination of the different units responsible for land administration and management	Staff training	Well trained staff	Number of staff trained	02	Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
	Surveying of both government and private boundaries	Survey and mapping of government land	Public and public land surveyed and mapped	Number of parcels		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Coordination/ supervision of private surveys	Private land surveys coordinated and supervised	No. of private land surveys coordinated and supervised		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Construction of cadastral sheets and preparing prints and plotting survey data	Prints and survey data prepared	Number of prints made		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Opening boundaries for local government land	Boundaries of government land opened	Number of boundaries opened		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
Create community awareness land management	Coordination mechanism for provision of public information on land rights and administration	Sensitize the public on land rights and administration	Community sensitized on land rights and administration	No. of communities sensitized on land rights and administration		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Determine compensation rates	Compensation rates compiled	List of compensation rates		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Valuation of land and real estates	Land and real estates valued	Number of valuation reports on land and real estates		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Computation of premium and ground rent for freehold and lease hold	premium and ground rent for freehold and lease hold computed	Number of reports made on computation of premium and ground rent for free and lease hold		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Enhance records management and timely reporting.	Promote electronic records management	Procure a laptop computer	Laptop computer and printer for lands mgt procured	No. of printers and computers procured		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Lands office
		Update district base maps	district base maps in place	No. of maps produced		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
Increase the level of compliance to physical development plans by both investors and government	Implement the new physical planning laws	Disseminate physical planning regulations, guidelines and standards	Physical planning regulations, guidelines and standards disseminated	No of physical planning regulations		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Carry out regular supervision, monitoring and inspection to ensure compliance with physical planning standards	Developers comply with physical planning standards	Number of supervision, monitoring and inspection held		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Procure physical planning office equipment	Physical planning office equipment purchases	No and type of physical planning office equipment procured		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
		Demarcating plots in towns/town boards	Plots in towns/ trading centres demarcated	Number of plots demarcated in towns/trading centres		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Lands office
Community Based Services										
To ensure effective community mobilization for development initiatives	Empower community members to manage and sustain their own project	Train community members in PDM	Communities trained in PDM	No of Community members trained		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
	Improving the capacity of community department's operation	Provide logistical support and staff to the department	Community development Staff supported	No of logistical support provided		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
To promote positive cultural values, norms and practices for social cultural development	Support participation of cultural institutions	Provide logistical and technical support to cultural institutions	Cultural institutions provided logistical/ technical support	No of cultural institutions supported		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
To promote positive cultural values, norms and practices for social cultural development	Support participation of cultural institutions	Sensitize communities on the good aspects of culture	Communities sensitized on the good aspects of culture	No of community sensitization sessions		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
Expand social protection measures to reduce vulnerability and enhance the productivity of the human resource	Diversify and provide comprehensive social protection for the different categories of the population	Provide rehabilitation services for children with disabilities and those in conflict with the law	Rehabilitation services for children with disabilities and those in conflict with the law provided	No of beneficiaries of the rehabilitation services		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
	Initiate, coordinate and support efforts to empower children, OVC	Strengthen the family unit as a basis for child protection	Families strengthen for child protection	No of family units serving as a basis for child protection		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Provide social protection for abused and neglected children	Social protection for abused and neglected children provided	No of CSO collaborating with the district		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Strengthening local systems and structures to support children	Local systems and structures to support children strengthen	No of CSO collaborating with the district		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Promote community based rehabilitation services for special interest groups	Community based rehabilitation services for special interest groups promoted	No of beneficiaries of rehabilitation services		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
To promote gender equality and women empowerment by ensuring equitable access to opportunities and participation in the development process	Gender mainstreaming in development plans and projects	Build technical capacity for gender equality mainstreaming	Technical capacity for gender equality mainstreaming built	No of staff trained		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Promote and conduct gender responsive budgeting	Gender response budgeting conducted/ promoted	No of gender responsive budgets		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
	Reduce gender based violence (GBV) and promote women's rights	Sensitize communities on legislation on gender and child rights	Communities sensitized on gender and child rights legislation	No of sensitization sessions		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
To promote gender equality and women empowerment by ensuring equitable access to opportunities and participation in the development process	Reduce gender based violence (GBV) and promote women's rights	Establish structures at community level to provide psychosocial services to those affected by gender violence	Community level structures to provide psychosocial services to those affected by gender violence established	No of Community level structures established		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Train women in	Men and women	No of women and		Administrative	Quarterly	Fuel, stationery,	Quarterly	Community

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
		leadership and decision making at all levels	trained in leadership and decision making	men trained		data/reports		and logistics	Annually	based services office
Ensure effective community mobilization and participation in development initiatives	Improve the functionality and accessibility.	Expand FAL to reach all villages and increase adult enrolment and training	FAL extended to reach all villages and adults enrolled and trained	No of villages with FAL classes		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Provision of reading materials	Reading materials provided to FAL learners	No by type of reading materials provided		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Development of reading materials	Reading materials developed	No and type of reading materials provided		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
To increase protection of workers through improved compliance with labour standards	Ensure harmony between the employers and employees	Conduct quarterly labour inspections	Quarterly labor inspections conducted	No of inspections conducted		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
		Settle labour disputes	Labour disputes settled	No. of labour disputes settled		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office
	Strengthen compliance to labour laws	Conduct radio talk shows to sensitize masses on labour issues	Radio talk shows to Sensitize on labour issues conducted	No. of talk shows conducted		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	Community based services office

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Planning Unit										
Strengthen the DPU and systems for improved efficiency and effectiveness	Equip the DPU with modern equipment –	Procurement of lap top computers, LCD Projector, ICT materials, software	DPU equipped with modern equipments	No of items procured		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
		Support to LoGICS programme	LoGICS data bank updated	No. of LoGICS quarterly reports produced		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
	Promote the establishment and operationalization of the Community Information System (CIS) in all LLGs	Train in data collection, processing and usage of CIS at the district, LLGs and parishes	Trained data collectors CIS managers	No of persons trained		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
		Collect, process and disseminate CIS data	CIS data collected, processed and disseminated to partners	No. of sets collected		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
Enhance participation in planning, budgeting and participatory development management	Promote participatory development management that will empower the local communities	Support communities participate in the planning, designing, implementation of development	Community Action Plans developed	No. of community development plans	All parishes	Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
	Conduct community based monitoring of service delivery	Facilitate community structures and institutions conduct participatory M&E of development projects and programmes in their area of jurisdiction	community structures and institutions conduct participatory M&E	No. of M&E Reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
Enhance participation in planning, budgeting and participatory development management	Support the benchmarking of community driven development initiatives	Support the creation of model villages	Model villages created	No of model villages created		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
		Conduct study visit to the successful community driven development initiatives	Visit to the successful community driven development initiatives conducted	No of visit		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
Ensure that the District Development Plan is operational	Effective implementation, monitoring and evaluation of the District	Develop and follow the district's M&E Plan	M&E Framework developed and implemented	No. of monitoring visits		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
		Dissemination workshops to the	No of dissemination workshops			Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
	Development Plan and the strategic objectives	DLC, LLGs and other stakeholders								
		Carry out , Diagnostic Studies and Surveys – Poverty Reduction Impact Assessment (PRIA)	Diagnostic studies conducted	No. of Survey reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
Ensure that the District Development Plan is operational	Effective implementation, monitoring and evaluation of the District Development Plan and the strategic objectives	Annual budget and planning conference	Annual budget and planning conference conducted	Workshop reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
		Preparation and production of annual investment plans	Annual investments compiled	No. of Investment plans produces		Annually	Quarterly	Fuel, stationery, and logistics	Annually	DPU
		Preparation and production of the District LGBFP	LGBFP produced	No. of BF's		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
	Provide overall coordination and reporting on the 5 – Year DDPII	Annual evaluation workshops	Annual evaluation workshops carried out	No. of report		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
		DDPII Mid-term review	Midterm/ end of implementation review of the DDPII carried out	No. of meetings/ forum No. of reports		Administrative data/reports	Two and a half years	Fuel, stationery, and logistics	Two and a half years	DPU
		Formulation of the 5 Year DDPII 2016/17 – 2020/2021	5 Year DDPII			Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
Build sustainable capacity of departments and Lower Local Governments for development planning	Strengthen the capacity to mainstream cross cutting issues into Development Plans	Capacity building of staff in the mainstreaming of cross-cutting issues	DPU staff trained in the mainstreaming of cross-cutting issues	No of staff trained		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly Annually	DPU
		Compliance assessment of departments and LLGs	LGs and Departments assessed for compliance	Assessment Report		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
Create synergies and working relations with key stakeholders in development planning; and policy formulation and management	Engage regularly with the council and development partners on the district strategic direction	Organizing and production of DTPC meetings and minutes respectively	DTPC meetings organized	Sets of DTPC Minutes compiled		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
		Review of work plans and reports with the DEC and line ministries	Workplan and reports reviewed with DEC and line ministries	No of meetings		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
Ensure proper coordination of departmental, local governments and	Strengthen the capacity of DPU to effectively coordinate the departments,	Support the DPU staff in short tailored courses in the project	DPU staff supported in short tailored courses	No of staff trained		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
NGOs/CSOs/Private Sector initiatives	government programmes and other key stakeholders	management, LFA and M&E techniques								
Promote use of statistics by departments and LLGs, and information sharing at district level	Timely data collection and updating	Data collection, analysis and dissemination	Data collected, analyzed and disseminated	District Data Bank		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Quarterly	DPU
		Compilation of the District Statistical Abstract	District statistical abstract compiled	District Statistical Abstract		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
		Update district socio-economic indicators and population data	District socio-economic and population data collected	District State of Population Report		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
Strengthen the capacity of DPU for effective coordination of the district statistics	Train and retain personnel to facilitate fulfillment of DPU/Statistics mandate and functions	DPU staff to train in Post Graduate Diploma in Project Planning and Management	DPU staff successfully completed the course	No. of Staff Successfully completing the PGDPPM		Administrative data/reports	Annually	Fuel, stationery, and logistics	Annually	DPU
	Train, build capacity and retain statisticians/planners	Avail short term support to appropriate training institutions	DPU staff supported in short term professional courses	No of short term courses attended		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	DPU
Strengthen the departments and LLGs in data generation and dissemination	Develop the LG institutional Capacity for generation and use of statistics	Train the sub county focal persons for planning in data generation and management	Sub county focal persons for planning trained in data generation and management	No of FPs trained		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	DPU
		Train the PDCs and parish chiefs in data collection, analysis and dissemination	PDCs and parish chiefs trained in data collection, analysis and dissemination	No of PDCs trained		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	DPU
Integrate population factors and variables at various levels of development planning	Secure commitment to population and development linkages and ensure appreciation of community initiatives in	Train LLGs on data management	LLGs trained on data management	No. of Workshop report		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	DPU
		Quarterly coordination meetings for PD, RH & Gender	Quarterly coordination meetings for PD, RH and gender held	No of meetings		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	DPU
		Support supervision & mentoring of LLGs on population	LLGs supervised and mentored on	No of visits		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	DPU

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
	response to population and development issues	integration	population integration							
Promote positive health seeking behaviour	Ensure that communities and individuals utilize available health services and adherence to good sanitation practices	Sensitize political, cultural, religious, civil society leaders at district and LLG level on population & development issues	Political, cultural, religious and civil society leaders sensitized on population and development issues	No of participants Workshop Reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	DPU
Internal Audit										
Ensure the efficient use of district resources for better service delivery	Conducting regular audit inspections using the risk based approach	Auditing of LLGs, Schools, Health Centres and other government institutions	LLGs, schools, health centres and other government institutions audited	No of audits		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
		Audit Reports production and submission	Audit reports produced and submitted	No of reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
		Monitoring of District Projects and programmes	District projects and programmes monitored	Monitoring reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
Improve appraisal and assessment of implementation of projects and plans	Strengthen the Internal Audit Department to ensure efficiency and effectiveness in the implementation of its functions and mandate	Procurement of a 4-wd double cabin	Motor vehicle procured	No of Units		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
Improve appraisal and assessment of implementation of projects and plans	Strengthen the Internal Audit Department to ensure efficiency and effectiveness in the implementation of its functions and mandate	Procurement of 2 motorcycles	Motorcycles procured	No of Units		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
		Support Internal Audit staff in professional training for Certified Internal Auditors	Staff supported in CIA	No of staff supported		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
		Procurement of 1 laptop	Laptop procured	No of units		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
Improve financial management and budget discipline in all departments and levels of administration in the district	Strengthening inter-sectoral coordination in planning, monitoring and evaluation	Supervision, monitoring and evaluation of implementation of projects and plans	Implementation of district projects and plans monitored and supervised	No of visits		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit

Specific Objective	Strategy	Intervention	Output	Information Needs and Indicators	Baseline Information	Data Gathering Methods	Frequency	Resources	Reporting and Feedback	Responsibility Centre
Ensure compliance with the Local Government Financial and Accountability Regulations (LFAR) for better governance	Enhance the value for money auditing functions of the department	Monitor compliance of the LFAR	LFAR compliance monitored	No of reports		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit
	Strengthen the audit function especially in areas of revenue collection and management	Conduct local revenue enhancement review meetings and monthly revenue audits	Local revenue enhancement review meetings held	No of meetings		Administrative data/reports	Quarterly	Fuel, stationery, and logistics	Annually	Internal Audit Unit

Appendix 2: Annualized Work Plan