



European Union



Gender Transformation
& Empowerment

HANDBOOK ON SOCIAL ACCOUNTABILITY



July 2013

KNOW YOUR ROLES AND RESPONSIBILITIES

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JULY 2013

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The information in this Handbook is published under a project by Uganda Women's Network (UWONET) on: **"Sustaining Women's leadership and building the Women's movement to enhance Social Accountability Processes"**

"This document has been produced with the financial assistance of the European Union through Democratic Governance and Accountability Programme (DGAP). The contents of this document are the sole responsibility of Uganda Women's Network (UWONET) and can under no circumstances be regarded as reflecting the position of the European Union."

Responsible for publication:

Executive Director: Rita Aciro Lakor

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Preface

Improving social service delivery in the Greater Northern Uganda is key to improving the welfare of the citizens in the region and attaining development as a whole. Social accountability plays a major role in getting citizens to participate, engage, seek answers and improve the management of public resources and affairs and overall governance. Good governance determines whether children will learn in properly constructed classrooms, whether funds allocated to drugs in hospitals will be used for that purpose, whether money allocated for poverty alleviation programs will reach the ultimate beneficiaries, whether leaders are held accountable for their actions by citizens or their representatives among others (DFID, 2010).

This handbook is designed to explain in more detail the government policies, programs, laws and funding to social and economic sectors including health, education, agriculture and roads/public transport in greater Northern Uganda. It enhances the knowledge of local citizens in these sectors on the policies, programs and finances under each sector. It also empowers them to participate in determining their priorities for their district plans and budgets, enables them to demand for services and accountability from elected officials and technocrats, monitor service delivery and to contribute to good governance.

UWONET through this program is supporting CSOs/CBOs and local citizens through capacity building to enhance their knowledge and skills to improve accountability by strengthening the demand side for governance, and encourage responsiveness to the demands of the citizens.

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Acronyms

ABEK	Alternative Basic Education for Karamoja
ALREP	Northern Uganda Agricultural Livelihoods Recovery Programme
CAHW	Community Animal Health Workers
CAO	Chief Administrative Officers
CBOs	Community Based Organisations
CCG	Classroom Construction Grant
CCTs	Co-ordinating Centre Tutors
CIR	Community Infrastructure Rehabilitation
CPTCs	Core Primary Teacher Training Colleges
CSOs	Civil Society Organisations
DCB	Departments Capacity Building
DCDO	District Community Development Officer
DEO	District Education Officer
DFPOs	District Focal Persons
DLGs	District Local Governments
EIC	Equity in the Classroom
FFS	Farmer Field Schools
GEM	Girls' Education Movement in Africa
HISP	Household Income Support Program
HPE	Health promotion and education
HSSP	Health Sector Strategic Plan
ID	Institutional Development
KAPFS	Karamoja Action Plan for Food Security
KAPFS	Karamoja Action Plan for Food Security
LC	Local Council

LIS	Livelihood Investment Support
LIW	Labour Intensive Works
MAAIF	Ministry of Agriculture, Animal Husbandry and Fisheries
MDGs	Millennium Development Goals
MoH	Ministry of Health
NAADS	National Agricultural Advisory Service
NHP	National Health Policy
NSGE	National Strategy for Girls Education
NURP	Northern Uganda Reconstruction Programme
NUSAF	Northern Uganda Social Action Fund
PGE	Promotion of Girls Education
PHC	Primary Health Care
PMA	Plan for Modernization of Agriculture
PRDP	Peace, Recovery & Development Plan
PTCs	Primary Teachers Colleges
PWP	Public Works Program
RDCs	Resident District Commissioners
REF	Rural Electrification Fund
RSDP	Road Sector Development Programme
TAAC	Transparency, Accountability and Anti-Corruption
TCMPs	traditional and complementary medicine practitioners
UJAS	Uganda Joint Assistance Strategy
UNRA	Uganda National Roads Authority
UPE	Universal Primary Education
USE	Universal Secondary Education
UWONET	Uganda Women's Network
VSLA	Village Savings and Loans Associations
WAP	Uganda Water Action Plan

Introduction

Social service provision in the Greater Northern Uganda is low compared to other parts of the country and needs to be scaled up both in terms of quantity and quality. Social services were disrupted in Northern Uganda particularly in Acholi sub-region during the over 15 years of insurgency in the region, in Karamoja due to the continuous insecurity marred with cattle theft and rustling.

In the education sector for instance, schooling was disrupted and accounts for the high illiteracy and semi-illiteracy rates in the region particularly among women and girls. The 2002 Population and Housing Census revealed that primary enrollment is relatively high with an average of 63.9% of the total population of school-going-age enrolled (i.e. 2,896,443 out of 3,303,257). At the next level only a small %age (5.2%) of the population has completed secondary education and beyond. Despite the Universal Primary Education Policy (UPE) the region is also faced with the problem of poor quality of education due to inadequate staffing and deployment issues as well as high rates of teacher absenteeism and weak supervision systems. Nearly 21 % of children dropped out of school, this being more prevalent among female (23.5 %) than male children (17.3 %) (Peace, Recovery & Development Plan (PRDP) report, 2007).

Health status is one of the yardsticks for determining the quality of life of a community and a country at large. In Uganda, ill health has been ranked as the most important cause of poverty in Uganda. Uganda has in place the Health Sector Strategic Plan (HSSP) that has been under implementation since 2001 aimed at reducing the disease burden in the country. Interventions are focused on increasing access and quality of basic primary health care (PHC) provision and bringing services closer to the people by construction and equipping health centres and hospitals. The Ministry of Health (MoH) is the lead agency coordinating interventions in the health sector that are implemented by the districts (EASSI, 2010). In Northern Region according to the PRDP report (2007), the health sector is constrained due to few under-stocked facilities and inadequacy of medical workers. The health sector system was also affected during the conflict when many facilities were destroyed. The health centres in the region are inadequate so that the average distance to a health facility ranges between 5km to 6.9km. The number of health workers serving the population is too small: many having migrated out of the region during the conflict period.

In Agriculture, the Plan for Modernization of Agriculture (PMA) is being implemented in about 20 districts in Northern Uganda under programs like National Agricultural Advisory Services. Despite the interventions in the agricultural sector, it still faces several challenges. According to the PRDP report (2007) key among the constraints in the agricultural sector are the relatively low price levels for agricultural produce associated with production of low-value crops and limited end products. Apart from limited access to agricultural support services, the limited access to infrastructure such as electricity and water, market information and proliferation of local taxes inhibit the development of a vibrant agricultural sector with linkages to other sectors of the economy.

According to the PRDP report (2007) consultations with the district leaders and communities in northern Uganda highlighted the need to focus the priorities of the PRDP in the next three years on three types of infrastructure that will support revitalization of economic activities in the North. One of the focus areas recommended was roads.

This handbook therefore focuses on key policies, programs and finances allocated by Central and Local government under the sectors of education, health, agriculture and roads/public transport in the four districts in Acholi sub-region including Agago, Lamwo, Kitgum and Pader. It is simplified to enable the user gain knowledge on the policies, government programs and finances allocated to each of the sectors. The handbook also provides knowledge on social accountability and mechanisms that local communities can use to demand for accountability from their elected leaders.

Karamoja is the driest region of the country, and is known for its traditional nomadic population, with a strong attachment to livestock keeping. It is also the most isolated and poorest area in Uganda, partly caused by a food-insecure environment, and a rather violent past fueled by the wide availability of arms and a culture of inter-tribal cattle raiding. For the last 20 years a large fraction of the Karamojong has been on food aid provided by the World Food Programme and International NGOs.

CHAPTER I:

SOCIAL ACCOUNTABILITY

1.1. Definition of Accountability

In order to explain the concept of social accountability it is important to first start with a concrete definition of accountability.

Accountability can be defined as the obligation of power-holders to account for or take responsibility for their actions. “Power-holders” refers to those who hold political, financial or other forms of power and include officials in government, private corporations, international financial institutions and civil society organizations.

Government officials and bureaucrats are accountable for their (i) conduct and (ii) performance. In other words, they can and should be held accountable to (i) obey the law and not abuse their powers, and (ii) serve the public interest in an efficient, effective and fair manner.

1.2. Definition of social accountability

Social accountability is defined as an approach toward building accountability that relies on civic engagement, i.e., in which it is ordinary citizens and/or civil society organizations that participate directly or indirectly in exacting accountability. In a public sector context, social accountability refers to a broad range of actions and mechanisms that citizens, communities, independent media and civil society organizations can use to hold public officials and public servants accountable. Traditionally citizens have used a broad range of methods to hold leaders accountable. The methods have included:

- ➡ Citizen or civil society-led actions such as public demonstrations, protests, advocacy campaigns;
- ➡ Investigative journalism; and
- ➡ Public interest lawsuits.

Modern methods have been developed to enhance accountability from leaders. These include, among others, participatory budgeting, public expenditure tracking, monitoring of public service delivery, investigative journalism, public commissions and citizen advisory boards. These citizen-driven accountability measures complement and reinforce conventional

mechanisms of accountability such as political checks and balances, accounting and auditing systems, administrative rules and legal procedures.

Evidence suggests that social accountability mechanisms can contribute to improved governance, increased development effectiveness through:

- ➡ Better service delivery, and empowerment;
- ➡ Obtaining, analyzing and disseminating information,
- ➡ Mobilizing public support, and advocating and negotiating change;

Critical factors of success include: access to and effective use of information, civil society and state capacities and synergy between the two.

Ultimately, the effectiveness and sustainability of social accountability mechanisms is improved when they are “institutionalized” and when the state’s own “internal” mechanisms of accountability are rendered more transparent and open to civic engagement. Social accountability mechanisms to be effective in the long run need to be institutionalized and linked to existing governance structures and service delivery systems.

1.3. Why is social accountability important?

There are three main arguments underlying the importance of social accountability – improved governance, increased development effectiveness, and empowerment. By involving citizens in monitoring government performance, demanding and enhancing transparency and exposing government failures and misdeeds, social accountability mechanisms are potentially powerful tools against public sector corruption.

Social accountability is also important because the mechanisms complement and enhance conventional internal (government) mechanisms of accountability. All governments have internal mechanisms in place to promote or ensure accountability of public servants. These include: (i) political mechanisms such as constitutional constraints, separation of powers, the legislature, and legislative investigative commissions, (ii) fiscal mechanisms including formal systems of auditing and financial accounting, (iii) administrative mechanisms, for example, hierarchical reporting, norms of public sector probity, public service codes of conduct, rules and procedures regarding transparency and public oversight, and (iv) legal mechanisms like corruption control agencies, ombudsmen and the judiciary (Gaventa and Goetz 2001). Internal (government) and external (citizens/civil society) mechanisms of accountability can and should be mutually reinforcing and complement each other to enhance effectiveness and efficiency in service delivery.

1.4. How can communities promote social accountability?

- ➔ Citizens groups can appeal to formal means of sanction or enforcement to effect change, for example, by presenting evidence to a corruption control agency like the Inspector General of Government in Uganda or filing a legal claim through the court system. Often, however, such means may be absent, ineffective or inadequate to effect real change. In such cases, citizen actions might aim to reveal the inadequacies of these mechanisms, lobby for their reform or seek to improve their effectiveness through enhanced public participation. Where the systems are known, CSOs should work with citizens and educate them on how the systems work and also guide them through the court system or tribunal processes that address mis-use of public funds.
- ➔ Social accountability can be strengthened through citizen and civil society participation in formulating public policies and plans. Examples include participatory policy-making (for example, the participatory formulation of poverty reduction strategies) and participatory development planning. Civil society actors can play a key role in reviewing, critiquing, and building public awareness about policies and plans in key areas such as gender equity, environmental protection, youth, employment and social services. Such activities can be initiated by either government or civil society. Ideally, government actors proactively seek citizen input and draw on the wide variety of existing tools—such as local issue fora, study

Table 1: Examples of Social Accountability Practices those citizens can use to demand for better use of public resources and management of public affairs by political leaders and civil servants

Government Function	Social Accountability Process	Social Accountability Mechanisms and Tools
Policies and Plans	Participatory Policy Making and Planning	➔ Local issue forums ➔ Study circles ➔ Deliberative polling ➔ Consensus conferences ➔ Public hearings ➔ Citizens' juries

Government Function	Social Accountability Process	Social Accountability Mechanisms and Tools
Budgets and Expenditures	Budget–Related Social Accountability Work	➔ Participatory budget formulation ➔ Alternative budgets ➔ Independent budget analysis ➔ Performance–based budgeting ➔ Public education to improve budget literacy ➔ Public expenditure tracking surveys ➔ Social audits ➔ Transparency portals (budget websites)
Delivery of Services and Goods	Social Accountability in the Monitoring and Evaluation of Public Services and Goods	➔ Public hearings ➔ Citizens’ report cards ➔ Community scorecards ➔ Public opinion polls ➔ Citizen’s charters
Public Oversight	Social Accountability and Public Oversight	➔ CSO oversight committees ➔ Local oversight committees ➔ Ombudsman

CHAPTER 2:

EDUCATION

2.1 POLICIES, PROGRAMS & FINANCING OF THE EDUCATION SECTOR

2.2. Introduction

Education is a fundamental human right as well as a catalyst for economic growth and human development (World Bank, 1993). The constitution of the Republic of Uganda in Article 30 makes education for Ugandan Children a human right, and in Article 34 children are entitled to basic education by the state and the parents. Good education policies and programs which are adequately financed can yield positive results for the economy. Education plays a role in empowering citizens to engage in productive activities which in turn increases the goods and services produced in the country some of which can then be exported or consumed locally to realize revenue. The revenue realized should be used for social service delivery and development programs among others.

2.3. Objectives

At the end of this chapter, the reader(s) should be able to:

- a. Gain knowledge on the various policies that GoU has enacted to improve education;
- b. Gain information on the implementers of policies on education;
- c. Understand the roles each stakeholder should play in improving education;
- d. Get information on the programs on education that are being implemented in Northern Uganda;
- e. Gain knowledge on the challenges to education provision in Northern Uganda; and
- f. Gain information on the finances allocated to the education sector by GoU and other stakeholders in the districts of Agago, Lamwo, Kitgum and Pader.

2.3.1. Policies on education in Uganda

a) International policy frameworks

The Convention on the Rights of the Child in 1989 declared: *“State parties recognize the right of the child to education...with a view of achieving this right progressively and on the basis of equal opportunity.”*

In 2000 world leaders through a world summit adopted the Millennium Development Goals (MDGs) as a framework to end poverty. Under goal 2 of the MDGs the target is to ensure that boys and girls throughout the world will be able to complete a full course of primary education. Recognizing the right and that investment in education is a critical part of national development; Uganda initiated Universal Primary Education (UPE) in 1997 to address enrollment, retention, and equity.

b) National policy frameworks on education in Uganda

Constitution of the Republic of Uganda

The constitution of the Republic of Uganda in Article 30 makes education for Ugandan Children a human right, and in Article 34 children are entitled to basic education by the state and the parents.

Universal Primary Education Policy

Initially under the UPE policy, each family was required to take 4[four] of their school children to school, two of which had to be girls. Later the policy was relaxed and currently all children are entitled to free primary education.

The UPE policy is necessary in developing countries like Uganda because in cases where children pay fees, it consumes about one quarter of a poor family's income and denies many children an opportunity to go to school. Following the introduction of UPE enrollment of children to primary school level increased but many dropped out after completion of primary seven due to several factors including lack of school fees to enable them proceed with secondary education.

Universal Secondary Education Policy

Ten years after the introduction of UPE, GoU introduced Universal Secondary Education (USE) in 2007 to address the gap realized for only having UPE. The policy eliminates tuition fees for students in Senior 1 through Senior 4 in participating schools.

Policy to increase female enrollment in institutions of higher learning

Beginning with the 1990/91 academic year, all female applicants to public Universities were awarded 1.5 bonus points, a measure that has increased female University population at Makerere University, the biggest University in the country to 41% in 2002 [compared to 23% in 1989 before the scheme was introduced.

A number of strategies, schemes and programs have also been initiated to ensure gender parity in education.

1. The National Strategy for Girls Education (NSGE) was launched to foster gender equality in education. It acts as a master plan for use by all stakeholders in girls' education. NSGE is managed by a national co-ordination/planning committee put in place by the Gender desk at the MoES. Among other things the committee provides support to the districts through planning with them the implementation and monitoring of the NSGE.
2. The Promotion of Girls Education (PGE) scheme aims at improving girls' retention and Performance at school. More than 1000 primary schools in 15 districts of Uganda have so far benefited from this scheme. The PGE scheme provides funds for construction of latrines, classrooms, houses of senior women teachers, girls play grounds, enabling school children to access water and sports wear. Some similar programs are being undertaken by NGOs like Plan Uganda and World Vision.
3. The Equity in the Classroom (EIC) programme aims at facilitating equal participation of girls and boys in the classroom. It is a USAID funded program that provides Technical Assistance and Training workshops whose target is to increase girls' classroom participation and completion of primary school. It is in line with the MoES' mission to "provide quality education to all" (UPE News Letter Vol. 2. No. 2, 2001). Teachers have been sensitised to change any negative attitudes towards girls' education and adopt methods to promote equity in the classroom. The implementation of EIC is basically done through the core primary teacher training colleges (CPTCs), and EIC activities have been mainstreamed in the National Reform Programme of MoES. All the 18 CPTCs have been covered. The PTC trained 446 Co-ordinating Centre Tutors (CCTs) who have the capacity of reaching over 9,000 (85%) primary schools of Uganda.

4. The Classroom Construction Grant (CCG) programme builds classrooms and pit latrines for schools while specifically separating girls' latrines from those of boys.
5. The Gender desk in the MoES headquarters was established to promote activities and Programmes aimed at collecting the gender imbalances in education. The gender desk aims at achieving;
 - Equitable access to basic education
 - Increased girls' retention in school
 - Increased girls performance especially in science and mathematics
 - Protection of girls against child abuse and other forms of molestation
 - Reforming the curricular to make it more gender sensitive
 - Improving educational facilities by making them more conducive particularly to girls and other disadvantaged children.
 - Training and re-training teachers (particularly senior women/men teachers and career teachers) in gender responsive methodology and practice.
 - Formulating a gender policy for the MoES.

The activities of the Gender desk at the MoES should be translated in local government planning processes so as to correct gender imbalances at local level. Stakeholders like civil society organizations, Parent Teacher Associations (PTAs) and parents should monitor the compliance levels in this regard by local government and highlight the gaps so as to ensure that changes are made to addresses arising concerns.
6. The Girls' Education Movement in Africa (GEM) was also launched in Uganda in August 2001. The movement aims at promoting gender equality in education through enabling girls to realise and concretise their rights to participate in identifying best practices that enhance their participation in education, and issues that affect their education, and life skills. GEM specifically targets girls with special needs and creating awareness among the communities about the benefits of educating girls. GEM is a product of the MoES gender desk.
7. Child Friendly School programme is another intervention facilitated by the UNICEF GoU CP for 2001. It aims at promoting girls' education in a friendly school and home environment at the sub-county, district and national levels. This program is co-ordinated by the gender desk of the MoES.
8. Girls and focusing Resources for Effective School Health (FRESH) focuses on provision of safe water and sanitation to schools, provision of washrooms for girls, urinals for boys, and latrines with priority for girls

and special emphasis on separation from boys' facilities. About 642 child (girl) friendly primary schools, including promotion of interactive methodologies have benefited approximately 145,500 girls and 259,000 boys.

2.3.2. Who are charged with the responsibility to implement policies on education and what roles do they play?

In order to achieve the goals highlighted in the policies, strategies and schemes to improve education in Uganda, a number of stakeholders are charged with responsibility to implement the policies.

a) Ministry of Education & Sports

The MoES is the major stakeholder charged with the implementation of policies on education. It is responsible for:

- ➡ Training and re-training teachers;
- ➡ Providing/formulating policy guidelines on education;
- ➡ Planning for provision of quality education including assessment;
- ➡ Monitoring and provision of basic school facilities, supervising,
- ➡ Monitoring and evaluating the implementation programme of education policies; and
- ➡ Paying P.L.E. and Uganda Ordinary Level Certificate fees for UPE and USE programme beneficiaries respectively.

The MoES is composed of various departments each of which is charged with several responsibilities.

b) The Members of Parliament

The MPs are the people's representatives in the legislature and perform various roles in ensuring that education policies and guidelines are clearly followed in their constituencies. In particular, they monitor the proper utilisation of capitation Grants and materials by head teachers, education committees, and districts for the benefit of children's education. They also collaborate with MoES on the progress of other programmes more especially UPE and USE.

c) District Leaders

The district leaders include the Resident District Commissioners (RDCs), the Chief Administrative Officers (CAO), the School Management Committees (SMCs), Local authorities like District Education Officer (D.E.O), Sub-county chiefs, head teachers, Local Council (LC) Secretaries for education, and others (MoES, 1998c). Each category has specific roles in the monitoring of policy and guidelines. They however are all responsible for monitoring the school

finances and acting as a link between the school and the community. The Head teachers report to the D.E.O, who in turn reports to the C.A.O, who later reports to the relevant MoES department. The District Community Development Officer (DCDO) is responsible for monitoring gender related programmes so S/he has a role to play.

d) Local and International NGOs and Agencies

Various Local and International NGOs and Agencies have been involved in monitoring the implementation of the various education policies and programmes. These include UNICEF, USAID, FAWA, and other partners in development in the field of education. Some international organizations like World Vision and Plan International have been involved in construction of schools, toilets and provision of equipment like furniture to schools.

e) Local and International Consultants

Local and international consultants have been engaged to evaluate several programs in the country.

f) Parents

Parents play a major role in ensuring that children go to school and monitoring the provision of education services in their communities. Parents are involved in education of their children through paying school fees especially in private schools or ensuring that their children attend school. In some UPE schools, some minimal fees to cater for porridge have been introduced so that children do not go hungry the whole day. Parents should therefore engage with school leaders on various committees to discuss issues affecting the quality of education and make financial contributions where required. According to Article 34 of Uganda's Constitution children are entitled to basic education by the state and the parents. The Constitution therefore makes parents a key stakeholder in the provision of education.

2.4. Programs on education

The programs on education are a result of policies. In Northern Uganda, GoU is providing education services to the local citizens.

- ➡ Through UPE, GoU is providing free primary education.
- ➡ At Secondary level participating schools under the USE policy are also providing free secondary education.

2.5. Challenges to education provision in Northern Uganda and Karamoja Region

According to the PRDP report (2007) there are challenges to the delivery of education services. For instance, Primary school enrollment is high and the dropout rate is equally high while school retention is low.

GoU is therefore focusing on the high school drop-out rate. The strategies to address this include:

- i. Classroom construction and expansion;
- ii. Refresher teacher, instructor and manager training;
- iii. Provision of scholastic materials; and
- iv. Improving the quality of services.

SPECIFIC PROGRAMMES ON EDUCATION IN KARAMOJA REGION

ALTERNATIVE BASIC EDUCATION FOR KARAMOJA (ABEK)

ABEK is a non formal education Programme designed for the pastoral community of Karamoja as a response to barriers in basic education experienced by children (6 to 18 years) in semi-nomadic pastoral communities of semi-arid region where they play a central role in household livelihoods. It started in 1998 and was initiated and operated by Save the children Norway (65%) in cooperation with the Government through the Ministry of Education and Sports (26%) and UNICEF (10%). It was noted that funding has in the past also been received from USAID.

The programme was founded on the strategic objective of increasing opportunity for disadvantaged children, especially girls to experience positive early childhood development and to benefit from appropriate basic education¹. It is based on a curriculum designed to suit the nomadic lifestyle of the Karamajong and was introduced to bridge the gap between the rigid formal education delivery arrangement and the semi nomadic pastoral lifestyle where household economies rest substantially on roles fulfilled by children².

1 See Nathan Chelimo (2006) making schools ready for children: the case of community schools in pastoralist communities of East Africa. By Association for Development of Education in Africa—ADEA

2 See Wairama G. Baker (2001) Minority Rights Group (MRG) International Report. Uganda: The Marginalization of Minorities

The programme is hinged on the Karamajong participation whereby target communities are involved in programme design and implementation to ensure delivery sensitive to indigenous values. Facilitators are selected within the communities and trained to teach in pairs. It was intended to provide flexible education programmes for those who did not get the opportunity to go to school or those who dropped out. The programme was intended to complement UPE to enable those children who did not get the opportunity to get basic education.

The curriculum is centered on the areas of study directly relevant to the Karamajong way of life including; crop production, health, livestock, information, peace and security with elders acting as facilitators for specific subject areas such as Karamajong history and on survival within their community. The central government and district local governments are involved to build support and effective law enforcement. The programme structure and content are highly flexible to respond to unique and dynamic circumstances of pastoral childhood.

Statistics from the Ministry of education indicate that Moroto District currently has a total of 79 learning centres spread in two counties of Bokora and Matheniko and the three sub counties of Ngoleriet, Katikekile and Nandunget while Kotido district has a total of 77 centres spread in Jie County and three sub counties of Kotido, Nakapelimoru and Rengen. Although the statistics of the current enrollment could not be established, it was revealed that enrollment is steadily increasing. Overall ABEK enrolment rose from 5,500 (1997) to 23,262 (2002) and is now higher than that. The programme was conceptualised to target 6 – 18 year old children out of the formal school system. However, it has attracted adults above 18 years of age since it allows parents to attend school with their children to learn as well as under 6 year old children who follow their elder siblings into the learning centres.

By 2007, ABEK instructors had been mainstreamed on the payroll while some of them were being scaled up to provide services in formal education sector in Karamoja, including Secondary education. ABEK graduates have been absorbed into secondary schools, although there are still problems of supporting Karimojong children in secondary, post-secondary tertiary institutions, and higher institutions of learning including University. Education is seen as one of those effective ways of breaking recruitment of young boys into warrior-hood. The Education sector has started implementing the provision of allowances for the hard to reach areas of Karamoja. School teachers in Karamoja get an allowance, although it is not commensurate

with the revised salary structures. The need to construct teachers' houses has been recognised as efforts are undertaken to build secondary boarding schools. Kyambogo University was approached to come up with a bridging course where girls can be encouraged to join higher level or joining Primary Teachers Colleges (PTCs).

The intervention can reduce the deficiencies the Karamajong traditionally associate with formal, western-style education and avoid the educational segregation of the Karamajong. It is however important to note that despite the programme's good report, some Karamajong people feel that this programme may still ultimately turn out to be westernisation by other means. On the other hand it can be argued that the use of elders to facilitate on subjects such as the Karamajong history and survival within their community is likely to have an impact on the young generation as it may link them to the traditional forms of survival instead of adopting the new forms especially given the current disarmament programmes that are intended to change their tradition.

Achievements

- ➔ Curriculum relevance to pastoral context has hastened acceptance of education and is centered on community selected thematic areas³ besides reading, writing and numeracy skills. Instructors use local language (Ngkarimojong) and functional basic education methods and functional basic education methods as well as learning aids from immediate environment.
- ➔ ABEK is commended for teaching of basic health and life skills to the children, as well as whole communities
- ➔ Change in attitude: Education is continuously being seen as an investment and path for development with learners aspiring for modern professionalism and communities recognising the value of girls education⁴.

Challenges

- ➔ Coverage: ABEK faces challenges of failing to reach the other all members of the Karamajong community simply because some of the communities have not yet accepted education as a means of social transformation and therefore do not attend ABEK programmes.

3 Immediately accessible and relevant, comprehensible curriculum

4 Nathan Chelimo (2006) making schools ready for children: the case of community schools in pastoralist communities of East Africa. By Association for Development of Education in Africa-ADEA

- ➔ Limited numbers of indigenous teachers: There are very few indigenous Karamajong teachers who understand the problems and challenges faced by the community yet this would be a requirement for the programme to succeed. The inadequacy of indigenous teachers is even worsened by the lack of instructional/ teaching materials that would enable other teachers from elsewhere to join the programme.
- ➔ Underage children [0 to 5 years] carried into learning centres: Despite the substantial enrollments of girls in ABEK, their actual participation in learning center activities was persistently disrupted by their under-age siblings. Traditionally among the roles of Karamajong girls is taking care of their young siblings as mothers go out to look for food. as such the girls end up going with their siblings in the learning centres thereby destructing their attention and giving them less time to concentrate on studying. It is therefore important to ensure that special arrangements to take care of the young ones are also put in place if the programme is to gainfully benefit the community.

CHAPTER 3:

HEALTH

3.1. POLICIES, PROGRAMS & FINANCING OF THE HEALTH SECTOR

3.2. Introduction

Health status is one of the yardsticks for determining the quality of life of a community. In Uganda, ill health has been ranked as the most important cause of poverty. Key health sector indicators monitored in Uganda include among others: infant mortality rate; child mortality rate; maternal mortality rates; morbidity rates; life expectancy; access to health facilities; birth rates and fertility rates. These indicators are key in determining performance in the health sector because if they are improved unnecessary deaths can be avoided. In addition, improving the indicators under these areas requires general improvement in the health systems and infrastructure.

3.3. Objectives

At the end of this chapter, the reader(s) should be able to gain:

- a. Knowledge on the various policies that GoU has enacted to improve health;
- b. Information on the implementers of policies on health;
- c. Information on the roles of stakeholders in improving health in Northern Uganda;
- d. Information Challenges to the health sector;
- e. Gain knowledge on the programs on health that are being implemented in Northern Uganda; and
- f. Knowledge on the finances allocated to the health sector by GoU and other stakeholders.

3.4. Policies on health

Policies on health are implemented within the framework of the MDGs and are geared towards reduction of poverty.

National Policy Frameworks on Health

Constitutionally, the Government of Uganda (GoU) has an obligation to provide basic medical services to its people and promote proper nutrition. The Constitution further provides for all people in Uganda to enjoy rights and opportunities and have access to education, health services and clean and safe water. Investing in the promotion of people's health shall ensure they remain productive and contribute to national development (National Health Policy, 2010).

At national level GoU has established the National Development Plan as the framework for poverty reduction. The NDP is a broad framework which addresses several issues including health. Health is addressed in the NDP because of the implications it has on poverty reduction. There are specific policies that GoU has put in place to address the health of Ugandans. One of the policies is the National Health Policy.

The National Health Policy (NHP) II focuses on health promotion, disease prevention and early diagnosis and treatment of disease. The policy provides the framework for health financing, infrastructure, drugs and personnel among others as government attempts to improve the health of Ugandans. For example on medicine and health supplies, GoU should ensure that essential, safe, good quality and affordable medicines are available and used rationally at all times.

With regard to health infrastructure GoU is responsible for providing and maintaining a network of functional, efficient, safe and sustainable health infrastructure for the effective delivery of the UNMHCP, with priority being given to consolidation of existing facilities. Health infrastructure includes: buildings, equipment and ambulances among others.

The Health Sector Strategic Plan (HSSP) II is the national health framework that has been under implementation since 2001 and aims at reducing the disease burden in the country. Interventions are focused on increasing access and quality of basic primary health care (PHC) provision and bringing services closer to the people by construction and equipping health centres and hospitals. Under the HSSP II the key health sector indicators monitored in Uganda include among others: infant mortality rate; child mortality rate; maternal mortality rates; morbidity rates; life expectancy; access to health facilities; birth rates and fertility rates.

Progress in the health sector can therefore be measured using the indicators under the HSSP II indicated in the paragraph above.

3.5. Implementers of policies on health

Both the public and private sectors play an important role in health service delivery in Uganda. In each of these sectors, there exist multiple players: Ministry of Health, Ministry of Works, Ministry of Energy, Ministry of Internal Affairs and other Ministries and Departments in the public sector and several private sub-sectors as detailed below.

- ➔ The Ministry of Health (MOH) is the lead agency coordinating interventions in the health sector that are implemented by the districts;
- ➔ The MoH is supported by the private sector in the implementation of policies on health. The private sector comprises of the private not for profit organisations (PNFPs), private health practitioners (PHPs) and the traditional and complementary medicine practitioners (TCMPs);
- ➔ Civil Society Organizations;
- ➔ Development partners and communities;
- ➔ Districts are responsible for implementing health policies and should therefore develop their annual implementation plans with input from relevant stakeholders and communities which will feed into the national integrated work plans. Districts are responsible for implementation of their plans.
- ➔ Communities are relevant in the promotion of health policies. The NHP recognizes their role and one of the strategies is for government to actively promote their participation in health service delivery and management. One of the strategies for government to do this is explore ways of sustaining the VHTs who constitute the first contact point for the majority of the people in rural areas. In addition, GoU through MoH should build the capacity of local communities to ensure their participation in the health sector, through VHTs and HUMC, in the design, planning and management of health services. VHTs constitute HC Is, and should be functional in all villages in Uganda. Their major responsibility shall be health promotion, awareness raising and treatment of minor illnesses.

3.5. Challenges in the implementation of health policies

According to the NHP (2010) although 72% of the households in Uganda live within 5km from a health facility (public or PNFP), utilisation is limited due to:

- ➔ Poor infrastructure,
- ➔ Lack of drugs and other health supplies and the shortage; and
- ➔ Low motivation of human resource in the public sector.

- Health education and promotion programs are affected by inadequate political support, human and financial resources and transport.

3.6. Roles of stakeholders in improving health in Northern Uganda

At national level, the functions of the MoH include:

- Resource mobilisation and budgeting;
- Policy formulation and policy dialogue with development partners;
- Strategic planning, regulation, advising other ministries on health and related matters, setting standards and quality assurance;
- Capacity development and technical support;
- Provision of nationally co-ordinated services e.g. epidemic control; co-ordination of health research; and
- Monitoring and evaluation of the overall sector performance.
- The MoH has delegated some of its functions to national autonomous institutions, including some specialised clinical support functions (Uganda Blood Transfusion Service, National Medical Stores, and National Public Health Laboratories) and regulatory functions (the Medical and Dental Practitioners and other professional councils, the National Drug Authority). Research activities are conducted by several research institutions.
- The private sector is also a key partner in the provision of health services.
- Development partners fund the health sector;
- CSOs monitor delivery of health services and report on its performance;
- Local communities should take part in improving their health by maintaining hygiene and good sanitation so as to help in the prevention of diseases. This will reduce the disease burden on government. Local communities can also contribute finances, labour and in kind support to construction of health units, slashing health centers and cleaning health facilities particularly in rural areas where budgets are low.

3.7. The programs on health that are being implemented in Northern Uganda

Uganda's government health system consists of the district health system (village health teams (VHTs), HCs II, III and IV and district general hospitals) and regional (RRH) and national referral hospitals (NRH), which are self-accounting and autonomous institutions, respectively. District health services are managed by the Ministry of Local Government. The district health system is further divided into health sub-districts (HSDs) (NHP, 2010).

Health promotion and education (HPE) programmes are supposed to be implemented through different channels (e.g. local councils, VHTs, Civil Society Organisations (CSOs), mass media and schools) and aim at influencing behavioural change.

In northern Uganda, programs under the UNMHCP are being provided.

The minimum health care package in Uganda shall consist of the most cost-effective priority health care interventions and services addressing the high disease burden that are acceptable and affordable within the total resource envelope of the sector. The package shall continue to consist of 4 clusters namely:

Health Promotion, Disease Prevention and Community Health Initiatives, including;

- a. Epidemic and disaster preparedness and response;
- b. Maternal and Child Health;
- c. Prevention and Control of Communicable Diseases and
- d. Prevention and Control of Non-Communicable Diseases.

The incidence of diseases in the region remains high with new diseases like nodding disease increasing pressure on the already strained health sector including the system and supplies of drugs and health supplies.

HIV/AIDS Services

The conflict in Northern Uganda has been identified as the most important factor, increasing the contextual and behavioural risk of exposing all people, especially women, children and young people to HIV/AIDS. Even though several initiatives are in place to address HIV/AIDS in the region there are still inefficiencies of coordination and delivery of HIV/AIDS prevention and mitigation services. There is weak capacity to respond appropriately and effectively to the situation are imminent.

3.8. Accountability

At all times and at all levels, a high level of efficiency and accountability shall be maintained in the development and management of the national health system. The health service will be accountable for its performance, including its financial management performance, not only to the political and administrative system, but, above all, to its client communities.

CHAPTER 4:

AGRICULTURE

4.1. POLICIES, PROGRAMS & FINANCING OF THE AGRICULTURAL SECTOR

4.1. Introduction

The Ugandan Economy is dependent on agricultural sector for a large portion of its export earnings. It also employs majority of Uganda's population with about 80% of the population engaged in it. It provides most of the raw materials to the mainly agro-based industrial sector comprising coffee hulling, cotton ginning, tea processing, sugar production, textile mills, soap industries, edible oil industries, cigarette manufacturing, grain milling, meat processing, dairy, fruits/juice processing and leather products manufacturing. The agriculture sector is also the provider of food self-sufficiency and food security. Being the leading sector of the Ugandan economy, agriculture is the engine and major source of future growth.

4.2. Objectives

At the end of this chapter, the reader(s) should be able to:

- Gain knowledge on the various policies that GoU has enacted to improve agriculture;
- Know the implementers of policies on agriculture and their roles in improving agriculture in Northern Uganda;
- Gain knowledge on the programs on agriculture that are being implemented in Northern Uganda; and
- Gain information on the finances allocated to the agricultural sector by GoU and other stakeholders.

4.2.1 Agricultural Policies

The Plan for Modernization of Agriculture (PMA) is part of the Government of Uganda's broader strategy of poverty eradication contained in the Poverty Eradication Action Plan (PEAP) of 1997 which was revised into the NDP. The PMA is supposed to be implemented through decentralised planning

processes which will identify the key constraints at the local Government level and help to remove these constraints through public sector interventions involving policy adjustments when required or public sector investments or new public service delivery mechanisms as will be found to be appropriate.

The objectives of the PMA are to:

- ➔ Increase incomes and improve the quality of life of poor subsistence farmers;
- ➔ Improve household food security;
- ➔ Provide gainful employment; and
- ➔ Promote sustainable use and management of natural resources.

The mission of the PMA is *“eradicating poverty by transforming subsistence agriculture to commercial agriculture”*

Uganda has three main categories of farmers: subsistence, semi-commercial, and commercial. The subsistence farmers who produce predominantly for household consumption are the majority. These are the farmers that Government expenditure will target in order to transform the agricultural sector. Transforming subsistence agriculture requires addressing the challenges of the subsistence farmers.

Specific policies under PMA include:

- a) **Agricultural Research** – The main policy in this area under PMA will be to make agricultural research farmer-oriented and farmer-driven. The challenge will also be to increase private sector participation and funding for the agricultural research agenda.
- b) **A National Agricultural Advisory Service (NAADS)** has been created to co-ordinate service provision to subsistence farmers. Beyond the traditional advice on productivity enhancing technologies and soil conservation, knowledge and skills development, marketing, storage and agro-processing is supposed to feature highly as part of the content of the advisory services. The NAADS has a secretariat reporting under Ministry of Agriculture, Animal Husbandry and Fisheries (MAAIF) that will work closely with the Local Governments which have the mandate for delivery of agricultural advisory services. The purpose of this is to bring the services nearer to and under the control of the farmers. During PMA implementation, there will be a gradual shift from the public being the major provider to the private sector as the main provider. While in the short to medium term public expenditure will increase in this area to fund this public good, in the long term, private sector

funding is expected to exceed public funding of agricultural advisory services.

- c) **Farm Power and Agricultural Mechanisation** – Past programs of Government tractor hire services have largely performed unsatisfactorily and under PMA, Government will not engage the public sector in the direct provision of these services. However, through the research and extension services, Government will promote the adoption and use of intermediate technology; namely, animal traction particularly undersmallholder agriculture, where appropriate. Adoption of motorised farm power will be encouraged, but acquisition of these technologies will remain purely private sector activities based on individual farmer needs.
- d) **Dairy Sub-sector** – Government has liberalised the dairy sub-sector and the monopoly of sub-sector activities by the Dairy Corporation has been removed. As a consequence, a number of private sector milk processing facilities have started operating in several areas.

In addition, through the Dairy Master Plan, government will support interventions that will expedite development of the sub-sector.

- e) **Beef Sub-sector** – Government policies for the beef sub-sector are contained in the recently prepared Beef Master Plan. The Plan provides the framework for increased production of meat for both domestic and export markets mainly through increased private sector investments. Of critical importance is the government's role in providing the necessary legal and regulatory frameworks as well as standards for meat quality and hygiene.
- f) **Fisheries Sub-sector** – In the context of PMA, the fisheries sub-sector is of strategic importance not only as a means of increasing household incomes but also as a critical item in fulfilling the nutritional needs of the family. In addition, in the recent past, it has been one of the fastest growing non-traditional exports and foreign exchange earners. Government will, therefore, promote fish farming mainly through agricultural advisory services and fishing in Ugandan water-bodies using carefully selected public sector interventions. In this regard, initial support will be provided in the form of demonstration sites for improvement of landing sites. The fisheries sub-sector advisory services will be stepped up in order to develop farm level commercial fish farming enterprises.

Other policies

In order to achieve the objectives and aspirations of PMA, Government will also implement policies aimed at addressing other multi–sectoral issues which include (a) investing in the kind of literacy training and education that will make for a more productive farm labour force; (b) narrowing the gaps between men and women’s literacy and improving the relationships and roles within the household; (c) improvement in basic health services, provision of water and sanitation services (including the welfare of those affected with HIV/AIDS); and (d) developing labour saving technologies that reduce the workload of women.

4.2.2. Challenges to subsistence farmers with regard transforming agriculture

Consultations with poor farmers revealed two types of challenges productivity related constraints and constraints related to governance.

Productivity related constraints include: lack of sufficient food, lack of land, soil infertility, lack of accessible water sources, lack of inputs, pests and diseases, lack of skills and knowledge, lack of capital and access to credit, market problems (low prices, lack of markets), poor roads and transport networks, lack of storage and processing, insecurity where it exists, and loss of oxen due to insecurity in areas where they are used.

Broad governance challenges faced by poor farmers include: insecurity of persons and property, corruption, lack of accountability and transparency, poor delivery of basic public services, and weak local leadership. Lack of consultation of farmers by governmental and non–governmental organisations concerning their priorities, implementation and monitoring of programmes affect development and lead to the failure of programmes intended to benefit the poor. The PMA will ensure maximum consultation and participation of farmers in planning and monitoring outcomes. Further, the PMA principles will include transparency and accountability in all institutions and service delivery. In addition, the central and local Governments will work together in order to promote good governance and security.

Gender differences: The PMA recognises that gender has an influence on division of labour and power relations within households, which bring about differences in access to and control over production resources. The PMA, therefore, will ensure that gender concerns are routinely and adequately addressed in the planning, implementation, monitoring and evaluation of all interventions and institutions. Participation of both men and women will be promoted at all levels. CSOs and local communities should work

with government and development partners to ensure that gender issues are addressed in enabling women to realize equal benefits with the male colleagues in PMA.

4.2.3. Implementers of agricultural policies and their roles

- Much of the funding for the PMA activities will come from development partners and international NGOs. They therefore play a major role in ensuring the successful implementation of the PMA.
- The Central Government role for the PMA is to ensure the security of person and property, the provision of a stable macroeconomic environment, basic infrastructure and social services (health care, education, safe drinking water) to the population.
- Local Governments will have to design systems for financing and delivery of agricultural sector services in partnership with a wide range of local and external stakeholders including NGOs, CBOs, the private sector and the Donor community. A key area for emphasis will be mainstreaming programmes to address gender (including youth and women) and HIV/AIDS throughout the activities of the PMA;
- Local governments will be responsible for, among other functions, designing local government agricultural sector plans; delivery of extension services; entomological services and vermin control; land survey and administration; forestry and wetlands management and licensing produce buying. The responsibilities will be effected at district and sub-county levels and could be delegated to even parish and village councils.
- Central to the implementation of the PMA is the introduction of new, non-sectoral conditional grants (NSCG) in sub-counties to empower the grassroots financially and thereby enhance the planning and budgeting process beginning at the sub-county with appropriate guidance from the Centre. The conditional grants will be non-sectoral in a sense that their end use will not be tied to any sector. The sub-counties will use the resources to finance PMA priority public sector interventions of their choice provided they follow appropriate guidelines and accountability procedures;
- Local NGOs, CBOs and civil society will also be crucial in PMA implementation because many of them are in touch with farmers in rural communities and have developed a strong relationship with them;
- Production, processing and marketing of agricultural products will be undertaken by the Private sector. The private sector is the largest category of stakeholders in the agricultural sector. It includes the subsistence farmers, traders, processors and service providers in rural

finance, land surveying and legal profession. The role of the public sector is to create a conducive environment by setting policies, removing barriers at all levels, improving infrastructure and putting in place an appropriate legal and regulatory framework. These interventions will contribute to reduced transaction costs and improvements in efficiency leading to higher product prices, increased profitability and household incomes;

- ➔ Government will provide the regulatory framework for the implementation of PMA;
- ➔ Government will support the private sector through the proposed Rural Electrification Fund (REF) to assist agro-processing industries; and
- ➔ A National Agricultural Advisory Service (NAADS) has been created to co-ordinate service provision to subsistence farmers. Communities regularly work together effectively to develop their community, although resources are often limiting.
- ➔ Farmer groups to market their produce collectively as a way of improving profits.

4.2.4 Programs on agriculture that are being implemented in Northern Uganda

- ➔ The implementation of PMA provides the main framework for programs geared towards modernizing agriculture and poverty reduction in Uganda. In line with the PMA a number of programs are being implemented in Northern Uganda to promote agriculture. They include:
- ➔ A National Agricultural Advisory Service (NAADS) has been created to co-ordinate service provision to subsistence farmers. Beyond the traditional advice on productivity enhancing technologies and soil conservation, knowledge and skills development, marketing, storage and agro-processing are supposed to feature as part of the content of the advisory services.
- ➔ Fishery sector: Very few farmers are engaged in fish farming using rudimentary technology and poor breeds. Fishing on most lakes is done using illegal nets as the quality control measures are weak. Most of the landing sites are under-developed and the fish handling infrastructure is of a poor quality. Marketing of fish products is difficult in the conflict/post-conflict situation due to the poor condition of the marketing infrastructure, agro-processing and storage facilities.
- ➔ Crop sub-sector: the agricultural production is mainly subsistence with farmers investing minimally in agricultural inputs. The region lacks viable cash crops which would substantially increase household incomes.

- ➡ Although honey is produced in some districts in Acholi sub-region, there is scanty information on its contribution in reducing household incomes and markets for the product are not well developed.

Specific Agricultural Programmes in Northern Uganda and Karamoja Sub region

Northern Uganda Agricultural Livelihoods Recovery Programme (ALREP)

Background:

ALREP was conceived in the wake of the peace process between the Lord's Resistance Army (LRA) and the Government of Uganda, which in 2008 brought an end to 20 years of war and destruction in northern Uganda. With peace restored, the Government of Uganda developed the Peace, Recovery and Development Plan, which outlined the overall returnee and recovery process at an initial cost of US\$ 600 million. The EU supported the PRDP since 2007 by providing Euro 40 million to its implementation. The first Euro 20 million was channelled through a post conflict rehabilitation programme – the Northern Uganda Rehabilitation Programme – which ran from 2007 –2010. In July 2010, the Euro 20 million EU funded Northern Uganda Agricultural Livelihoods Recovery Programme (ALREP) started, with a focus on restoring agricultural production and productivity in the region.

Northern Uganda is considered to be the potential bread basket of Uganda and Southern Sudan. It accounts for 53% of the arable land in Uganda and, with land holdings at 3.6 ha/household, three times larger than the Ugandan average. The region generally receives reliable rainfall and has reasonably fertile soils that are relatively easy to work and suitable for mechanized small scale or large scale agriculture. The opportunities to restore production, food security, and generate agricultural income to bring about a recovery of the agricultural sector and improve livelihoods are indeed very promising.

Objectives the ALREP

ALREP seeks to increase production by increasing productive assets of farmers, access to agricultural knowledge and service delivery; while promoting agro-processing and value addition; Building capacity of farmers and Local Governments, and strengthening the Local Government Production Departments; through improving access to markets. The broader agricultural sector strategy includes access to financial services, provision of water for production, infrastructure, strengthening farmer organizations, and strengthening Ministry of Agriculture Animal Industry and Fisheries /Local Government capacities; all in line with the ALREP objectives structure.

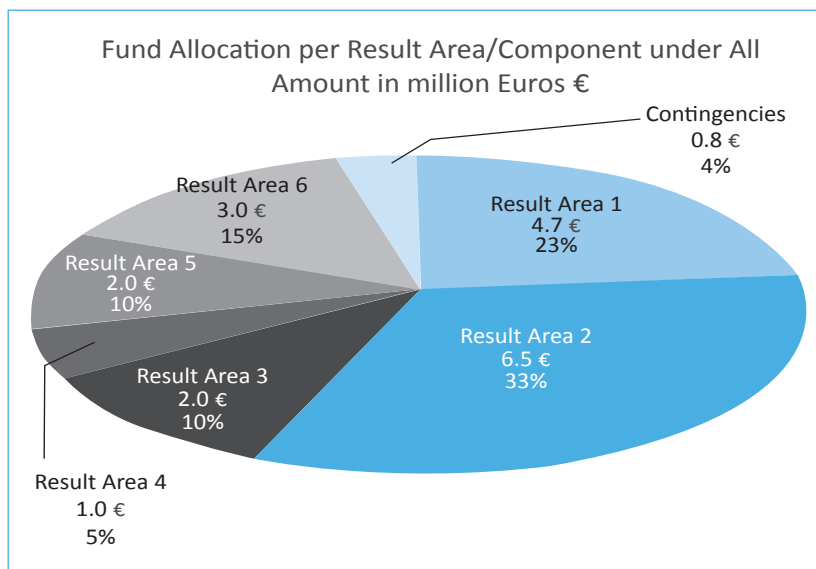
Objectives structure of ALREP	
Objective level	Objective
Overall Goal	The agricultural sector in Northern Uganda makes a substantial contribution to raising the prosperity for its war-affected population to a level at least at par with the rest of the country, and to increased economic growth of the region and Uganda.
Purpose	The war affected population of Northern Uganda engages in productive and profitable agricultural and agri-business activities that ensure food security and increase household income.
Results	Result 1: Agricultural production and productivity increased Result 2: Productive infrastructure in support of farming rebuilt Result 3: Input and output markets and processing capacities made more efficient and transparent Result 4: Availability of agricultural finance to producers, traders and processors increased Result 5: Capacity of relevant departments in Local Government at district and sub-county built for more effective planning, service delivery, supervision and monitoring

Funding

The Northern Uganda Agricultural Livelihoods Recovery Programme (ALREP) is funded by the European Union and Government of Uganda, to the tune of € 20 million. The chart below outlines distribution of ALREP funds.

Implementation modalities

ALREP is implemented by a Programme Management Unit in the Office of the Prime Minister. Actual field work is carried out by Implementing Partners (IPs) and contractors who are selected through competitive processes to execute parts of the programme. The role of the PMU is to develop the strategic orientation of the programme, select Implementing Partners and



contractors, monitor their performance and report to the GoU and EU about programme performance.

ALREP Component I: Agricultural Production and Productivity

ALREP has engaged Food and Agricultural Organisation (FAO) to revive or establish 960 Farmer Field Schools (FFS) where farmers will go through an 18-month intensive on-farm agricultural training programme. The trainings are supported by the distribution of seeds, ox-ploughs and oxen, improved goats and other essential inputs to boost production. The total cost of the project is € 3.8 million.

Expected outputs under Production & Productivity

Result I: Increased Agricultural Production & Productive Activities	Quantitative Outputs
Farmer group formation and strengthening	480
Train farmer groups in agricultural production and quality seed multiplication	960
Provide improved seeds to farmer groups	960
Procure and distribute oxen to farmer groups	960

Training of community based agricultural facilitators	140
Procure and distribute ox-ploughs to farmer	480
Conduct a training of trainers for facilitators on animal traction	80
Establish food security seed multiplication plots (acres)	2,880
Establish goat breeding units for local breed improvement	08
Train farmer groups on management of goat breeding units	40
Procure animal health kits for CAHWs and train them on basic animal husbandry and animal health	80
Facilitate farmer groups to develop business plans and train them on how to identify viable projects	480
Improve crop storage and post harvest handling for farmer groups	225
Establish post-harvest handling learning sites	30

ALREP Component II: Productive Infrastructure

ALREP is fully cognizant of the fact that communities have largely returned, to their homes in Northern Uganda. Infrastructure however remains dilapidated and therefore in order to get inputs to farmers and ensure that produce can be transported and sold, ALREP is building and renovating productive infrastructure. This infrastructure includes roads, bridges, stores and markets. This is done as much as possible by the local communities. Payments to participating community members for these works are expected to be used to cover essential household needs and to invest in farm tools to enhance agricultural production. This promotes development through stimulating the local economy.

Productive Infrastructure activities are implemented through grant contracts with NGOs, with the objective of building or rehabilitating productive infrastructure through labour intensive works. The grant contracts are

concluded as specific commitments with an expected duration of not less than two years

As earlier outlined, the focus of the grant is to build productive infrastructure using the labour intensive works (LIW) methods for at least 50% of the grant value. The grantees are free to propose LIW, but based on earlier experiences, community access road rehabilitation, water for production, market infrastructure, cattle crushes and the establishment of community and institutional woodlot feature strongly in the proposals. The contracting of parts of the work is permitted but the contracted work must be related to the labour intensive component, e.g. road opening with a bridge done by a contractor, or a LIW road project linked to market constructed by a contractor. All the productive infrastructure micro-projects proposed by the communities must be validated (prioritized) by the district, and the tenderer must explain how it will cooperate with the district in terms of design and supervision. In order to maximize synergies between the FAO farmer field schools (FFS) programme and the grant contracts-call for proposals (CfPs) will be focused on the same areas and preferably target the same farmer groups in the Sub Regions where FAO FFS are operating.

Result Area II: Rebuild Productive Infrastructure in Support to Farming Activities	Provisional Quantities
Cattle Crushes & Cattle Dips	240
Market sheds	60
Water points (boreholes)	100
Community access roads/bridges	500kms
Wood-plantations for fuel	600 acres

ALREP Component III: Input and Output markets

Increased agricultural production requires functional markets for farmers to sell their surplus. Moreover, the closer these markets are to the farm gates, the better and more efficient are farmers served. ALREP stimulates vibrant markets for agricultural produce at sub county level in various ways.

Firstly, ALREP makes sure that market price information of nearby, regional and national markets are readily available to farmers. This is done by establishing not less than 300 Market Information Centers, managed by small entrepreneurs at sub county level. Local commodity prices are presented

on Market Information Boards, and are relayed to a central database. From there, farmers and traders can receive detailed prices from all over the country on their phones. In addition, ALREP sponsors a weekly agricultural radio broadcast that provides price and other relevant information for farmers, in order to help them making informed farming decisions.

On the input side, ALREP assists the establishment and improvement of 300 agro-input supply shops. Shop keepers receive training on safe handling of agro chemicals, business planning and management and marketing of their products. 150 shops are selected for a small grant to improve product storage, display and general management.

Thirdly, ALREP provides specific support to small traders and processors through a business development programme (BUDS). BUDS ALREP has two core elements: it helps small businesses to establish proper business practices. This is done through training and personal mentoring. Secondly, ALREP provides matching grants to between 100–200 traders and processors to upgrade their premises and machinery.

ALREP Component IV: Agro Finance

In a local economy, emerging from civil strife, the importance of establishing and strengthening Village Savings and Loans Associations (VSLA) at farmer group level cannot be gainsaid. Farmers in Northern Uganda generally and within the ALREP area of operation specifically, are being supported in setting-up local Village Savings and Loans Associations (VSLAs), which are expected to create a savings and investment culture that will further boost agricultural production.

FAO through the prudent use of ALREP funds identified close to 29,000 households to be supported to take part in VSLAs under the guidance of trained VSLA facilitators. ALREP provides further support to VSLAs by linking them to banks and showing local bank branches the potential of agricultural financial products for small holder farmers.

It is thus projected that successful VSLAs will develop sufficient 'social collateral' to access loan products from micro-finance institutions and banks, or can eventually graduate to SACCOs. It is envisaged that in this model, specific financial lending products appropriate to the specifics of a particular agricultural enterprise may allow farmers and processors to further expand, specialize or diversify their farming system towards a commercially viable enterprise.

Result Area IV: Increase Availability of Agricultural Finance to Producers, Traders and Processors Activities	Provisional outputs
Train facilitators and trainers on Village Savings and Loan Methodology	370
Orient farmer groups on village savings and loan methodology and financial management skills	960
Procure Village Savings and Loan kits	960
Assist micro-finance institutions & SACCOs to develop loan products for agricultural lending to farmers and traders	384
Support formal financial institutions to expand business in agricultural sector	15

ALREP Component V: Production Departments Capacity Building

The importance of capacity building in improving the performance of districts in Acholi, Lango and Teso cannot be overemphasized. ALREP is implementing the Production Departments' Capacity Building component in 100 sub-counties. District Focal Persons (DFPOs) were selected and trained during a one-day workshop in Gulu. The DFPOs are responsible for the execution of the Departments Capacity Building (DCB) work plans, and provide the link between the districts and IPs. It is essential to state from the outset that, the production departments are key in providing capacity building gaps and other areas of need; however they are not fully facilitated and equipped to monitor government projects.

ALREP focuses on strengthening Production Departments of District through provision of adequate funds. This is because a large number of players in the FSAL sector places a heavy burden on the Production Departments of the District local governments. This in turn calls for strategic interventions such as the one spearheaded by ALREP. Infrastructure works and supplies are lumped together in works and supplies tenders, and where feasible contracted as specific commitments. The training needs of Production Departments as indicated in the DCB work plans are continuously assessed, and an overall training plan has been designed and contracted out in appropriate lots as service contracts.

ALREP Result Area V: Build Capacity of Relevant Departments in Local Government at District and Sub-County Level Activities	Provisional Quantities 1
Rehabilitate/construct office space for production departments	100
Provide computers, furniture and equipment to sub-county production departments	100
Provide solar power for sub-county production department offices	100
Provide motorcycles to selected sub-county production staff	100
Provide monthly facilitation to selected sub-county production staff for monitoring and supervision	100
Provide technical training, planning and computer skills to PD staff	100

Karamoja Livelihoods Programme (KALIP)

Background

The Karamoja Livelihoods Programme (KALIP) was conceived in 2008 as a follow-up programme to the European Union funded Northern Uganda Rehabilitation Programme (2007–2010) and the Karamoja Programme (2003–2006). The development of new policies such as the Karamoja Integrated Disarmament and Development Programme and the Karamoja Action Plan for Food Security (KAPFS) informed the design of KALIP, which was elaborated in detail by a **design study** carried out by the FAO in 2009.

In order to effectively transform livelihoods in the greater North KALIP and ALREP focus on the restoration of the productive capacity of farmers and strengthening the linkages to agricultural service provision in terms of advice, supplies, processing and access to rural finance. This investment is considered central to the process of livelihood transformation.

The approach used under the programmes combines the following: Agricultural skills development, provision of essential inputs, market linkages, and community savings and loans activities. In addition, the programme provides essential services and infrastructure in support of

smallholder farming such as roads, markets, water, agro business and trade market information, linkages to banking and peace and security. The actual focus is to enhance livestock and crop production, productivity and income diversification as precursors to medium and longer term agricultural development.

Objectives structure of KALIP

Objectives level	KALIP objectives description
Overall Goal	Promote development as an incentive to peace by supporting livelihoods including agro–pastoral production and alternative income generation opportunities for the people of Karamoja.
Purpose	Protect and enhance incomes and food security of the agro–pastoral communities and support them in building up their productive asset base.
Results	Result 1: Productive assets built through labour intensive works and capital injected into the local economy. Result 2: Agro–pastoral production improved and alternative means of livelihoods promoted. Result 3: Local government strengthened Result 4: Peace building initiatives supported

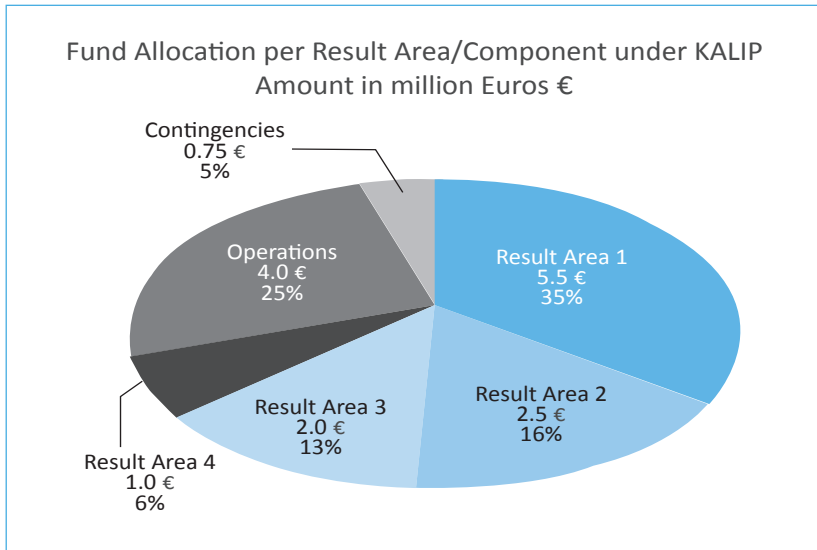
Implementation modalities

Similar to ALREP, KALIP is implemented by a Programme Management Unit in the Office of the Prime Minister. Actual field work is carried out by **Implementing Partners (IPs)** and contractors who are selected through competitive processes to execute parts of the programme. The role of the PMU is to develop the strategic orientation of the programme, select Implementing Partners and contractors, monitor their performance and report to the GoU and EU about programme performance.

Funding

KALIP is a €15 million 10th EDF funded programme. It consists of an operational phase of 60 months and a closure phase of 24 months. The programme started with a start–up phase of 6 months in July 2010. Actual

implementation started in January 2011. The implementation phase of the Programme is set to end on 8 March 2015. The chart below details the fund distribution per result area



KALIP Component I: Agriculture Production and Productivity

With the ultimate aim to improve food security and household incomes, it is no surprise that at the core of KALIP's intervention is the provision of support to the agro-pastoralists in Karamoja. This support is provided by the FAO, which through a Standard Contribution Agreement with KALIP supports 440 Agro Pastoral Field Schools (APFS). Alongside the APFS programme, a manyatta based agricultural programme is executed in Amudat with 600 manyattas, while in central Karamoja a programme for the distribution of orange fleshed sweet potatoes is targeting 3,000 households.

APFS members, comprising in total of about 13,500 households, receive training in various aspects of agriculture, oxen, ox-ploughs, seeds and have been provided with other essential agricultural inputs to increase their production and productivity. This is being done in close collaboration with the National Agricultural Research Institutes based in Serere and Nabuin, which have selected and supplied over 14 metric tons of carefully selected seeds for multiplication and eventually wide distribution to farmers. In the medium term KALIP will further strengthen the capacity of the District Local Governments staff in applying the APFS approach, so that future support to the APFS is guaranteed.

With livestock keeping at the heart of the Karimojong culture and production system, KALIP pays special attention to animal health and productivity. Over 400 Community Animal Health Workers (CAHW) are trained and equipped with support kits, transport and backstopping to provide first-line animal health services throughout the region. Their main task is to carry out routine treatments and vaccinations to cattle, and be on the lookout for outbreaks of endemics and emerging/re-emerging diseases like FMD, PPR, CBPP, CCPP, TB, Brucellosis, Helminthosis, TBDS, Trypanosomosis, Leishmaniasis, blue tongue. Under the same sub-component, 10 private veterinary shops will be established throughout the region, and 630 acres of dry season grazing lands are being rehabilitated.

In 2013, KALIP will embark on further strengthening the APFS, in particular in forming APFS networks for trading purposes. Other activities in the pipeline include environmental management training of 80 APFS facilitators, who will spearhead spoil and water conservation interventions at selected micro-catchment areas.

Finally, KALIP will assist 180 APFS with setting up income generating activities, establish community based market information systems and build the capacity of 25 APFS networks to collect and disseminate market information.

For farmers to maximize the benefits of this support, other essential infrastructure, services and security are also provided for by KALIP through the productive infrastructure component and the local government capacity building component.

KALIP Component II: Production Departments Capacity Building

KALIP is building the capacity of the district Production Departments (PDs) to be able to provide the full range of agriculture and livestock support services beyond the programme's lifespan. In 2010 the KALIP team together with the District Local Governments (DLGs) made a detailed analysis of the capacity gaps of the PDs. The outcome of the analysis resulted in the District capacity Building Work Plan, which sets out all the activities to be carried out by KALIP to enhance the DLG PD service delivery.

Service delivery by district local governments, particularly the productive sector departments, continues to be constrained by the lack of office space, equipment, transport, personnel and, in some areas, technical capacity. The problem is particularly acute at the sub-county level where the limited functionality of production departments is caused by the lack of hardware, operational funds, staff and technical knowledge. Technical staff will need retooling in specific fields or applications. Therefore, the support focuses on 'hardware' and 'software' activities as follows:

- ➔ Construction and equipping of 30 sub county and seven district production offices Improving functionality of newly constructed and existing PD offices through supply of solar power, furniture, IT equipment and internet access
- ➔ Training of PD staff in record management, reporting, IT, and technical skills;
- ➔ Provision of motorcycles for sub county field staff, and vehicles to the DLG PD office
- ➔ Provision of operating and monitoring funds to DLG

In many other aspects of KALIP, the DLGs are also at the heart of the programme. For instance, all interventions of KALIP and its partners are carefully planned with the DLG, and are based on the District Development Plans. DLG staff also plays a key role in the tender process for infrastructure as their engineers provide the designs and BoQs for the buildings, and are sitting on the tender evaluation committee. In the execution of the works contracts the DLGs provide Clerk of Works who do contract supervision on behalf of the KALIP engineer.

The DLGs also play a key role in the monitoring of partners' programmes, for which KALIP provides special funding. Quarterly field visits and meetings with the partners ensure that all stakeholders are well informed about programme progress.

In order to ensure smooth coordination between the DLG, the KALIP PMU and the Implementing Partners, each district has appointed a District Focal Point Officer, who is in constant contact with all stakeholders.

KALIP component III: Peace and Security

The peace and security component of KALIP works on the premise that there can be no development without peace and no peace without development. Creating a secure environment for production and economic growth is therefore essential in the traditionally insecure environment of Karamoja.

KALIP is promoting peace and security through its support to the Uganda Police Force, which has expanded and strengthened its presence in Karamoja after a successful disarmament intervention by the UPDF. KALIP is supporting this effort through constructing seven police posts and accommodation throughout rural outposts in the region. These police posts will be equipped with water, transport, solar power and furniture.

KALIP will also assist the UPF with funding training programmes in community policing for police officers, the establishment of peace groups at schools,

and information provision to the community about their role in maintaining peace and security in the region.

KALIP Component IV: Safety nets

With 80% of the population in Karamoja living below the poverty line, injecting cash in the rural economy is considered to be a valid strategy to kick-start productive investment at household level. By linking cash injection to the establishment of productive infrastructure, KALIP funds hit two birds with one stone.

KALIP achieves this by engaging three competent Implementing Partners in Labour Intensive Work activities aimed at constructing rural infrastructure that supports farming and livestock keeping. The work is done by selected local communities who are paid a market rate for the work. A tertiary benefit of this system is that the infrastructure are owned and, hopefully, maintained by the same communities.

The LIW infrastructure constructed by KALIP's partners and communities are roads, stores, small water infrastructure, woodlots, soil and water conservation structures, gambions and the like. The LIW process goes through the following steps:

- ➔ Selection of LIW projects – this is done through a consultative process that involves district officials and communities
- ➔ Development of specifications and designs – where possible and relevant the national or district standards are being followed
- ➔ Calculation of labour requirements and piece work
- ➔ Mobilization of communities and gang formation, agreement on rates and payment modes
- ➔ Training of gangs in execution of works
- ➔ Actual execution of project
- ➔ Payments to gangs
- ➔ Training of gangs in financial literacy and formation of village savings and loans associations
- ➔ Training of gangs in operations and maintenance – either as project management committees or water user committees
- ➔ Handing over of completed works.

KALIP Component V: Productive Infrastructure

Generally investments in Karamoja in productive infrastructure, such as markets, feeder and community access roads, high-yielding boreholes, animal watering tanks and ponds, soil and water conservation structures and stores and woodlots, is lagging behind the rest of the country.

Under the productive infrastructure component KALIP is investing Euro 5.5 million in the construction of infrastructures. The programme uses two implementation modalities for this: firstly KALIP has contracted 3 organisations to establish productive infrastructure at community level through a mix of direct contracting and Labour Intensive Works. The latter system is directly linked to the Safety net component of KALIP, with the dual purpose of establishing productive infrastructure in strategic locations, and secondly to inject cash in the economy. The following will be achieved by the end of 2013 through LIW:

Planned outputs	Numbers	Location
Grain stores	24	Abim, Napak, Moroto, Kotido, Kaabong
Drying platforms	70	Kaabong, Kortido, Abim
Tree seedlings	50,000	Napak, Moroto, Amudat, Nakapiripirit
Drip irrigation systems	10	Amudat, Nakapiripirit
Livestock market improvements	30	Kaabong, Kotido
Seed and input distribution (manyattas)	200	Amudat, Nakapiripirit
Manyatta based gardens (acres)	1,200	Amudat, Nakapiripirit
Community access roads (km)	250	Abim, Napak, Moroto, Amudat, Nakapiripirit
Cattle crushes	90	Amudat, Nakapiripirit
Cattle troughs	70	Amudat, Nakapiripirit
Sub surface dams	6	Amudat, Nakapiripirit
Rock catchments	4	Amudat, Nakapiripirit

Planned outputs	Numbers	Location
Manyatta based ponds	96	Napak, Moroto
De-silt valley tanks	6	Amudat, Nakapiripirit, Napak, Moroto
Construct water roof catchments	640	Napak, Moroto
Fuel saving stoves	550	Abim
Village savings and loans associations	487	Abim, Napak, Moroto, Nakapiripirit, Kaabong, Kotido, Amudat

The second approach KALIP is using is direct contracting by the PMU of specific works that lie outside the scope or capacity of the contracted partners. This applies in particular to valley tanks, which construction is highly specialised and costly. KALIP intends to construct 21 valley tanks in collaborations with the Ministry of Water and Environment.

KALIP Component VI: Water for Production

A major policy focus of the Ministry of Karamoja Affairs is to expand Water for Production (WfP) infrastructure to all parishes in Karamoja. KALIP is supporting this effort through building valley tanks, sub surface dams, ponds and other structures to retain water for livestock production. Some of the smaller WfP infrastructure is executed under the LIW component of KALIP. On the other hand, the PMU has directly contracted the Minister of Water and Environment to construct 21 valley tanks, 3 per district, throughout Karamoja.

A **detailed validation and design study** was carried out, which lead to the initial agreement for sites of 19 tanks as per the table below. The construction will start in July 2013 and be completed in December 2014.

District	Sub County	Parish	Village
Moroto	Nadunget	Nadunget	Akwaapuwa
	Rupa	Lobuneit	Lokithilei
	Tapac	Katikekile	Nakonyen
Napak	Lotome	Kalokengel	Nangirongole
	Lorengecora	Ladoon	Ladoon
	Iriir	Nabwal	Nabwal
Amudat	Amudat	Alakas	Kaakadoma
	Amudat	Amudat	Motany
	Karita	Losidok	Kaigenoi
Nakapiripirit	Loregae	Nathan	Lomogol
	Nabilatuk	Kolokwamen	Sakale
Kaabong	Kalapata	Kalapata	Kabutakori
	Kamion	Lokirimo	Lokirimo
	Kawalakol	Naseperwae	Naseperwae
Kotido	Rengen	Lokadeli	Waliwali
	Panyangara	Kamor	Kangorok
	Kacheri	Kacheri	Kadurum
Abim	Abim	Kalakala	Akado-kulo
	Lotuke	Orwamuge	Puno
	Nyakwae	Oreta	Akeler

The Tractor hire scheme for Karamoja sub region

The tractor hire scheme was launched by the office of the Prime Minister (OPM) in 2011 with the overall goal of enhancing food security. The OPM then contracted Farm Engineering Company to plough more than 5,600 acres of land in the seven districts of Karamoja. The government budgeted Twenty billion shillings (20,000,000,000/=) for the scheme. However the scheme was suspended for the financial year FY 2013–2014 citing reasons of the scheme not living to its expectations of enhancing food security. Secondly the scheme also proved to be quite expensive and unsustainable and as well characterized by a lot of shoddy works⁵

5 According to a report by the Minister for Karamoja Affairs, Janet Museveni (Daily Monitor, 21 April, 2013)

CHAPTER 5:

ROADS/TRANSPORT SECTOR

5.1 POLICIES, PROGRAMS & FINANCING FOR THE ROADS/TRANSPORT SECTOR

5.2. Introduction

Road/transport is an important sector for development in Northern Uganda. The road transport is by far the most dominant mode of transport in Uganda, carrying over 95% of passenger and freight traffic. The national roads currently make up about 25% of the road network but carry over 80% of the total road traffic. Road accessibility has an effect on access to social services like health centers, schools, food and other services. In the economic sector road accessibility determines whether farmers can access NAADs services and access to markets. Areas with poor roads and limited public transport therefore make it difficult for farmers to sell their produce and ultimately affect household incomes and poverty reduction programs like those under PMA.

5.3. Objectives

At the end of this chapter, the reader(s) should be able to:

- a. Gain knowledge on the various policies that GoU has enacted to improve roads/transport sector;
- b. Know the implementers of policies on roads and their roles in improving the sector in Northern Uganda;
- c. Gain knowledge on the programs on roads/transport that are being implemented in Northern Uganda; and
- d. Gain information on the finances allocated to the road sector by GoU and other stakeholders.

5.4. Policies on the roads/transport sector

In 1996, the Government of Uganda prepared the 10–Year Road Sector Development Programme (RSDP). The Programme was reviewed and updated in 2002 making it a 10 Year rolling Road Sector Development Programme

Phase 2 (RSDP2). One of the objectives of the RSDP was establishing a robust administration for effective and efficient management of the national roads network. To achieve this objective, Government committed itself to reform national roads management through the establishment of an autonomous performance-based Road Authority to handle road administration and execution function and restructuring the MoWT to focus on policy, setting standards, regulation, monitoring and evaluation functions.

As part of the reform process, in 1998 the Road Agency Formation Unit (RAFU) was created as a semi-autonomous agency within the MoWT to manage the national roads development. In 2002, a study was conducted on the establishment of an autonomous Road Authority. The findings of the study informed the drafting of the Bill for creating the Uganda National Roads Authority. The Bill was passed by parliament in May 2006 and was signed into Law by the President in June 2006. The Board of Directors (BODs) was appointed in January 2007 and the Executive Director was appointed in November 2007. UNRA became fully operational on 1st July 2008.

Part II of the Local Government Act, 1997 creates responsibility on local governments for the construction, maintenance and rehabilitation of roads that are not under responsibility of Central government.

5.5. Implementers of policies on roads and their roles in improving the sector in Northern Uganda

- ➔ Government is a key stakeholder in road construction and maintenance. It makes use of public resources allocated by Parliament to construct, rehabilitate and maintain roads;
- ➔ Development partners like the European Union have provided funding to GoU for road construction, rehabilitation and maintenance;
- ➔ Private sector can also contribute to maintaining and rehabilitating roads;
- ➔ Uganda National Roads Authority (UNRA) is responsible for developing and maintaining the national roads network totaling to about 20,000km, managing ferries linking the national roads network and controlling axle overloading;
- ➔ The public also plays a part in maintaining roads especially feeder roads. Through the taxes collected from citizens the government is able to construct new roads and maintain existing ones;
- ➔ Local governments also contribute to development of the road sector by allocating the necessary funds and implementing road construction programs in their respective districts; and
- ➔ Civil society should also play a role in monitoring and reporting on roads/transport sector development programs in their localities so as

to ensure proper implementation of the programs and accountability for public resources.

5.6. Programs on the road/transport sector that are being implemented in Northern Uganda

Under the PRDP, the road sector has been identified as a key area for the region's development. The objective of the sector under PRDP is to rehabilitate and maintain the districts' connectivity and community road network in Northern Uganda in order to improve population access to services and open up communication between regions and villages.

The focus of the PRDP programme between 2007–10 was to ensure improved access by the population by continually maintaining already existing roads in the area and opening those that are impassable. The target is to ensure that at least 70% of the population have access to the roads and actually use the roads.

In line with the Local Government Act, local governments are also constructing, maintaining and rehabilitating roads in the region.

5.6.1. Challenges for the sector in Northern Uganda

- ➡ The funding for the maintenance of district roads available is also not enough for the maintainable network. This has resulted in further road deterioration.
- ➡ Small budget allocations have been exacerbated by the creation of more districts which have to gradually expand their networks to a required minimum by upgrading more community roads into feeder roads.
- ➡ The budget for rehabilitation and maintenance of the district road network has remained low over the past few years. The community roads on the other hand, don't receive any funding for maintenance from the central government.

CHAPTER 6:

POLICIES UNDER WATER

The National Water Policy: promotes a new integrated approach to manage the water resources in ways that are sustainable and most beneficial to the people of Uganda. This new approach is based on the continuing recognition of the social value of water, while at the same time giving much more attention to its economic value. –Allocation of both water and investments, in water use schemes, should aim at achieving the maximum net benefit to Uganda from its water resources now and in the future

The Constitution

The Constitution for the Republic of Uganda (1995) includes basic policy statements related to the water sector as stipulated in the following quotations:

General social and economic objectives (Objective XIV); The State shall endeavor to fulfill the fundamental rights of all Ugandans to social justice and economic development and shall, in particular, ensure that all Ugandans enjoy rights and opportunities and access to education, health services, 'clean and safe water, work, decent shelter, adequate clothing, food security, and pension and retirement benefits.

The Water Statute, 1995

The Water Statute and related regulations provide for the use, protection and management of water resources and supply; and provides for the constitution of water and sewerage authorities; and –facilitates the devolution of water and sewerage undertakings.

The objectives of the Statute are:

- (i) To promote the rational management and use of waters of Uganda,
- (ii) To promote the provision of a clean, safe and sufficient supply of water to domestic purposes to all persons,

The **Uganda Water Action Plan (WAP)** which was prepared during the period 1993-94 adopted and operationalized the guiding principles for water resources management as they emanated from the 'Dublin–Rio de Janeiro (UNCED) process and Agenda 21's Chapter 18 on freshwater resources.

The WAP adopted these guiding principles recognizing: –

- i. Freshwater as a finite and vulnerable resource, essential to sustain life, development and the environment,
- ii. Management of water resources at the lowest appropriate levels,
- iii. The role of Government as an enabler in a participatory, demand-driven 'approach to development,
- iv. The recognition of water as a social and economic good,
- v. The integration of water and land use management,
- vi. The essential role of women in the provision, .1–management and safeguarding of water,
- vii. The important role of the private sector in water Management;

Rural water supply in Uganda is guided by a legal framework, a number of policies and strategies are set out in table below;

Policies	Document	Relevance
	The National Water Policy (1999)	Promotes an integrated approach to manage the water resources in ways that are sustainable and most beneficial.
	The National Gender Policy (1997)	Provides for equal participation of women and men in development activities including water supply and sanitation
	The National Health Policy (1999)	Emphasizes prevention through Primary Health Care (PHC) including Sanitation and Hygiene

Policies	Document
Legal Framework	The constitution of the Republic of Uganda (1995)
	The Water Statute (1995) and Water Act (1997)
	The Environment Act (1995)
	The Local Government Act (1997) revised 2000
	Water Resource Regulation (1998)
Strategies	Operation and maintenance Strategy
	Self-Supply Strategy
	Rainwater harvesting strategy
	Bulk water supply strategy
	Gender strategy
	Water sector Pro-poor strategy (2006) National Water Quality management strategy (2006) The school health minimum Requirement (2000) The strategy for water and sanitation Gender Strategy (2003) The strategy for water and sanitation Emergency Response The Community Empowerment Strategy. The Kampala Declaration on Sanitation (1997) The sanitation Memorandum of Understanding, 2001 between MWLE, MoH and MoES. Long term strategy for water Supply and Sanitation in Rural Growth Centers

Relevance

Guarantees the right of citizens to have access to clean and safe water

Provide for the use, protection and management of water resource and development of water supply and sewage undertakings

Provides for sustainable management of the environment including water resources

Provide for decentralization of service delivery including water services to Local Government

Provides for water permits for construction and drilling water sources

Emphasizes Community Based Maintenance System CBMS for rural water Supply facilities

Aims at promoting self-help initiatives by individual or communities to improve their water supply with little or no external assistance. Examples of water facilities constructed through self-supply include: brick lined shallow well, with rope and bucket, springs and water harvesting tanks.

Advocates for Domestic Roof Rainwater Harvesting at house hold level.

Aims at bulk transfer and supply of water to serve water stress areas with low groundwater potential.

Aims at engendering the environment, operational plans and tools, manuals and studies in all components of the water sector

The water programmes, projects and initiatives under the Rural Water Supply are:

District Water and Sanitation Development Conditional Grant (DWSDCG):

This is the biggest rural water supply and sanitation programme being implemented through the District Local Governments. The DWSDCG finance construction of water supply and sanitation facilities, community sensitization and mobilization in rural areas.

Construction of piped water supply systems in Northern and Eastern Uganda:

(Implemented by MWE)– completion of construction of piped water supply systems in rural growth centers of MadiOpei in Kitgum, Orum and Adwari in Lira, Lugore and Gulu youth center in Gulu, Minakulu in Oyam and Magoro in Katakwi to benefit 57,090 people.

6.1. OTHER RELEVANT DEVELOPMENT FRAMEWORKS AND PROGRAMMES

6.2. KARAMOJA INTEGRATED DISARMAMENT AND DEVELOPMENT PROGRAMME (KIDDP)

KIDDP (Karamoja Integrated Disarmament and Development Programme) is a medium term development framework specifically tailored to address the unique context and development challenges in Karamoja region. The overall goal of the KIDDP is “to contribute to human security and promote conditions for recovery and development in Karamoja”. KIDDP takes cognizance of the National Development Plan and the Peace Recovery and Development Programme (PRDP). It was developed in accordance with the objectives of PEAP pillar 3 then. I.e. Security, conflict resolution and disaster management. The programme also builds on the proposals contained in the National Strategic Plan for Karamoja, discussion paper No.8 on Post Conflict Reconstruction by Ministry of Finance Planning and Economic Development (MFPED).

The KIDDP harmonizes the various development interventions by Government, bilateral and multilateral development partners, international and national NGOs and CBOs. It therefore represents an attempt by the Government of Uganda to integrate gun collection (Disarmament) with development interventions; conflict management and peace building hence, using development to achieve peace.

6.3. Origin of the Programme:

The government of Uganda undertook a disarmament exercise in 2001–2002 in order to address the problems of illegal arms in Karamoja. However, the programme was suspended due to operational problems. In September 2004, H.E the President re-launched the disarmament exercise and a large number of guns were recovered. After the initial successes, the need for a sustainable programme became a major concern both for government and other stake holders that led to the design of the KIDDP in 2005. The first draft of the KIDDP was commissioned for review by OPM in June 2005 in which conceptual linkages between small arms, human security and development were highlighted. Between 2005 and 2007, OPM conducted a series of consultative and review workshops and meetings to generate consensus among different stakeholders. The main collaborating partners that contributed to the final KIDDP document were Ministry of Defense, Sector Ministries (Works, Water, Education, Health, Gender, and Environment), Karamoja Donor Technical Group, Karamoja Parliamentary Group, District Local Governments, CSOs and Karamoja communities.

The KIDDP was formally approved by Cabinet and Parliament in October 2007 and following the launch of KIDDP by the Rt Hon. Prime Minister in April 2008, OPM in collaboration with Line Ministries and Development Partners mobilized a substantive amount of resources to support the implementation of the below-mentioned programme components.

Programme Goal:

The KIDDP is to contribute to human security and promote conditions for recovery and development in Karamoja, by deliberately working towards sustainable peace, stability and development.

Programme Purpose:

To develop and implement a comprehensive, coordinated and sustainable disarmament programme that enhances peace building and development in Karamoja.

Programme Components:

1. Provide and ensure adequate security for the people of Karamoja
2. Establish law and order in Karamoja
3. Support the provision and delivery of basic social services to the people of Karamoja
4. Support the development of alternative means of livelihood for the people of Karamoja

5. Undertake stakeholder mobilization, sensitization and education in Karamoja
6. Enhance the coordination, monitoring and evaluation of KIDDP Interventions
7. Crosscutting issues

6.4. GUM ARABIC DEVELOPMENT PROJECT

Gum Arabic Development Project was set up in 2002 under the Presidential Initiatives for Karamoja to benefit from the lucrative international trade in Gum Arabic, by seeking to develop and export gum Arabic to USA under the AGOA initiative. The project, funded by the government of Uganda aimed to;

- ➔ To empower the Karimojong to harness the potential of their natural resources.
- ➔ Promote sustainable utilization of Gum Arabic and related Dry land products for improved livelihood and biodiversity conservation.
- ➔ Economic diversification and reduce reliance on livestock as a means of living.
- ➔ Employment creation during the production process (harvesting, sorting, marketing etc).
- ➔ Alternative source of income for the youth who otherwise are engaged cattle rustling

Some of the achievements of the project was that it led to the formation of a project management unit and the Uganda Gum Arabic Cooperative, formed and initially supported with financial, human and logistical resources by government for the initial two years and the subsequently the people of Karamoja were encouraged to join as a means of ensuring that the people of Karamoja participate in determining how they produce, market and determine the pricing for the Gum Arabic.

In addition, a reconnaissance survey was undertaken to determine the quantities and location of Gum Arabic and other dry land resources in Karamoja that revealed that Karamoja had a huge potential for producing *Aloe Secundiflora* which has both medicinal and cosmetic properties. Further studies conducted by Makerere University Botany Department also revealed that Karamoja had the potential of producing the Amarula plant locally called *Ekajikait*.

Like many other projects, the project failed to take off and the Project Management Unit was disbanded and in 2006, the President appointed a National Steering Committee to review the project and advice on the way forward.

Resultantly, the Presidential initiative has now been incorporated in the revised KIDDP, in which emphasis has been put on the development of Gum Arabic and other allied dry land resources (aloes, amarulla among others). The revised KIDDP has also integrated the following proposed activities under Presidential initiative for Karamoja: The promotion of large scale sunflower, sorghum and other agricultural projects, in collaboration with District Local Governments, which will be expected to make land available for the projects.

6.5. THE KARAMOJA ACTION PLAN FOR FOOD SECURITY

The Karamoja Action Plan for Food Security (KAPFS) was initiated to address the chronic food security problems in Karamoja, and to improve on the livelihoods of the community. The principle objective of the Karamoja Action Plan for Food Security (KAPFS), to cost about ninety billion shilling (90,000,000,000/=), is to ensure sustainable food security and increased household income in Karamoja region. The Programme is a tool for implementation of the livelihood component of the KIDDP and is also in consonant with the objectives of the PRDP.

The government through this plan should support multifaceted sustainable food production activities over a period of five years to enable the Karimojong feed themselves with surplus to markets of neighboring districts. The plan should make food production community based using appropriate skills, knowledge, production technologies, and infrastructure. It should raise Karimojong household food production and income from recurrent food–shortage scenarios to sustainable self sufficiency and surplus levels.

More specifically the plan should be achieved through increased crop production and productivity, improved livestock production and productivity, increased functionality of existing water for production facilities (dams and valley tanks), improved post harvest handling and storage facilities and improved access to markets. The plan should also support value addition, restoration and revitalization of the degraded environment and strengthening of capacities of the community and stakeholders.

Overall Objective

To ensure sustainable food security and increased household income in Karamoja through increased crop production and productivity, improved livestock production and productivity, increased functionality of existing

water for production facilities (dams and valley tanks), improved post harvest handling and storage facilities and improved access to markets

Specific Objectives

- i. To increase crop production and productivity
- ii. To increase livestock production and productivity
- iii. To increase the functionality of existing facilities for water production (dams and Valley tanks)
- iv. To provide storage (silos) facilities for community agricultural produce
- v. To improve access to markets and value addition.
- vi. To restore and revitalize degraded environment for food production and management of natural resources.
- vii. To strengthen the capacity the various Actors/stakeholders for effective and efficient utilization of resources.
- viii. To strengthen monitoring of weather and climate in the region
- ix. To promote utilization of weather and climate information in all planning and agricultural production).
- x. To provide health and nutrition support to vulnerable members of community (children and mothers)

6.6 Purpose of the Plan

To raise Karimojong household food production and income from recurrent food–shortage scenarios to sustainable self sufficiency and surplus levels through:

- i. Improved monitoring and utilization of weather and climate information.
- ii. Increased numbers of water sources for production and their functionality – community participatory de–silting of existing dams and valley tanks.
- iii. Improved household level water storage facilities for human consumption.
- iv. Improved food production techniques using simple technologies such as windmill or solar–driven irrigation systems, use of light tractors, improved seeds and fertilizers.
- v. Improved post harvest grain handling – provision of manyatta–level grain silos.
- vi. Improved energy sources such as bio–gas (cow dung) cooking stoves,

- vii. Promotion of market oriented production such as production of Eggs, Gum Arabic, Ostrich Ranching, and Aloe Vera.
- viii. Promotion of retail businesses such as retail shop–merchandise sales, carpenter, masonry, plumbing, mechanics, dressmaking, hair salooning, mobile phone vending.
- ix. Promotion of crop value addition (in cooperative arrangements) e.g. peanuts into peanut butter and cassava into floor or chips in manyattas.
- x. Supporting Solar Electrification of schools and some manyattas.

6.7. Scope

The Programme should be implemented in the livelihood zones of Karamoja region. There are three key livelihood zones in Karamoja: the Wet–Agricultural Zone, the Agro–Pastoral Zone and the Arid–Pastoral Zone.

1. Crop Production Zone (The wet agriculture): It is best for crop production. It runs along the western flank of Kaabong, Kotido, Abim, Moroto and Nakapiripirit Districts. It receives the highest rainfall in the sub–region (800 to 1200 mm p.a.) and has the most fertile soils that can support a wide variety of crop agriculture, however, the majority of the people in the zone still live sedentary livelihood. Karamoja rangelands suitable for commercial agriculture
2. Sorghum – Livestock (Cattle) Zone: This Agro–pastoral zone is good for mixed farming. Crop agriculture performs fairly but less in comparison to the western green belt. This zone comprises most of central Kaabong, most of Kotido, central Moroto and central Nakapiripirit and receives an average 500 to 800 mm of rainfall annually (poorly distributed) with relatively high surface temperatures.
3. Pastoral Zone: The dry pastoral zone is suitable for rearing of livestock; crop agriculture does not perform well in this zone. This zone is found along eastern Karamoja on the border with Kenya, it comprises most of eastern Kaabong, most of Kotido, eastern Moroto and eastern Nakapiripirit and receives relatively low rainfall not exceeding 700 mm annually (poorly distributed) with very high surface temperatures. Most of the areas in this zone tend to suffer erratic rainfall or extended dry conditions, disease and pests, low infrastructure, cattle thefts, bush fires, periodic low water and pasture availability.

6.8. NORTHERN UGANDA SOCIAL ACTION FUND (NUSAF) II

Following the economic stagnation arising out of the two decades of insurgency due to the LRA and cattle rustling in Northern and some parts of Eastern Uganda, the government of Uganda instituted a number of development interventions under the Second Northern Uganda Reconstruction Programme (NURP 2), alongside other development partners' interventions. As part of the broader NURP 2, the Government with support from IDA, implemented the Northern Uganda Social Action Fund (NUSAF 1), a five-year community driven Project which was launched in February 2003 and closed on March 31, 2009, after a one-year extension.

To build on the achievements and drawing from lessons learnt in the implementation of the first phase of NUSAF, the Government of Uganda has designed the Second Northern Uganda Social Action Fund (NUSAF 2) to be implemented under the PRDP frame work focusing mainly on strategic objective (ii). The NUSAF 2 is a demand driven multi-sectoral Project aligned with the Uganda Joint Assistance Strategy (UJAS) and the National Development Plan.

Project Development Objective

The Project Development Objective (PDO) of NUSAF2 is to improve access of beneficiary households in Northern Uganda to income-earning opportunities and better basic socio-economic services.

Specifically the Project will:

- a. Support initiatives that increase income earning opportunities of the target poor households; and
- b. Provide support to improve public infrastructure and increase access and utilization of basic services in under served communities.

Project Components

The Project has three (3) components, namely:

(a) Livelihood Investment Support (LIS)

The objective of the Livelihood Investment Support Component is to improve access to income earning opportunities among the target households. The component has two sub-components, namely:

1. Household Income Support Program (HISP)—where the Project will finance income generating activities in the targeted able-bodied poor households. The HISP will in addition support the development of

livelihood skills that create opportunities for self–employment among the youth.

2. Public Works Program (PWP) – this will support labor intensive community⁶ investments that will provide additional income to the poor households through wages, to support their response to the increasing food prices in order to smoothen their consumption.

(b) Community Infrastructure Rehabilitation (CIR)

The objective of Community Rehabilitation Component is to improve access to better basic socio–economic services in the targeted areas. This will be achieved through rehabilitation and improvement of the functionality of existing community infrastructure. The component will support communities to:

- (i) Rehabilitate existing community infrastructure such as schools, water points, access roads, and health centers; and
- (ii) Undertake complementary investments to support and improve functionality of existing infrastructure – e.g. invest in teachers’ houses, classrooms, sanitation facilities, basic solar lighting systems furniture, etc. at school level based on sector norms and standards as guided by the Sector Ministries.

(c) Institutional Development (ID)

The Institutional Development Component is intended to improve the technical, administrative and managerial capacity of the key implementers of the Project. The component further seeks to increase transparency and accountability in the use of the Project resources at national, district and community levels. It has two sub–components namely:

- (i) **Project Implementation Support (PIS)** that will help strengthen the capacities of the various implementers at OPM, Sector Ministries, Local Governments and Community levels to ensure efficient and effective implementation, supervision, monitoring and evaluation of Project activities within the PRDP frame work.
- (ii) **Transparency, Accountability and Anti–Corruption (TAAC)** Program to strengthen transparency, accountability and anti–corruption at various levels of Project implementation. Specific measures will include collaboration with anti–corruption agencies, instituting social

6 A community under NUSAF2 is “need–defined”. It refers to a voluntary group of persons that have common socio–economic needs, and have agreed to work together in pursuit of solutions to these needs.

accountability committees at the community level and strengthening Information, Education and Communication (IEC). The TAAC program will in addition, promote gender mainstreaming in all Project activities. To ensure independence, the implementation of the subcomponent will be spearheaded by the Inspectorate of Government (IGG).

Target beneficiaries

The principal target beneficiaries of the Project are:

- (a) The poor households
- (b) Social service—poor communities i.e., communities with limited access to socio-economic services e.g., schools, roads, water facilities etc.

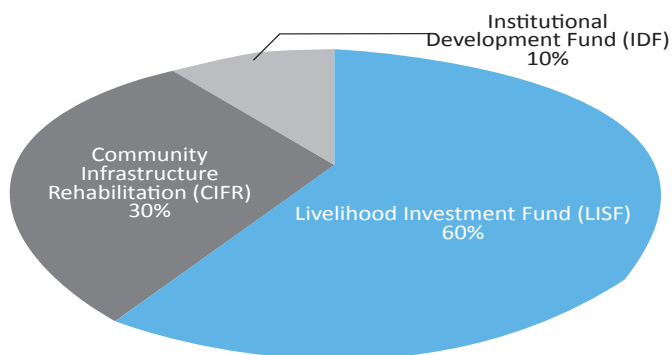
Funding and Resource allocation

The Project will be financed through IDA Specific Investment Loan (SIL) of US\$.100 million. (Approximately two hundred billion shillings—250,000,000,000/=)The fund will be allocated among the three components as follows:

- ➡ Livelihood Investment Support Fund (60%)
- ➡ Community Infrastructure Rehabilitation Fund (30%)
- ➡ Institutional Development Fund (10%)

The resources allocated to the Livelihood Investment Support (LIS) component will be shared between the Household Income Support Program (HISP) and Public Works Program (PWP) in the ratio 2:1 [i.e. US\$.

Funding and Resource Allocation under NUSAF II



40 million—about 100,000,000,000 billion shillings for HISP and US\$. 20 million—50,000,000,000 billion shillings for PWP) as summarized in the table below:

Programme Component	Allocation in shs	Percent of the total	Sub Component	Allocation of the total component Budget	Percent of the total component budget
Livelihood Investment support fund	150,000,000,000	60%	Household Income Support Program (HISP)	100,000,000,000	67%
			Public works program	50,000,000,000	33%
Community Infrastructure	75,000,000,000	30%			
Institutional Development	25,000,000,000	10%			
Total	250,000,000,000	100%			

The District resource allocation for the Livelihood Investment Support Component (i.e. HISP and PWP) will be based on three weighted parameters as follows:

- Poverty count (40% weight);
- Population (45% weight); and
- Land area (15% weight).

Meanwhile, the District resource allocation for the Community Infrastructure Rehabilitation Component will be based on insecurity index (using IDP population as a proxy). The Districts will ensure that resource allocation to the sub-counties is based on the three parameters; namely: poverty count (40%), population (45%) and land area (15%).

CHAPTER 7:

SOME SELECTED LAWS RELEVANT FOR SOCIAL ACCOUNTABILITY

7.1. THE LOCAL GOVERNMENT ACT

7.2. Introduction

The Local Governments Act (LGA) came into being in 1997 and it was intended to streamline the existing law on Local Governments to align it with the provisions of Constitution and to enable the decentralization and devolution of functions, powers and services from the central government to the Local Governments. It also provides for decentralization at all levels of Local Governments to ensure good governance and democratic participation in and control of decision making by the people. Additionally, it provides for the revenue and the political and administrative set up of Local Governments and for the election of Local Councils.

Who is a duty bearer Vs a rights holder?

Every human being is a rights-holder and every human right has an equivalent duty-bearer. A **rights-holder** is entitled to rights as set out in laws and is entitled to claim these rights, although the rights-holder also has a **responsibility to respect the rights of others**.

Rights-holder can hold the **duty-bearer** to accountable for their actions. The duty-bearers are those that have legal obligations to **protect, respect** and **fulfill** the rights of the rights-holder. As such, the overall 'duty-bearer' responsibility sits with the state / government and includes all the functions of the state and government (e.g. parliament, government departments / ministries, local authorities, courts / justice, police, education / teachers and any other workers delivering a service on behalf of the state).

7.3. Duty bearers in the LGA

The Local Governments Act has a range of duty bearers and these include:

- ➡ The District/sub county/Town Council Chairpersons
- ➡ Councilors at district and sub county level
- ➡ The Speaker of Council
- ➡ The Clerk to Council
- ➡ The Resident District Commissioner
- ➡ The Chief Administrative Officer
- ➡ Deputy Chief Administration Officers (usually called Assistant Chief Administrative Officers)
- ➡ The Sub-county Chief (Senior Assistant Secretary)

Roles and responsibilities of duty bearers in the LGA

The duty bearers in the Local Government Act belong to two arms, the political arm and the administrative arm.

7.4. Administrative leaders in local governments

The Chief Administrative Officer

Section 63 (1) of the Local Government Act provide that there shall be a Chief Administrative Officer for every district who shall be appointed by the Public Service Commission. The Chief Administrative Officer (CAO) is the head of the administrative wing in the district and is the accounting officer. The CAO is deputized by the Assistant CAOs. The CAO is responsible for supervising the deputy CAO(s), the Chief Finance Officer, the District Education Officer, the District Health Officer, the District Planner, The Personnel Officer, the District Engineer, the District Natural Resources Officer, the District Community Based Services Officer and the Senior Assistant Secretaries.

Whom does the CAO report to in the district?

The CAO reports to the district chairperson

What are the roles and responsibilities of the CAO?

The CAO is the head of the District Public Service and their overall duty is to provide leadership in developing district plans, reviewing, monitoring and implementation of government policies and plans of Central government and District council.

The specific duties of the CAO are:–

- Ensure that planning is done
- Oversee the use of public resources and ensure that they are used well and accounted for;
- He/she ensures that lawful district council decisions are implemented;
- Provides technical advice and guidance to the district political leadership to ensure effective and lawful council decision making;
- Advises and guides local councils and the departments responsible for implementing government programs on education, health, roads, water, agriculture among others;
- The CAO must ensure that accountability for public resources is done and that they are used transparently;
- Supervises district and lower council staff and ensures that they implement their activities as planned.
- Coordinates district and lower council staff and monitors implementation of Central government and district programs;
- Acts as a liaison between the district councils and Central government to ensure that government policies are effectively implemented and that national objectives of the country are achieved.
- Ensures safe custody of district properties, records and documents of council;
- In partnership with security agencies in the district, the CAO ensures that law, order and security in the district is maintained.

Deputy Chief Administrative Officers

Deputy CAOs are commonly called Assistant Chief Administrative Officers (ACAOs). The ACAO reports to the CAO. A district will usually have a deputy CAO and ACAOs in charge of a county.

Why are ACAOs relevant?

They deputize the CAO in managing and coordinating the implementation of government and council policies and laws in order to improve the welfare of citizens in the areas in which they work.

What are the roles and responsibilities of ACAOs?

- Provide administrative support services to the District Council and the technical Department;
- Initiate and formulate / develop District policies, plans, strategies and bylaws in partnership / liaison with other Heads of Department;
- Supervise and coordinate proper management of the human resource issues in the District;

- Manage and provide efficient utilization and accountability of all resources of the administration department;
- Deputize the CAO;
- Provide technical support and guidance to the technical departments on matters relating to administration
- Coordinate safe custody and proper management of Council records; and
- Supervise the upkeep and provision of the safe custody of Council properties and assets

Assistant Chief Administrative Officer (ACAO) in charge of a county

The ACAO in charge of a county reports to the Deputy Chief Administrative Officer. The ACAO in charge of a county assists the CAO in coordinating and monitoring all administrative and development programs in the county

What are the roles and responsibilities of the ACAO in charge of a county?

- Enforce accountability for financial and other public resources in the County;
- Assess the service delivery performance levels in the County;
- Ensure compliance to Government policies by NGOs in the County
- Monitor County abidance/adherence to national and district priorities, policies, programmes and legal obligations;
- Prepare periodic reports regarding activities in the County and submitting them to the relevant authorities and
- Provide technical support on implementation of Government policies in the county

The Clerk to Council

The clerk to Council is appointed by the District Service Commission and is at the rank of or above Assistant Chief Administrative Officer. The Clerk is responsible for:

- Taking the minutes of the council meetings
- Keeping all the records of the council relating to its functions as a legislature
- The day to day administration of the operations of the council and its committees

The Senior Assistant Secretary

The sub-county chief / Senior Assistant Secretary is appointed by the District Service Commission after successfully passing through an interview. The Sub-County Chief reports to the Local Council III chairperson and the CAO.

The Sub–County Chief supervises the Community development Officer (CDO), Agricultural Officer, Veterinary Officer, Fisheries Officer, Parish Chief, Senior Accounts Assistant and head teachers of Primary Schools

What are the roles and responsibilities of the Senior Assistant Secretaries?

- ➔ Manage the implementation of all Districts bylaws and Government policies, projects, programmes and lawful directives;
- ➔ Carry out general administration of the sub–county in conformity with Government regulations and policies; district Ordinances or bylaws and
- ➔ Collect and account for Local Government revenue in the sub–county;
- ➔ Execute orders and warrants issued by any court of competent jurisdiction;
- ➔ Assist in the prevention of crime and maintenance of law, order and security in the Sub–County;
- ➔ Collect data and keep records of Council;
- ➔ Provide technical support to the Local Council III in planning, budgeting and implementation of Government programmes and
- ➔ Supervise and monitor the implementation of socio–economic development projects.

Parish Chief

The parish Chief carries out the overall administration and management of a parish Unit in the Local Government. He / she reports to the Sub–County Chief

What are the roles and responsibilities of the Parish Chief?

- ➔ Prepares and compiles reports on parish operations for the attention of the Sub–County Chief;
- ➔ Collects and accounts for Local revenue in the Parish; prepares work plans and budgets for the operations of the parish;
- ➔ Enforces the implementation of national and Local Government policies, programmes and Council bylaws in the Parish;
- ➔ Undertakes the mobilization of the Parish Community for government development programmes and
- ➔ Provides technical support to the parish Council on any matters relating to lower Local government governance

Resident District Commissioner

The Residence District Commissioner (RDC) is a public officer appointed by the President in accordance with Article 203 of the Constitution of Uganda as amended.

Who is an assistant RDC

An assistant RDC deputizes the RDC. In the absence of the RDC he/she carries out the roles and functions of the RDC

What are the roles and responsibilities of RDCs?

The roles and responsibilities of the RDC are provided for in the Constitution of Uganda and include:

- Coordinate the administration of government services in the district
- Monitor and oversee local government programs more generally on behalf of central government
- Advise the district chairperson on matters of national nature that may affect the district or its plans and programs and particularly the relationship between the district and the government; and
- Carry out such other functions as may be assigned by the president or prescribed by parliament

Political Leaders in Districts

The administrative officers in the district work hand in hand with the politically elected leaders and RDC's office to ensure that government programs are implemented in line with national and district policies, plans and budgets. The political head of the district is the Local Council V or District Chairperson.

The District Chairperson

The District Chairperson is the political head of a District. Their functions include:

- Presiding over the meetings of the Executive Committee of the District
- Monitoring the general administration of the District
- Monitoring the implementation of the decisions of Council
- Monitor and coordinate the activities of the Municipal and Town councils and other lower Local governments and administrative units in the district
- On behalf of the Council, oversee the performance of persons employed by the Government to provide services in the District and to monitor the provision of Government Services or the implementation of projects in the district
- Coordinate and monitor government functions as between the District and the Government

At the local council III level (Sub County) the LCIII chairperson is the political head of the sub county. In a municipality (LCIV) the Mayor is the political head of the municipality. The LCV and III chairperson and the mayor work with councilors to enable the district and central government to achieve its

objectives. It should be noted that the roles of the District Chairperson are the same as those of the Mayor and Sub county chairpersons except that the roles of the latter two are restricted to the town council and sub county.

The district, LCIV and III councils are set up in a way that enables them perform their functions. Each council has an executive committee and standing/ working committee through which council conducts its business and makes decisions.

Within council, an executive committee is appointed by the LC chairperson to perform the executive functions of the council and it is approved by council. Each executive committee is made up of the Chairperson, the Vice chairperson, Secretaries (determined by the council), one of whom should be female. This does not prevent the chairperson from appointing more females onto the executive committee of a local council at the three levels. The functions of the Executive Committee include:

- a) Initiating and formulating policy for approval of the council
- b) Overseeing the implementation of the government and the council's policies and monitoring and coordinating activities of non-governmental organizations and council programs in the district

Each council elects a **Speaker** to oversee council business from among its members. The Speaker presides over all meetings of the Council. They are in charge of ensuring there is order in Council and that the rules of procedure of the Council are followed.

The roles and responsibilities of local councils at various levels are spelt out in the constitution of Uganda and the local government act.

What are the roles and responsibilities of local councils?

- ➡ Financial management and oversight: Local councils at LCV, IV and III levels are responsible for monitoring and evaluating delivery of government programs. In collaboration with the administrative leaders in the district, they monitor and evaluate government programs to ensure that there is value for money. In cases where they detect anomalies, they should bring their findings to the attention of the CAO and the relevant head of department
- ➡ Political function and representation: Local councilors are elected every five years to represent Ugandans of various categories including men, women, youth and people with disabilities (PWD). As representatives of the people, they are charged with the responsibility of finding out the concerns of their electorate and ensuring that these concerns are

brought before council and to the attention of the CAO and relevant head of department for discussion and redress where possible

- ➔ Legislative and related legislative functions: Local councils at district level make ordinances while at sub-county level they make by laws. These laws are made to address concerns where no legislation is in place to do so. For instance, where councilors detect gaps in education provision, child labour or drug abuse and there are no National laws in place to address the gaps, they can make ordinances at district level or by laws to address the problems particularly where none is in place to deal with the issue at hand.
- ➔ Development planning: Local councils are responsible for planning for districts, municipalities and sub counties at the various levels. For them to be effective, government through the Ministry of Local Government has put in place a planning and budgeting cycle to guide their work right from the parish Development committee. The councils are charged with the responsibility of ensuring that citizens participate in the planning and budgeting cycle.
- ➔ Constituency servicing and monitoring service delivery: Leaders are expected to address issues affecting their electorate. They can do this in number of ways. For instance they can work with various partners in the non-governmental organizations, private sector and individuals to address the challenges facing their constituencies. In order to effectively do this, they must identify the concerns of their electorate and network with partners who can complement existing government programs to address issues arising in their constituencies for example some councilors have successfully partnered with NGO's to advocate for improved education for both boys and girls, others have advocated for better water services in their electoral areas while others have attracted private sector investment in their constituencies.
- ➔ Attend meetings of lower local councils: this enables councilors to listen to issues and concerns of their sub-counties. In some cases, councilors at district level have used the meetings to communicate pertinent issues to local councilors at sub county level and also provide guidance to the lower local councils on issues where they may not have knowledge and expertise.

The roles of the community in supporting duty bearers

Administrative and political leaders in the district are responsible for ensuring effective delivery of services. Community members can support the duty bearers in their work by monitoring service delivery and raising any issues of concern with the relevant duty bearers. In case community members have any issues to raise that concern service provision they should inform

the Chief Administrative Officer and the LCV Chairperson. Different methods can be used to raise these issues and these include:

- i. Writing a letter to the CAO about the issue and giving a copy to the LCV Chairperson
- ii. Calling in to radio talk shows to express their concerns with delivery of services particularly where the CAO or their representative is being hosted
- iii. Seeking an appointment to meet with the COA and the LCV Chairperson
- iv. Petition the CAO and copy the LCV Chairperson

7.5. THE LAND ACT

The Land Act provides for the tenure, ownership and management of land. It amended and consolidated the law relating to tenure, ownership and management of land; and provides for other related matters.

Key aspects communities need to be aware of about land rights

7.6. LAND OWNERSHIP

All land in Uganda is vested in the citizens of Uganda. There are four systems of land holding in Uganda.

A. Customary tenure

- i. Traditional method of owning land
- ii. Land can be owned by the community as communal land
- iii. This is also referred to as former public land
- iv. People acquire the land according to different customs
- v. Rights and interests are determined by the community customs
- vi. Most of the occupants have user rights

Rights under the Land Act

- a. Individuals or the community can apply for a certificate of customary ownership
- b. Provision for areas of communal use
- c. Provision for conversion into freehold tenure

B. Leasehold

- i. A person known as a tenant or lessee owns land through an agreement between him/herself and the owner or landlord
- ii. The ownership is for a specific number of years, 49 or 99. The law provides for a maximum of 99 years
- iii. A premium or rent is paid annually unless it is waived by an agreement

Rights and obligations

- a. Lease can be converted to freehold
- b. A lessee enjoys ownership of the land without disturbance for the specified period
- c. Can sub-let the land
- d. Can mortgage, transfer or bequeath for the period within the lease
- e. Must use the land according to the terms specified in the agreement

C. Freehold tenure

- i. Under this system, a person referred to as a landowner holds land forever or for an unlimited time
- ii. The landowner has full powers over the land

Rights and obligations

- a. Land can be used for any lawful purpose
- b. Recognize interests of people occupying his/her land (lawful occupants) if any

D. Mailoland

The mailo system of land holding is similar to freehold

Rights and obligations

- a. Ownership is forever or in perpetuity
- b. Land is used for any lawful purpose
- c. Has to respect rights of lawful occupants on the land, if any
- d. Must recognize any developments made on the land by other people prior to the acquisition of the land

7.7. DISTRICT LAND BOARD

Each district is supposed to have a district land board comprised of at least 5 members who shall include a chairperson, a member representing municipal councils, one representing urban councils and one from each county in the district. At least one third of the members of the board should be women. The duty of the district land board is to manage land in a district and facilitate registration and transfer of interests in land.

7.7.1. *How to acquire certificate of customary ownership*

Step 1. Buy an application from the district Land Board, fill it and submit it to your Area Land Committee⁷

Step 2. The Area Land Committee puts up notices in public places to inform people of your application

Step 3. The Area Land Committee clarifies whether there are any disputes on land/boundaries

Step 4. The Area Land Committee holds an open meeting with the community to discuss any claims on the land

Step 5. The Areal Land Committee makes its recommendations and a sketch map of your land and forwards it to the Sub county Chief

Step 6. The Sub County Chief forwards the application, recommendations and the sketch map to the District Land Board and you get a copy

Step 7. The District Land Board may accept or reject your application but the Board must substantiate the decision with reasons

Step 8. The Sub County Chief informs you of the decision of the Land Board

Step 9. If everything is okay, the District Land Board issues you a certificate of customary ownership

7.7.2. *Where to go if you have a land conflict*

The LCII Court is the first court one reports to when one has a conflict on land. LCII Courts handle land conflicts relating to:

➡ Customary land

⁷ Each parish, gazetted urban area and each division in case of a city shall have a land committee comprising of a chairperson and three other members. One third of the members of the committee shall be women. Land committees assist the District Land Board in an advisory capacity on matters and rights relating to land.

- Changing Land ownership without permission or damaging land of another person
- Assaulting a person as a result of a land dispute
- Tenant rights
- Rights of women and children on land
- Agreements of land transactions which are not honored
- Trespass to land

If you are not satisfied with the decision of the LCII Court, you may appeal to the Sub County court. The court only hears appeals from the LCII court.

From the Sub County Court, if you are not satisfied with the decision, you may go to the Magistrates Court. Magistrates Courts are set up at every district to:

- Hear and settle disputes or misunderstandings which result from giving, leasing, re-owning, transferring or getting land by individuals, the Uganda Land Commission or any other authority dealing with land.
- Settle any disputes or misunderstandings on the amount of compensation to be paid to a former owner of land for land compulsorily taken over by Government.
- Make any orders, notices and decrees relating to any land in dispute

If you still feel that the decision of the Magistrate's Court has not been fair, you can appeal to the High Court, which may vary or change the Magistrates Court decision.

7.7.3. Women's land rights in the Land Act

If your husband wants to sell, lease, exchange, transfer or mortgage land on which you live, you must personally give your permission in writing to the Land Committee.

If you have your own land and your husband lives there, your husband must also consent to a sale, lease, exchange, transfer or mortgage of the land.

You may lodge an objection (caveat) on the Certificate of Title or on the Certificate of Customary Ownership as a way of telling the public of your right to consent to transactions on the land.

The law does not allow you to be discriminated against in decisions relating to land. Any decision taken on customary land which denies you ownership, occupation or use of land is now illegal.

The law requires at least one third of the members of all Land institutions to be women.

If you are aggrieved by any decision over land you may appeal to any of the courts within your district.

7.8. THE POLICE ACT

The Police Act came into being in 1994 and provides for the structure, organization and functions of the police force, a police disciplinary code of conduct, a Police Welfare Fund, a police tender board and for other matters that are related to these issues.

Composition of the force.

The police force is composed of the regular Uganda Police Force; the Uganda Police Reserve; special constables; and any other person appointed as a member of the force under the Police Act.

Roles and duties of the Police

The roles and duties of the Police are laid out in s.4 (1) of the Police Act and they include:

- (a) to protect the life, property and other rights of the individual;
- (b) to maintain security within Uganda;
- (c) to enforce the laws of Uganda;
- (d) to ensure public safety and order;
- (e) to prevent and detect crime in the society;
- (f) to perform the services of a military force (when called upon) ;and
- (g) to perform any other functions assigned to it under this Act.

It should be noted that a police officer is supposed to exercise the powers and perform the duties conferred upon him or her by law and is taken to be on duty at all times. A police officer can therefore be called upon any time to play their role of ensuring law and order. Additionally, a police officer is required to collect and communicate intelligence affecting the public peace; prevent the commission of offences and public nuisances; detect and bring offenders to justice; and apprehend all persons whom he or she is legally authorized to apprehend and for whose apprehension sufficient grounds exist.

There are also things that a member of the police force is not expected to do. A member of the force shall—

- (a) not use the authority of his or her office for undue gain;
- (b) not take away the liberty or rights of any person without reasonable cause;

- (c) not convert property of any person or any property which comes into his or her custody by virtue of his or her office;
- (d) treat humanely all persons at his or her disposal without discrimination;
- (e) not receive any undue gratification for services he or she is expected to render by virtue of his or her employment;
- (f) conduct himself or herself in a most decent and dignified manner at all times as an example for orderliness and law abiding;
- (g) not compromise law enforcement on account of relationship, patronage or any other influence;
- (h) treat all diplomats and foreign nationals with courtesy;
- (i) not consume alcohol in a public drinking place, while on duty, or in uniform or in possession of a weapon.

How communities can support the police in keeping peace, law and order

Communities can support the police in keeping peace, law and order by:

- ➡ Reporting any wrong doers to the nearest police station in your community.
- ➡ Sharing information with the police on any matter that affects law and order in the community.
- ➡ Attend meetings organized by the police force to sensitize the community on security matters and the issues that are relevant for enabling the police perform its roles.
- ➡ Coming forward as witness in cases where their input is required to enable the court to punish wrong doers.

What roles can the police play to gain public trust in the force?

- ➡ Educate the public about their roles and responsibilities.
- ➡ Re-brand itself as a force that can cooperate with civilians to maintain law and order.
- ➡ Reduce on corruption and bribery that has characterized the police force and reduced public respect for it.

Community policing

The Uganda Police Force has in the recent past introduced the concept of community policing which is aimed at enhancing the fight against crime. It should be noted that Article 212(d) of the Constitution emphasizes cooperation between the police with the public, other security organs and the population generally. It is also the duty of the citizen under article 17(f) of the Constitution to co-operate with lawful agencies in the maintenance of law and order.

Community policing allows the police and community residents to work closely together in new ways to solve the problems of crime, fear of crime, physical and social disorders, and neighborhood decay. It is a joint effort between the citizen and the police in addressing the local crime problems through citizens defining their problems, getting involved in the planning of the solutions, assisting in implementing the plans and deciding if they feel their needs are being satisfied. Considering that crime and disorder are not only police problems, but also community problems, communities have an obligation to work together with the police to solve these problems.

Community Policing is a proactive approach to policing in which the Police builds partnerships with other government departments (particularly, the local government), NGOs, and the community, generally, with the objectives of detecting crimes and criminals (real and potential), and addressing the roots causes of crime, as well as the fear of crime.

Benefits of community policing

- ➔ Provides stronger safer communities.
- ➔ Better understanding of police limitations.
- ➔ Self satisfaction from solving problems.
- ➔ Becoming creative and innovative; problem solvers.
- ➔ Becoming familiar with people and their concerns.
- ➔ Understanding community attitudes.
- ➔ Provision of resources and also more effective and efficient utilization of resources.
- ➔ Improves communication between the community and the police.
- ➔ Improves police accountability.
- ➔ Promotes constitutionalism, respect and observance of human rights.
- ➔ Improves investments and quality of life.
- ➔ Assists in intelligence led operations.
- ➔ Supports vulnerable groups in society e.g. GBV survivors.
- ➔ Its an effective way of crime prevention.

We believe in the power of information and therefore envisage that this handbook will go a long way in empowering a range of actors with the relevant information required to engage the different government sector offices, departments, institutions and processes for quality and gender responsive service delivery in Northern, North Eastern and West Nile regions.

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About UWONET

Uganda Women's Network–UWONET, is an advocacy and lobby network comprising of 16 national women's organizations, institutions and 9 individuals. It was established in 1993 to provide space for collective engagement of organizations advocating for women's rights especially the eradication of gender based discrimination.

Vision

A Ugandan society free of all forms of gender based discrimination

Mission

To coordinate collective action among members and other stakeholders through networking, capacity building, resource mobilization, policy research and advocacy for the attainment of gender equality in Uganda

Notes



Gender Transformation & Empowerment

Contact

Executive Director

Uganda Women's Network (UWONET),

Plot 198 Old Kiira Road Ntinda- Kampala, Uganda

Phone: +256 414 286 539,

Email: info@uwonet.or.ug

Website: www.uwonet.or.ug

Blog: <http://uwonetnews.blogspot.com>

Facebook: <https://www.facebook.com/uwonet>

Twitter: [@uwonet](https://twitter.com/uwonet)