



The Republic of Uganda
Ministry of Local Government

WACAP



NEWSLETTER

**PROJECT FOR CAPACITY DEVELOPMENT OF LOCAL GOVERNMENT FOR STRENGTHENING
COMMUNITY RESILIENCE IN ACHOLI AND WEST NILE SUB-REGIONS**

Project Profile

Project Areas: Acholi and West Nile Sub-Regions (17 Districts)

Implementing Agencies:

Ministry of Local Government (MOLG) and All DLGS in Acholi and West Nile Sub-Regions

Project Period: June 2016 to June 2020 (4 years)

Project Office: Arua and Gulu

Support by: Japan International Cooperation Agency (JICA)

Project Outline

Project Purpose: To strengthen the capacity of local governments for planning and implementation for inclusive and accountable community development in Acholi and West Nile Sub-Regions

Project Outputs: (1) Utilization of planning tools is promoted in all districts in West Nile Sub-Region. (2) Utilization of planning tools is sustained in all districts in Acholi Sub-Region. (3) Methodology of implementing community driven development activities is improved and capacity of relevant LG officers is strengthened, with a view to contributing to social cohesion and inclusion in Acholi and West Nile Sub-Regions.

TWG meetings in Gulu and Adjumani, March 2018



***WACAP** held its annual TWG meetings for both Acholi and West Nile sub-regions on the 15th and 16th March 2018 respectively. In the meeting, the DCDOs, Planners, CAOs for all the districts were in attendance. The ministry of Local Government, the National Planning Authority and Office of the Prime Minister was ably represented.*





Handover of solar power backup systems for S/Cs to Districts

In our continues support for the local government, in the financial year 2017/2018 JICA -WACAP was able to procure and supply power equipment ranging from generators to solar power backup system. The solar power backup equipment was handed over to the various beneficiary districts from 13-15 February, 2018.

The districts and sub counties that benefitted include; Nyapea S/C and Warr S/C in Zombo, Ukusijoni S/C in Adjumani, Abuku S/C and Dranya S/C in Koboko, Kuru S/C and Kerwa S/C in Yumbe, Parombo S/C in Nebbi, and the sub counties of Vurra, Ullepi, Ayivuni in Arua. The purchase and installation of the power equipment all costed 110,532,400 Ugandan Shillings.

At the hand over, the Chief Advisor of WACAP Dr. Hanatani said the power equipment is to help the sub-counties in timely reporting and there will be no excuses. The management and maintenance of the power equipment was handed to the respective districts and sub counties. (Written by Esther, WACAP Secretary)

The meeting that was conducted for half a day highlighted the following in its Agenda: progress reporting i.e. overview of the project output 1&2 (planning) and output 3 (community development); provision of equipment; debriefing on the training for West Nile District planners in Japan including Action Plans prepared by the participants from Districts, MoLG and NPA; issues arising from implementation of the project; galvanization of the use of planning tools; plan of equipment provision in the remaining project period; and plan of operation for the FY 2018/2019 and midterm review.

Output 1&2 (Strengthening LG Planning)

The members commended greatly JICA for initiating the use of the Planning Tools in the LG planning process from the lower local government up to the district level. The planning tools are so important in that they help the districts to budget and allocate resources to relevant priority areas. The participants said the key remaining challenge they are facing is inadequate staffing i.e. parish chiefs who are the main actors in collecting and recording necessary data at parish levels. Some of them must cover more than two parishes. But the challenges are being addressed and the Public Service Commission is accordingly in the process of recruiting more parish chiefs in various districts. The members also raised the issues of the planning tools missing a few critical sectors such as production. In this respect, the WA-CAP Chief Advisor, Dr. Atsushi HANATANI, thanked the Planner of Nwoya for evolving the planning tools to include production and CBS sectors and he said WA-CAP is going to build on what Nwoya had developed.

Output 3 (Community Development)

In regard to Output 3, CDOs in the selected Sub-Counties, 2 Sub-Counties from each and every District of West Nile Sub-Region, have been receiving a series of on-the-job trainings (OJTs) for the WA-CAP Pilot Project since December 2017. All the CDOs have completed OJT1 "Group Assessment" and proceeded to the next step: OJT2 "Support for Project Preparation." Through the OJT, two groups per the selected Sub-Counties are identified to receive JICA's support. Currently, procurement of the necessary items for the Pilot Project is also on-going.

Activities under Output 3 rotates between Acholi and West Nile Sub-regions in every two years. In the first year of the project, or FY 2016/2017, a total of 32 groups in Acholi Sub-Regions received JICA support.

Debriefing on the training for West Nile District Planners in Japan

In their debriefing on the training in Japan, the members were so grateful to JICA for the opportunity to attend the training program and shared the lessons learnt in Japan with the rest of the TWG members. Some of the lessons learnt include but not limited to: decentralization focusing on efficiency; clear division of roles/responsibilities across different levels of governments; fiscal decentralization; reduced number of LG administration units; equal autonomy of prefectures, cities, towns, and villages; waste management through PPP, management of markets by local investors, controlled lumbering and promoted afforestation; support for farming in depopulated areas, and the government's considerate policy actions for aging population. Notably, the members briefly presented their Action Plans, which were developed as outputs of the training in Japan. Their Action Plans intend to strengthen LG capacity in planning and ultimately to improve service delivery in their districts. The TWG members agreed to engage in the Action Plan implementation in their respective districts and MDAs.

(Written by Esther, WACAP Secretary)



OUTPUT 1&2 - Strengthening LG Planning

Time flies. WA-CAP is approaching to the mid-point of its implementation in June 2018. Since Nov. 2017 edition of Newsletter was issued, various significant and exciting activities were carried out in both West Nile and Acholi sub-regions for strengthened Local Government (LG) capacity in planning. In this latest edition, we would like to highlight a few of those activities which took place since December 2017.

Country Focus Training for West Nile District Planners

Training program entitled **“Capacity Strengthening in Participatory and Accountable Local Government Planning in West Nile Sub-Region”** was organized in Japan from November 29 till December 19, 2017. Nine planners from all sub-regional districts participated in the program along with two of fials from the Ministry of Local Government (MoLG) and National Planning Authority (NPA). While in Japan, Ugandan participants were actively engaged in interacting with village and town government officials, council members, local residents, and other stakeholders from the private sector to learn from LG planning &



At Sarabetsu Village Government Office

budgeting process and the case studies in Hokkaido Prefecture.

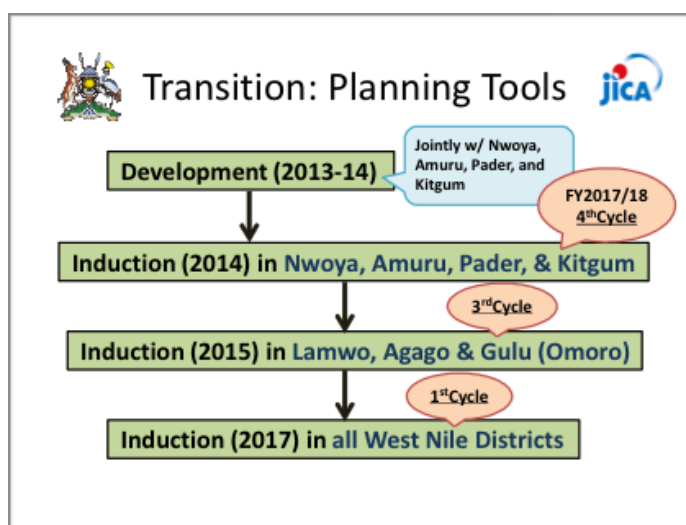


At a Japanese tea room

With a population of 5.3 million, Hokkaido is the largest prefecture located in the northern part of Japan. When Ugandan trainees arrived there at the end of November, it was already snowing. Despite the cold weather, the entire group enjoyed experiencing snow while traveling from one LG to another. Hokkaido is rich in nature and natural resources. Thus, production and tourism are the two leading sectors for economic activities in the prefecture. Interestingly, Ugandan trainees found various similarities between Hokkaido and their home country.

Based on the understanding built on Japan's decentralized governance system and LG planning practices as well as reflected situations surrounding LG planning back home, Ugandan participants developed their **"Action Plans"** to promote participatory and accountable planning upon return to Uganda and their respective districts. Today, they are accordingly engaging in their own "Action Plans" produced as a result of the training in Hokkaido, Japan.

Baseline Survey for Sustainable Utilization of Planning Tools



Acholi sub-regional districts are forerunners in utilizing the planning tools, which were initially developed in the region in 2014. Tool utilization status, however, had not been fully captured across all LLGs (74 sub-counties/ town councils) and various tools. Equally significant was that WA-CAP stakeholders recognized as necessary to assess the status in all 74 LLGs and to identify existing gaps for sustainable tool utilization within Acholi sub-region before entering the next annual planning cycle.

Against this background, **MoLG and WA-CAP mutually agreed to conduct "Baseline Survey"** in effort to further **reinforce LG planning by sustainably using the tools**. The exercise was carried out in February-March 2018. Two enumerators, one female and one male recruited from Acholi sub-region, visited all sub-county and town council offices and interviewed sub-county chiefs/ town clerks and CDOs according to the uniformed questionnaire developed on LLG budgeting for planning and planning tool utilization. The enumerators also requested LLG officials to present evidence of outputs produced by using the tools. 160 LLG personnel in total



Interviewing sub-county personnel

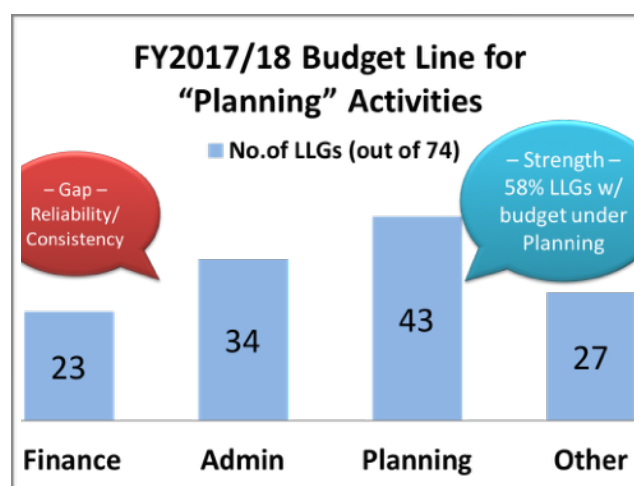
participated in this survey.

Following compilation of data collected from the survey, a joint mission formed by MoLG and WA-CAP disseminated the key findings to each district (excluding Pader District as of early June). In summary, the followings were revealed from the survey: Bottom-up planning and evidence-based planning are largely constrained with 1) inadequate LLG budget allocation and execution for planning; 2) insufficient enforcement for execution of planning process requirements; and 3) varied commitment levels and HR conditions across Acholi sub-regional districts. To a large extent, these issues/challenges are not necessarily new. Yet, notably, they were confirmed as fundamental impediments for operationalization of participatory and accountable LG planning in Acholi sub-region where the planning tools were initially developed.

Having completed the first-year planning tool utilization, nine districts in **West Nile sub-region also embarked on baseline surveys in June 2018**. Once data collection is completed, each district will analyze data in collaboration with WA-CAP expert and then elaborate / incorporate desirable actions into existing district “Action Plans”.

“Planning” Budgeted by All Acholi LLGs for FY2017/18

One outstanding progress confirmed through the baseline survey is that all 74 LLGs of Acholi sub-region had budgeted for FY2017/18 planning activities. In the past, many LLGs did not used to allocate budget for planning requirements, such as annual data update and identification of community priorities. Thus, we acknowledge the finding as a major progress commonly made across the sub-region. This positive step forward hints LLGs’ increasing commitment for accountable planning, which has been guided by districts in some cases.



In that respect, **Agago District** is a show case.

From the baseline survey, we found out that all 16

LLGs had allocated some budget for planning activities **under “planning” budget line**. Furthermore, all of them planned to utilize DDEG as one budget source for planning. These results were rather exceptional even as compared with the results coming from other districts. So, when inquired about the findings on budgeting, *Agago District Senior Planner, Lino Lakony*, explained that Agago District Technical Planning Committee (TPC) discussed and decided how to finance bottom-up planning activities within the district. And, this is the reason why there was a solid uniformity in budgeting for planning activities across LLGs - **guided by the District**.

Budget allocation and execution is a prerequisite for LLGs to operationalize transparent and accountable bottom-up and evidence-based planning. Both baseline surveys – one completed in Acholi and the other still on-going in West Nile – certainly provide WA-CAP stakeholders with scores of insights and discussion points for Uganda to continue striving for strengthened capacity in LG planning.

OUTPUT 3 - Community Development

In the second year of WA-CAP, pilot projects for the livelihood improvement and its on-the-job training (OJT) are making good progress in West Nile Sub-Region with active participation from the targeted 18 Sub-Counties (SCs) and the District, particularly SC CDOs.

The purpose of the pilot project is to enhance the capacity of the Community-Based Service Department for implementing programmes/projects with community participatory approach for livelihood improvement. A series of OJTs is prepared for the pilot SC CDOs in which the CDO could develop their skills and knowledge in order to support communities' livelihood activities better and effectively through undertaking of the pilot project.

The OJT for West Nile was commenced by the Orientation Workshop on the pilot project which followed by an Exchange Visit to a community group supported by A-CAP in Koch Lii SC, Nwoya District, Acholi Sub-Region. While the District Government hosted the workshop and visit, the participants -the SC CDOs, SC Chiefs, and DCDO from West Nile- learned how the group has been transforming their livelihood using inputs provided by A-CAP. After the workshop, the OJT has been carried out since December 2017. The CDOs are energetically undertaking the first two steps of the OJT: "OJT1 Group Assessment" and "OJT2 Support for Project Preparation".

List of Pilot Sub-Counties, West Nile

District	SC	
Arua	Logiri	Omugo
Zombo	Atyak	Paidha
Nebbi	Kucwing	Nyaravur
Maracha	Tara	Oleba
Yumbe	Drajini	Kochi
Koboko	Dranya	Kuluba
Moyo	Lefori	Gimara
Adjumani	Adropi	Ofua
Pakwach	Alwi	Panyango



Exchange Visit at Wang Can Women Group, Koch Lii SC, Nwoya District



Preparation for the OJT: Briefing by WA-CAP staff, Atyak SC, Zombo District



OJT1 Group Assessment, Oleba SC, Maracha District



Mungu Ngeyo Youth and Elderly Group training the bulls for ploughing. The CDO and the SC Vet. Of Eer moniotro and support the group. Kuciwny SC, Nebbi District



18 groups in 9 SCs received inputs for the animal traction as of the end of May: 6 bulls, 3 ploughs and 1 sprayer



OJT2 Support for Action Plan Making, Drajini SC, Yumbe District

While CDOs are pro-actively participating in the OJT, the community groups are embracing the pilot project with strong ownership of the item provided.

As for Acholi Sub-Region, the main activity in the project 2nd year is monitoring of the groups benefitted from the pilot project in the 1st year. Not only the SC CDO but the DCDOs also are visiting the groups to provide advice/suggestion in a way groups come up with the solution by themselves towards challenges they face.



The District CDO, Amuru and the SC CDO visited Asia Yele Ber 'B' Group which was supported through the Pilot Project in 2016/2017. The DCDO facilitated them to solve the issue over the use of the inputs.



The Orientation Workshop for West Nile hosted by Nwoya District Government

Focus Planner of This Issue - National Planning Authority (NPA) - David Katungi, Planner & Manager of Local Government Planning Department

Born in South-Western Uganda, David grew up in Rukungiri District. His home village is called Mugamba. In a big family with 9 siblings, David grew up as the last baby boy. He laughed recalling his childhood when he used to look after cows with other siblings. He further explained, *"I grew up in a pure rural setting where villagers from different families did communal work together and we learned from one another that way."* David values the traditional bearing in his home village.

As a young boy, David walked to school each way for about 8 km every day. He described his first exposure to primary school, *"It was a new and bigger world for me to interact with! It was so interesting to start learning English and play football with other kids."* David proudly talked about his secondary school – one of the best secondary schools in the country at the time and located in his own district. David's world was even widened where he had other peers from a variety of tribes and quality teachers. For the very first time, power was there at school! David's favorite subjects include: English being his very favorite, geography, commerce, math, and English literature. By the time of his completion of upper secondary, David became interested in becoming an economist in the future.



Having proceeded to university, David began to concentrate on economics from his second year onward. He recalls his university time as very liberal where he felt free but at the same time needed to be responsible for decision making of his own – which was totally different from the communal society of his growing up and the controlled secondary school life. In the end, he graduated with BA degree with a major in economics.

David started to work as Clerk Council in his home district. Two years of planning and managing district affairs were, according to him, interesting but challenging due to the nature of interaction and coordination involved between technical and political district members – regardless, enriching experience. Around that time, a District Planning Unit was established and he worked closely with the District Planner. He was among the district's team to develop the maiden District Development Plan (DDP) although he left the district before the plan was finalized. This experience, in fact, gave him a lot of insights for what he eventually wanted to do in his carrier.

Then, David joined IGG's office – The Inspectorate of Government. He was mostly engaged in policy analysis – institutional systems to help fight against corruption – and also M&E of the government's programs. While working with IGG for 4 years, David obtained MA in economic policy and management. Furthermore, very interestingly around that time, a law was enacted to set up a national planning agency, and NPA was accordingly established in 2002. During the debate to enact this law, the issues and discussions drew his attention and David became interested in working for this new institution. When recruitment started and jobs were advertised, *"I applied and was mentally prepared already for an interview!"* said David. He joined NPA as a regional coordinator for decentralized development planning in 2004.

Having worked along with NPA's institutional transition – not necessarily a smooth one – from the very beginning, David pointed out, *"Having a comprehensive national development planning framework [developed by NPA and approved by cabinet], Uganda has since produced and embraces today its own medium-term and long-term plans and vision, namely National Development Plan (NDP) I and II, and Uganda Vision 2040."* Now that NDP II is under implementation largely guided by Vision 2040, David said, *"I feel very fulfilling, observing the growth of NPA and what has been achieved since its establishment."* He continued to say that the attitudes of MDAs and LGs are also changing and now appreciating medium-term/long-term plans although there are still challenges in implementation and total alignment of the budget to the NDP priorities.

In Nov.-Dec. 2017, David joined West Nile District Planners for the country-focus training in Japan. Out of the training experience, most of all, he appreciated the citizens' involvement in the local development and planning process in Japan. One vital lesson learned demonstrates that the government programs for development can be implemented and sustained with community involvement. David remarked, *"We saw that everywhere we went – it was not a new concept but we confirmed it works!"* David was also impressed by the level of decentralization where LGs are in charge of development process while the central government plays supportive roles in the process. Within the same context, the level of trust between the center and LGs is impressive, said David. Efficiency of LG operation also gave him a strong impression while he wishes to see more innovation of financing through PPP (Public and Private Partnership) here in Uganda as well. Political leaders are guiding technical people, he added as another observation point. In the end, *"I enjoyed the program in Hokkaido so much!"*, he remarked.

Finally – David expressed his desire to see himself contributing significantly as a public servant in realizing national visions. In this respect, we also too look forward to continuing working closely with him and NPA for LG capacity strengthening in planning in West Nile and Acholi sub-regions.

(Interviewed by Satomi Kamei, WACAP Planning Expert)

Introduction of our Chief Advisor Dr. Atsushi HANATANI



1) Position in WACAP project.

Atsushi HANATANI, Chief Advisor

2) Your specialty?

Common Pool Resources Management - an area of study focusing on the emergence/sustenance/decay of institutions (rules) among individuals organized for the management of commonly used resources. Simply put; under what circumstances are people who are basically self-interest maximizers motivated to cooperate each other for the sake of common good?

3) What was your assignment before coming to Uganda?

Senior Director and Head of Office for Peacebuilding and Reconstruction, JICA Headquarters, Tokyo

4) What is your first impression about Uganda?

As a development practitioner focused on East Africa, I have been observing development of Uganda since 1995. Uganda has always impressed me with dynamic policy reforms and thorough implementation of new initiatives. I feel very privileged to be part of such dynamism in this country through this assignment.

5) What has been your best moment in WACAP project?

I always feel happy when I greet and hug my colleagues in the districts and communities. Hugging somehow is missing in the Japanese culture, but I do appreciate it here.

6) Anything special for the readers?

Development cooperation is a time-bound enterprise jointly implemented with our partner country. We cannot be here for ever. I hope what we introduced in Uganda becomes part of this country's system and institutions.

