



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.

JCC meeting held with CAOs of Acholi and West Nile Sub-Regions

On 26th July 2018, JICA and MoLG held its annual Joint Coordination Committee (JCC) meeting at Fairway Hotel in Kampala. In attendance were all the CAOs or their



representatives from Acholi and West Nile sub-regions.

In his opening remarks, the MOLG's Permanent Secretary, Ben Kumunany, thanked JICA for WACAP in a special way because he is impressed with: WACAP has been not only providing technical support for capacity building, but also improving the work environment by providing transportation means, power equipment, and other inputs for the pilot projects. The PS also mentioned that there are some missing links affecting the smooth implementation of the project, such that 56 DLGs do not have CFOs, 59 DLGs do not have district planners and 65 DLG do not have DCDOs. He directed the CAOs to fill up the positions within six months.

The WACAP Chief Advisor, Atsushi Hanatani, reported that since the last JCC, a lot of achievements have been realized: The planning tools were put in use in West Nile for a full



round and many LLGs allocated budget for planning; and two rounds of community livelihood projects were implemented benefitting over 60 groups. He thanked the stakeholders for their support that enabled the project to achieve what has been achieved, and emphasized that JICA approach is about promotion of improved way of doing what local governments are expected to do, instead of introducing completely new ways.

In his closing remarks, the MoLG's Assistant Commissioner of District Administration Emmanuel

Tugamirwe thanked JICA and the JICA MTR team for the good work done. He was grateful that the recommendations provided are tied to responsibility centers in central government, LGs and also JICA, which will make assessment of performance of different key players easy.

(Written by Esther, WACAP Secretary)

Mid-Term Review of WACAP carried out

As WACAP came to the end of its second year, JICA together with MoLG engaged two local consultants in carrying out the Mid-Term Review (MTR) of the project. Two consultants carried out the review exercise in 17 districts from June till the beginning of August 2018.

The MTR reported the achievements made in the first two years of the project implementation were notable. Some of the achievements that have so far been registered are as follows:

Output 1&2

- ✦ The promotion of the planning tools and bottom up planning has rejuvenated the role of the STPC; they are now meeting more frequently during the planning process. The parish chiefs are now more active facilitating the planning process in the parishes;
- ✦ The information generated from the planning tools are being utilized by the district and other partner agencies to respond to the real needs on the ground, e.g. DRDIP and REHOPE ;
- ✦ The CDOs at the LLG are motivated, have a sense of direction and are now able to engage in planning activities in more effective and accountable manner because the process has been elaborated and they know what to do and when;
- ✦ LLGs are now objectively selecting priorities, which has made the budget conferences more focused as there is an objective justification of the prioritized projects;
- ✦ The DPU in many LGs are now having more interface with their LLGs and are also continuously providing them with mentoring support;

Output 3

- ✦ CDOs have gained knowledge and skills on assessment of groups; have improved their facilitation skills; and have more frequent interaction with community members.
- ✦ Good relationships have been built between CDO and community members because they have more frequent interaction and better understanding of community capacities, and community members understand the importance of being in groups.

- ◆ The pilot projects have led to improved social cohesion in the community. For example, the use of ox traction has helped the groups to support the elderly in the community by ploughing their field for free.
- ◆ The tools for planning and group assessment promote a homogenous society due to the transparent way of coming up with activities.
- ◆ Selection of projects by the communities leads to project success.
- ◆ Close touch by CDOs with the community increases community participation in the projects and following the set timelines leads to success of activities.



Consultants presenting the MTR results at JCC

Despite the numerous achievements realized by the project, the project has faced a number of challenges which have affected implementation of project activities and realization of project output. Those challenges include the followings:

- Documents that are obtained during the planning process in many LLGs are not well archived;
- The induction/ orientation of the LLGs on utilization of planning tools was reported to be inadequate due to lack of follow up refresher training sessions. The use of planning tools in Acholi especially is a little bit poor, and many of the CAOs were reported not to be very keen in promotion of tools utilization in the LGs;
- Priorities generated from the LLGs and sent to HLGs were reported not to be incorporated in HLGs annual work plan and budget;
- There is limited interface among planners in Acholi which has affected realization of project activities in the sub-region;
- Insufficient monitoring by DCDO/CDOs of the livelihood activities has been implemented due to lack of fuel fee;
- The central government faces transport challenges for monitoring WACAP activities. They only monitor as part of their routine monitoring for all the districts and there may be chances of missing WACAP districts.

On the occasion of JCC, the WACAP Chief Advisor emphasized that the results of MTR are all meant for improvement of the project.

(Written by Esther, WACAP Secretary)

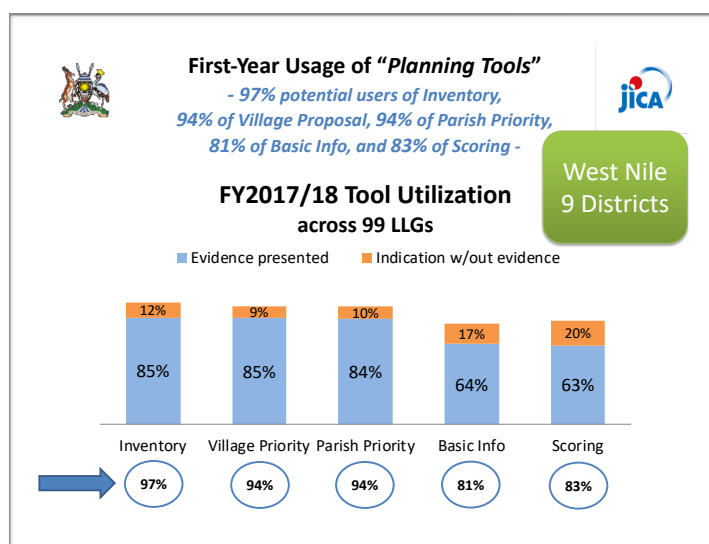
OUTPUT 1&2 - Strengthening LG Planning

A new financial year - *FY2018/19* - started in Uganda in July 2018. This means that another annual planning cycle began. As widely known, Uganda is a country striving for decentralization for many years. As a same token, Local Government (LG) planning is also distinguished in the sense that Ugandan policies clearly advocate participatory and bottom-up planning. And, this is the precise reason why WA-CAP has been supporting the central and local governments in strengthening LG planning in a view to empower local population. Given this Uganda vision, the districts in Acholi and West Nile sub-regions have been engaging in their planning and budgeting processes again this financial year.

Baseline Survey for Utilization of the Planning Tools in West Nile

West Nile planners were enthusiastic about conducting a baseline survey to probe how 99 Lower Local Governments (LLGs) within the sub-region utilized the inducted planning tools in FY2017/18 planning and budgeting process. The tools were introduced to all LLGs in February 2017. Thus, FY2017/18 was the first year for LLGs’ tool utilization in the actual LG planning and budgeting process. Under districts’ supervision and WA-CAP support, the survey was carried out in all 9 districts during June-July 2018.

One unique aspect of the survey is that LLGs were requested to present evidence, in other words, actual outputs produced by using the planning tools. So, the compiled results shown in Box 1 (in blue bars) are evidence-based. Survey results revealed: 85% of LLGs have done inventory (stock-taking) of public facilities and their conditions; 85% identified community needs; 84% prioritized community needs at parish level; 64% compiled parish priorities and inventory data; and 63% scored development priorities for FY2018/19 LG planning and budgeting.

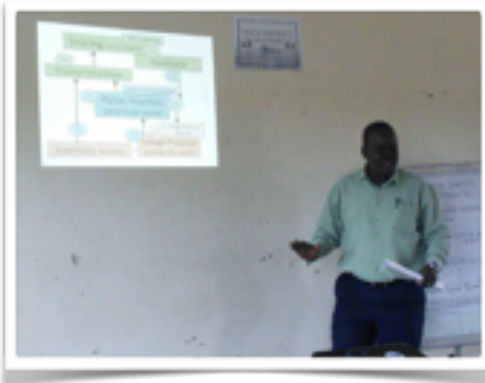


Box 1

West Nile survey results together with those from Acholi sub-region were widely shared and discussed among WA-CAP stakeholders. All in all, the surveys were very helpful in gaining more insights and stimulating internal dialogues over not only planning tool utilization but also how to improve District/LLG planning at large. We are also pleased that the results are now owned by the districts themselves. As a consequence, each district has strategized its own way forward to further improve the current FY2018/19 planning process. West Nile is progressing as a whole. We all look forward to finding out more of the status of the tool utilization and process proceedings in the LG planning cycle.

District's Guidance Strengthened for LLGs on Planning & Budgeting Process and Planning Tool Utilization in Acholi Sub-Region

As reported in our June 2018 Issue, the survey findings on planning tool utilization were widely disseminated in Acholi sub-region. Based on those findings as well as a series of discussions held at different levels, Kitgum, Omoro and Nwoya Districts took initiatives to strengthen planning tool utilization in their districts. Kitgum District, for example, issued a circular requesting 9 LLGs a submission of scored results to the district along with unfunded development priorities. Omoro District, on the other hand, organized hands-on refresher training for 7 LLGs focusing on criteria and scoring parish priorities. Lastly, Nwoya District took a bold action by incorporating planning tool usage into performance contracts with LLGs and district departments, and also embarked on district supervision of tool utilization. To reorient LLGs on LG planning & budgeting process and the planning tool utilization, Gulu, Lamwo, Agago and Pader Districts took extra efforts as well.



Gulu Planner, David Omal Livingstone, explaining bottom-up planning process to LLG participants

Having doubled the number of LLGs from 6 to 12, it became inevitable for Gulu District this year to reorient all sub-counties about LG planning and provide backstopping on planning tool utilization. Given this circumstance, District coordinated one-day training for 6 LLGs on September 20 and another one for the rest on 21. By the end of the functions, the participants agreed on important resolutions to better engage themselves in the coming planning & budgeting process by using the tools. David Katungi, Manager of LG Planning Department, NPA also joined these initiatives and guided LLGs on participatory planning.

District's reorientation for LLGs followed in Lamwo and Agago Districts. Taking the baseline survey results seriously, Lamwo CAO (Chief Administrative Officer) prioritized orienting sub-county chiefs, town clerks, and newly elected political leaders about LG planning process and the tools. Pader District also organized a needed reorientation for 14 LLGs. Across these joint efforts with WA-CAP, it was particularly helpful for LLG personnel to gain good understandings of planning activity cycle, implementation timing, inevitable budgeting for planning requirements, prioritization criteria and scoring. Participants expressed their appreciation for backstopping efforts realized at the beginning of FY2018/19 in Acholi sub-region.



Pader Planner, Amony Catherine, describing criteria for scoring at 1-day reorientation for LLGs

Scored LLG Priorities Discussed at District Budget Conference

Here in Uganda, all LGs are required to hold "*Budget Conference*" in every October to consultatively discuss and prioritize investment areas among local stakeholders before consolidating a budget plan for the coming financial year. Various districts have reported this year that their LLGs successfully



scored priorities to discuss first at their own budget conference and then forward top unfunded priorities to District for potential financing. Kijomoro Sub-County of Maracha District is a show case. Their STPC (Sub-county Technical Planning Committee) effectively selected priorities by scoring. Scored results were then presented and discussed at their budget conference where the participants agreed on discussed prioritization. Equally notable is that Maracha District requested all sub-county chiefs to clarify their scored top unfunded priorities at the district's budget conference – Scored priorities are the outputs produced by using their planning tools and scoring method!

Kijomoro Sub-County Chief presenting at District conference how and what his LLG generated as priorities

West Nile Planners' Forum - Self-Sustaining Platform for Planning and Development within the Sub-Region

West Nile Planners' Forum is an association to bring all district and municipal planners together for common agenda. The Forum was established by the planners' own initiatives in 2016. Since then it has been growing not only in terms of the number of members but also its functionality. WA-CAP has been along side of the forum from the beginning, and thus the forum has become an integral part of WA-CAP implementation for dialogues and actions. For instance, the status of planning tool utilization together with overall LG planning & budgeting is reported and discussed quarterly through forum meetings.

West Nile Planners' Forum has an official motto, which is "*The West Nile We Want*". As this slogan implies, the forum is run by the planners in a self-motivated manner. Individual members largely finance themselves while their LGs rotate hosting quarterly gatherings at their headquarters. For instance, Nebbi District hosted a September meeting while Yumbe District is scheduled to host the next meeting in December. It is outstanding that the Forum has been functioning as a solid platform, which notably unites sub-regional planners and enables them to share the issues and come up with practical solutions in a view to progress together towards their envisioned West Nile.



From left, Nebbi CAO, Pakwach CAO, and Moyo Planner- Forum Chair at September quarterly meeting in Nebbi District

This is something rare to find and Planners' commitments should be acknowledged. And, WA-CAP has a great pleasure engaging with West Nile Planners' Forum. We continue to support and encourage their self-sustaining efforts in moving towards their common vision, including strengthened LG planning within the sub-region.

OUTPUT 3 - Community Development

Counterparts (C/P) Training in Japan: Capacity Development on Sustainable Developmental Community Welfare for Community Development Officer (CDO)

For two weeks from November 4th to 16th, 2018, nine Community Development Officers (CDOs) from the West Nile Sub-Region stayed in Japan to participate in the above-mentioned Counterparts (C/P) Training program.

The training program aimed at enhancing the capacity of the local government officials in planning and implementation of community development projects through (i) obtaining knowledge on **“Developmental Community Welfare”** and (ii) strengthening their expertise on supporting socially vulnerable people, in cooperation with the Nippon Fukushi University (NFU).

Outline of the Training Programme

The participants first had orientation and JICA lectures in Tokyo, then moved to Nagoya City for keynote lectures, visited Kochi Prefecture Local Government and municipalities within the Prefecture for field study and lastly back to Nagoya City for wrap-up sessions.

[Tokyo] The participants were welcomed by Ms. Eri Komukai, Senior Adviser for Peacebuilding and Conflict Prevention, JICA. The participants learned from her on JICA’s long-term support to Northern Uganda.

[Nagoya] The participants attended the keynote lectures on “Developmental Social Welfare” at the NFU. Subsequently, they gave presentations on their own works which drew much interest from the NFU professors. At last, both the Ugandan participants and the NFU professors exchanged their views and opinions over community development and social services with enthusiasm.

[Kochi] The participants visited the Kochi Prefecture Government, Tosa Chou municipality, and Kochi City in order to learn how Japanese local governments have facilitated and realized Developmental Social Welfare.



Map of the training places

Community-based Support Planner: facilitator to support community’s activity

What interested the participants most was “Community-based Support Planner (CbSP) System” that was invented by the Kochi Prefecture Government to support community development. In this system, selected prefectural government staff are dispatched to municipalities to serve as CbSP: they identify community needs and support the community in forming a project to meet the needs. Also, the System makes it possible to deliver prefectural information to community members and conversely compile and convey their opinions to the prefectural government. Former CbSPs expressed their stance as follows: “Residents are main actors, while a CbSP is a facilitator to support their activities.”

The participants found the fact that the role of CbSPs is similar to that of CDOs themselves and reaffirmed that putting a community at the centre is a key to community development rather than government-led community activities.

Collaboration with other Sector for Community Development

The participants visited a primary school, a senior citizen club and a bakery which hires physically or mentally challenged persons to witness close cooperation between these facilities and the Tosa Social Welfare Council for community development. The participants were impressed by the fact that all residents ranging from children to the elderly, including persons with disability, participate in community development.

How Community in West Nile would be

Lastly, for wrap-up sessions in Nagoya, joined by three professors from the NFU and Ms. Komukai from JICA, all the participants presented (i) their findings from the training programme, (ii) community he/she would like to see in their respective district, and (iii) activities the Participants will carry out to materialize the above-mentioned community.

Their presentations show that the participants obtained viable ideas on community development, fulfilling the purpose of the training programme.

During their visit to Tosa, all the participants were greeted by big smiles of the residents and the flag of Uganda, prepared at the site in advance. Not a few residents tried to communicate with them in English wherever they visit.

Comments from the Participants: Ms. Butiga Atay Jane, DCDO Koboko

All training modules were tailored to our mandates back home in Uganda. I will share the main lessons of the training programme with communities and department staff. Also, through sharing my experience with the District Technical Planning Committee (DTPC) to win support from a more strategic level in carrying out actions, I have set to bring our community a more community-oriented way. I will visit some communities to directly share my experience with residents by cooperating with schools to best utilize local resources.



Comments from the Participants: Mr. Dramani Sam, DCDO Maracha

The Developmental Social Welfare is a new concept but its application that is relevant to Uganda's situation. I learnt that community members should also stand at the centre for their own development and that social workers play a role as a facilitator, not an implementor.



Comments from the Participants: Mr. Tahir, DCDO Yumbe

I was able to learn the best practices of identifying community needs by listening to communities other than talking to them. Developmental community welfare is the more comprehensive approach of involving communities in their own affairs from the planning stage to implementation. That will lead to ownership and sustainability of the project/programme.





Exchange Programme with elderly people in Tosa Chou municipality: Just saying “Hello” and “Thank you” could make everybody smile.



At Tosa Primary School, the participants were greeted by a welcome speech and songs.

“Developmental Community Welfare” is a process in which community members develop their own social safety net and mutual support mechanism and approach to facilitate this process. Professors and researchers of the NFU have introduced this concept in their fieldwork in Kochi Prefecture. In Japan, local governments are facing several challenges in its remote rural area: one challenge is difficulty in providing social and welfare services to residents scattered in the less populated community. This depopulation is a result of outflux of the younger generation, who preferred to staying in town for conveniences including job opportunity. Kochi Prefecture is one of the local governments who is making efforts against the challenges. The outcome from on-going filed activities of the NFU in the prefecture indicates that “Developmental Community Welfare” is functional in revitalizing or maintaining such communities. Furthermore, it is deemed applicable even in communities in developing countries where local governments provide social welfare services insufficiently.

Focus Planner of This Issue

- Nwoya District Local Government -

Opira Francis, District Planner, Planning Department

Opira Francis, our Nwoya Planner, was born on November 25, 1962 in Gulu Town. He grew up in the middle of five siblings. Francis describes his boyhood, *“I spent most of my time in schooling and learning as a young boy. I just loved and enjoyed learning, especially mathematics.”* Even at his young age, Planner had a sturdy desire to continue learning and a dream to teach math in the future. He wanted to become a professor in an academic world! He does not know what made him to have that kind of desire, yet he wonders if his parents had something to do with it – both highly valued education and strived to pay school fees for their children.

Francis continued his schooling in Gulu Town up till the completion of O level. Then, he moved to Kampala for A level and university education. Mathematics being his favorite subject, Planner naturally majored in statistics for his undergraduate degree. And, his desire to teach at higher education level remained intact. *“I was so insistent about teaching at university!”* he said with a big smile. Francis wanted to start his career first as a teaching assistant, but such positions were not available at that time when he was finishing his degree program. He had a financial difficulty to move onto a Master’s program as well.

Despite all odds, Francis began his long-years of his career in the public sector as a statistician at Gulu District Local Government (LG) in July 1995. Ten years later in 2005, he was promoted to Senior Planner and then to acting District Planner in the following year. When Amuru District was created out of Gulu in 2006, Planner was transferred to the new district. Then, four years later in 2010, Nwoya District was born out of Amuru and Francis joined the newly established Nwoya District to head the Planning Unit. From his career pass, it is obvious that Francis is one of the most experienced planners not only in the greater Gulu area but perhaps in the entire country!

Looking back at his experiences with the LG system, Francis remarked that LG system in Uganda is good in principle. Yet, the work condition is a challenge, he added. The system does not necessarily facilitate smooth and effective implementation of LG mandates despite its intention. On the other hand, about what is appreciated most, Planner responded to say, *“I have been exposed to different people, values and challenges throughout my career in the LG system. As a matter of fact, that is why I have become a very strong person!”*

As for the planning tools inducted and disseminated under support from A-CAP and WA-CAP, Francis says, *“Planning tools came to the district for the very first time. They made Lower Local Governments (LLGs)’ work much easier. Equally important is that only with the planning tools LGs can be accountable in their planning and prioritization.”* In November, Planner organized a district supervision mission to monitor the tool utilization at LLG level. Based on the findings from this supervision, he now acknowledges notable improvements made by some LLGs in the current planning and budgeting process.

Francis is now scheduled to retire from LG services sector in December 2018. He adamantly desires to find a teaching position upon his retirement! We wish our Nwoya Planner all the best in his next career, and first and far most, his dedicated work through LG services sector are highly praised, appreciated, and will be much missed by all!! Thank you, Francis.



(Interviewed by Satomi Kamei, Planning Advisor)