



NORTHERN UGANDA EARLY RECOVERY PROJECT

SUMMARY PAGE

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Benefiting country and location of the project: Uganda (Lira and Oyam Districts in Lango Sub-region)

Title of the project: Northern Uganda Early Recovery Project

Duration of the project: 24 months

UN organization responsible for management of the project: UNDP

UN executing partners: UNDP, WFP, and WHO

Total overall budget: US\$ 3,807,443 (Year 1–US\$ 2,565,214; Year 2–US\$ 1,242,229)

EXECUTIVE SUMMARY

During the past 20 years, some 1.5 million persons have been displaced as a consequence of the war between the Lord's Resistance Army (LRA) and the Government of Uganda. Following the signature by the two parties of a cessation of hostilities agreement on 26th August 2007 and the progress on the Juba Peace Talks, the rate of return of internally displaced persons (IDPs) to their communities has increased as a result of improved security and the hope that peace is finally at hand. However, returning former IDPs have little to return to, having spent the better part of almost two decades in camps with little access to their lands and with local government structures having been taken over by camp management structures.

Recognizing the urgent need for transitional support, especially in areas where the security situation is constantly improving, UN agencies have shifted their support from humanitarian and emergency relief towards support to rehabilitation and development in order to bring about sustainable development in return communities. This project will build on that paradigm shift so as to bring about improved coordination and heightened effectiveness and impact to the population. UN joint efforts will guide this project in responding to the multi-sectoral and interconnected needs of vulnerable populations in the most efficient way by harmonizing respective expertise of participating agencies.

The project merits the support and funding from the UNTFHS primarily because (1) the project’s intended beneficiaries are the conflict-affected returning population whose survival, means of livelihood, and dignity are being threatened; (2) the project embraces a top-down protection and bottom-up empowerment approach; (3) the project seeks for UN joint efforts in order to respond to the multi-sectoral needs by harmonising expertise that participating agencies possess; (4) the project builds on the existing UNCT relationship and widens it to include the engagement of local partners; (5) the nature of the project addresses a wide range of interconnected issues, specifically poverty, health, nutrition, and livelihood opportunities and recognizes the relationship between these issues; (6) the project focuses on addressing the areas of human security that are neglected; (7) the UNTFHS will uniquely be utilized to respond to transitional supports which requires longer term engagement in order to address the broad range of interconnected issues; (8) the project builds complementary partnership between the beneficiary communities, local government and civil society; and (9) the multi-sectoral and inter-agency integration approach that this project applies is expected to bridge that transition from crisis to post-crisis recovery to support human security in Northern Uganda.

The main goal of this project is to support the rapid and self-sustainable recovery of the conflict-affected returning population and their communities through an integrated service delivery and community-based recovery approach. It has four objectives which are to be achieved by the following UN agencies at the end of the project period: (1) To facilitate resettlement and recovery among the target population through enhancing the physical and organisational assets in 16 sub-counties that are areas of return (UNDP/WFP); (2) To improve the production capacity and income of 8,000 households (48,000 individuals) through agricultural and non-agricultural activities and access to credit and savings (UNDP/WFP); (3) To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved accessed to quality health and nutritional services (WHO); and (4) To allow 16 sub-counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and cultural/local leaders (UNDP).

This project contributes to the national development priorities of Uganda as defined in the Poverty Eradication Action Plan (PEAP), Plan for the Modernization of Agriculture (PMA) and the Peace, Recovery, and Development Plan (PRDP) for Northern Uganda. It is also aligned to local government development priorities/plans in order to complement already existing efforts in relevant departments. The local governments are involved in the entire project cycle right from the design, technical appraisal and implementation. It will provide through the district technical departments technical direction, supervision and quality assurance in the course of project implementation.

The following are the responsibilities of each participating UN agency under the project:

UNDP	Coordination; Livelihood (agricultural and non-agricultural); Local Government Capacity-Building; and Peace-Building and Conflict Prevention (women, youth, religious leaders, and cultural/local leaders)
WHO	Health, Nutrition, and HIV/AIDS
WFP	Livelihood, Community Infrastructure and Environment

The returned populations and their communities in Northern Uganda, specifically in the districts of Lira and Oyam in Lango sub-region, are the intended beneficiaries of this project. The project will focus on 16 sub-counties in the two districts which were selected on the basis of the rapid pace of return and accompanying urgency for social services, livelihoods and human security support. It is expected that the project will respond to the needs of approximately 228,190 persons who have settled in their areas of origin and who will be targeted commonly under a ‘community-based recovery approach’.

UNDP will lead the coordination process of the project and will house the unit/personnel to perform such function. A project management steering committee, comprised of participating UN agencies, GoU (Aid Liaison Department/Ministry of Finance, Planning and Economic Development, and OPM), and the Government of Japan (GoJ) will be established at national level (UNDP) to enhance project coordination and guide project implementation. At the district level, a Project Coordination Committee (PCC) will be established to lead the monitoring of project implementation and delivery.

Monitoring and evaluation will be based on a common monitoring and evaluation framework agreed on by participating UN agencies. Monitoring will focus more on the input, activity, and output levels through the quarterly substantive and financial reports. Evaluation, on the other hand, will concentrate on the achievement of outputs and expected outcomes, as well as, the project process. It will highlight the project results, the challenges faced, lessons learned, recommendation, and its possible impact. A mid-term project evaluation will be undertaken after the first year of implementation and a final project evaluation will be produced at the end of the project duration to be conducted by an independent consultant/expert.

The project will be implemented through a parallel funding modality whereby each participating UN agency manages its own funds and with the activities geared towards a common result. The total budget for this project over a 2-year period is US\$ 3,807,443. On the first year, 67 percent of the total funding amounting to US\$ 2,565,214 will be required while the remaining balance of 33 percent amounting to US\$ 1,242,229 would be needed in the second and final year.

1.0 INTRODUCTION

Over the past 20 years, approximately 1.5 million persons have been displaced in Northern Uganda mainly as a consequence of the war between the Lord's Resistance Army (LRA) and the Government of Uganda (GoU). This has not only slowed down the social and economic development of the country, in general, and Northern Uganda, in particular, but also created glaring regional disparities within the country (see Annex B).

Northern Uganda is comprised of the sub-regions of Lango, Acholi, Teso and Karamoja. Below is the table indicating the districts per sub-region (see Annex C for the map of the sub-regions):

Sub-Region	Districts
Lango	Lira, Apac, Oyam, Amolatar, and Dokolo
Acholi	Gulu, Kitgum, Pader, and Amuru
Teso	Kaberamaido, Kumi, Bukedea, Katakwi, Amuria, Soroti, Pallisa, and Budaka
Karamoja	Abim, Kaabong, Kotido, Nakapiripirit and Matoro

Over the past two years, a confluence of events has positively impacted on the situation. One of the most significant events is the peace process which began in Juba and is mediated by the Government of South Sudan. With the peace negotiation resulting to the landmark signing of annexures to the Final Peace Agreement between the Government of Uganda and the Lord's Resistance Army (LRA) in place, relative peace prevailed in Northern Uganda. IDPs are hopeful that the long-awaited peace in Northern Uganda has finally arrived, thus, resulting to a large, spontaneous return of IDPs to their areas of origin within the region. At the end of 2008, only 670,000 IDPs would have remained in camps. Of this figure, 600,000 (89.55%) are in Acholi sub-region while 70,000 (10.45%) are in Amuria and Katakwi Districts.

As the security situation continues to improve, the IDP return movement intensifies sparking a huge demand for human security needs as well as for means to kick start livelihoods in Northern Uganda. This is aggravated by the earlier effects of displacement which are already evident, such as, the large-scale loss of social and economic infrastructure, property, land and livestock and the erosion of the social capital (e.g. local administrative structure, associations, social cohesion and coping mechanisms) and financial capital (e.g. access to saving facilities and credit) of the population. Providing a smooth transition towards sustainable development for the returned communities is challenging for government and development organizations. This is mainly due to the fact that dependence on service provision has generated a diverse and interdependent threat to the human security of the population from the perspective of capability deprivation. In order to assist the conflict-affected population in the best possible way, a joint, multi-sectoral response will be implemented to create an environment that empowers and allows the beneficiaries to restart a productive life in a sustainable manner.

In Lango sub-region, where the conflict and displacement have been less protracted, the population has moved permanently back to their villages of origin. Unfortunately, the majority of communities in Lango returned home rapidly in waves, overwhelming the

dilapidated and damaged infrastructure in their villages and leaving the humanitarian services such as primary health care and food support behind in the camps. One of the results has been the spike in malnutrition levels above emergency levels due to food insecurity, lack of access to good quality health services and poor water and sanitation conditions.

Recognizing the urgent need for transitional support, especially in areas where the security situation is constantly improving, UN agencies have shifted their support from humanitarian and emergency relief towards support to rehabilitation and development in order to bring about sustainable development in return communities. One of the most significant responses is the “Inter-Agency Early Recovery Rapid Needs Assessment (RNA)”, which identified gaps in multi-sectoral interventions to support planning for early recovery activities. The RNA was completed in Lira and Dokolo District under the joint leadership of the UN, with the UNDP taking the lead, and the governmental coordination mechanism, the District Disaster Management Committee (DDMC). The results of the RNA have been used to inform priorities for intervention in various sectors, including livelihood, land and agriculture, water and sanitation, health, and local administration. Various sectors have also conducted detailed assessment of the gaps and needs within their sector; for instance a Health Services Availability Mapping (SAM) survey was done in all five district of Lango sub-region in 2007 and the results of this survey was used to develop a health recovery strategy for the area. Concurrently, continuous mapping of interventions by partners informs on “who is doing what and where” and consequently enhance coordination.

This project will build on these and other initiatives in order to bring about improved coordination and heightened effectiveness and impact to the population. UN joint efforts will lead this project in order to respond to the interconnected issues in the most efficient way by harmonizing respective expertise of participating agencies.

Responding to the needs of the returning population and fulfilling their rights is at the core of the government and the UN’s priorities. With the support of the UNDP and other UN agencies, the government produced and launched the National Policy for Internally Displaced Persons (IDP Policy) in 2004, which became the framework under which the rights and needs of the IDPs are to be addressed and met through voluntary return and resettlement. This commitment by the government and the UN to address the needs and respond to the rights of the IDPs, particularly in Northern Uganda is further translated through the Peace, Recovery and Development Plan (PRDP) for Northern Uganda 2007-2010. The PRDP is the mid-term government plan aimed at consolidating peace and security, and laying the foundation for recovery and development, and in reducing the regional imbalance between the North and the rest of the country. The PRDP and the IDP Policy are aligned with the objectives of the government’s overall poverty reduction strategy that is the Poverty Eradication Action Plan (PEAP). In particular with regards to Pillar 3 which emphasizes the need for the protection of persons and their property through the elimination of conflict, resettlement of IDPs, implementation of recovery plans, and strengthening of disaster management capacity.

The Northern Uganda Early Recovery Project is designed to be consistent with the objectives of the IDP Policy and Pillar 3 of the PEAP. It also corresponds to the PRDP’s Strategic Objectives 2 and 3, which respectively are the rebuilding and empowering of communities and the revitalization of the economy. The project aims at

contributing to the objective through a multi-sectoral approach by maximizing the comparative advantage of each UN agency involved in line with the United Nations Country Team's (UNCT) practices under the United Nations Development Assistance Framework (UNDAF) 2006-2010.

2.0 RATIONALE FOR FUNDING FROM THE UNTFHS

2.1 Rationale for Funding from the United Nations Trust Fund for Human Security

The return of former IDPs to their areas of origin to restart their lives is considered a promising sign in the return of peace and normalcy in Northern Uganda after two decades of war and suffering. In spite of this development, there are strong indications that insecurity and uncertainty persist. Former IDPs are returning to areas where institutional structures are either not yet in place or there is no capacity, basic services available and/or accessible to everyone. Moreover, support for agricultural production and economic opportunities are not present and are wanting, and mechanisms for sustained peace and reconciliation are inexistent.

At present, the capacity of the government to eventually take on these tasks is inadequate and therefore must be supported. Otherwise, the resulting fight for access and control over meager resources and the lack of mechanisms for such to be resolved will lead to discontent and renewed conflict. It is vital that the return to conflict in Northern Uganda be avoided and it is for this reason that this joint initiative must be realized.

The UNTFHS is uniquely placed to support the critical Early Recovery phase in Lango sub-region, where recovery assistance has generally been less and progressively decreasing compared to Acholi sub-region, which has attracted more attention and assistance due to the extent of the impact of the conflict and the longer duration of displacement in the region.

Relatively shorter displacement does not mean that human security needs do not exist. Responding to the massive return to areas of origin in Lango sub-region that occurred in advance of other regions, agencies initially provided humanitarian and emergency assistance to help the sub-region emerge from a purely humanitarian phase to one of return or transition to recovery. However, attention and support soon shifted to the more severely affected Acholi sub-region, following the sudden, spontaneous movement of IDPs from camps to their parishes of origin or to mid-way sites. Hence, the early recovery phase in Lango has been a missed opportunity, and people have had to return home to areas devoid of the necessary infrastructure and means of livelihood to rebuild their lives. Furthermore, the capacity of the local government to deliver basic services has not been strengthened, thus there has not been a proportionate increase in service provision for the population in the return areas. As a consequence, human security in these areas is still threatened. Development oriented support that can address the broad range of interconnected issues is, therefore, urgently required. The UNTFHS will support the UN joint efforts to respond to the multi-sectoral needs of vulnerable populations at this critical transitional phase, with the aim of producing immediate results for sustainable recovery and development.

Specifically, the project merits the support and funding from the UNTFHS due to the following:

- The project's intended beneficiaries are the conflict-affected returning population whose survival, means of livelihood, and dignity are being threatened. The reintegration support is designed to benefit this disadvantaged segment of society and their communities, avoiding disparities and further stigmatization of particular groups;
- This project embraces a top-down protection and bottom-up empowerment approach wherein the responsibility of the government as the main duty-bearer is emphasized and its capacity developed and the livelihood aspects focusing on empowering the ability of the returning population and their communities to have an improved quality of life;
- This project seeks for UN joint efforts in order to respond the multi sectoral needs by harmonising expertise that participating agencies possess;
- The project builds on the existing UNCT relationship and widens it to include the engagement of local partners, specifically, civil society organizations, NGOs, and other local organizations that are currently involved in the respective programmes and initiatives of participating UN agencies under this project;
- The nature of the project addresses a wide range of interconnected issues, specifically poverty, health, nutrition, and livelihood opportunities and recognizes the relationship between these issues;
- It focuses on addressing the areas of human security that are neglected and ensures that overlap with existing programmes and activities occur. Common targeting and a 'community-based recovery approach' is applied to ensure the integration and avoid overlaps in service provision;
- The UNTFHS will uniquely be utilized to respond to transitional supports which requires longer term engagement in order to address the broad range of interconnected issues;
- The project builds complementary partnership between the beneficiary communities, local government and civil society in order to provide more concrete and sustainable benefits to the beneficiaries; and
- The multi-sectoral and inter-agency integration approach that this project applies is expected to bridge that transition from crisis to post-crisis recovery to support human security in Northern Uganda.

2.2 Rationale for joint programming

Participating agencies have observed the importance of coherent and effective response from the experience they have gained during the humanitarian and emergency phase. They also recognize that the recovery needs on the ground call for development, as opposed to relief oriented support to enable the community become more self sustaining in the longer term. Thus, a multi-sectoral development response to create an environment that empowers the conflict-affected population to restart a productive life in a sustainable manner is key to the future of the region.

Additionally, given the pressing multi-sectoral needs on the ground during the early recovery phase, some of which have been explained above, participating agencies have found joint programming as the most efficient way of responding to the wide range of

interconnected issues, which cannot be tackled by any single agency alone. In implementing the Northern Uganda Early Recovery Project, therefore, the respective agencies will deliver as one in more strategic and coordinated manner.

2.3 Obtaining maximum impact from the proposed joint project

In light of available funding indicated by the Government of Japan, participating UN agencies have agreed to focus their efforts on the return areas in Lango sub-region where early recovery support is currently most crucial, while retaining the best mix of sectoral interventions. Considering the rapidly changing human security needs on the ground, each agency reviewed outputs and activities in view of their respective expertise and experiences, in a bid to ensure maximum impact with available budget. The outputs and activities that have been prioritized respond to critical needs that are currently not covered by any other actors. The geographical focus has been narrowed down to specific areas of 16 sub-counties out of 19 in the target districts which are in most need. Some capital intensive activities are excluded from this project, but the agencies shall seek funding from other sources to complement it.

3.0 CONTEXT

3.1 Past and current activities

Local Government Capacity-Building

In the areas of return, local councils are still weak, if they exist. The longer the period the pre-displacement officials have been in encampment, the bigger the challenge. None of the districts in conflict-afflicted Northern Uganda are empowered in any way to respond to any crises or disasters (whether manmade or natural). The local government leaders lack capacity for planning in disaster management and disaster risk reduction as well crisis prevention, conflict management and peace-building. Some areas of return have governance problems, especially where Local Council (LC) administration had been replaced by the Camp Management systems, implying that they have a legitimacy problem, especially where the latter were seen as repressive. The absence of properly constituted local councils within the returning communities is likely to undermine effective citizen participation in the recovery process, especially government programmes intended to support the recovery.

UNDP has taken the responsibility of supporting the organization of LC Administration systems in the areas of return and in providing training to the LC Courts on their roles and responsibilities as the primary structure for conflict resolution and peace-building and in the provision of the necessary services to the people in the communities (see Annex D).

Basic Services

Challenges have also been identified with regards to poverty reducing interventions to promote sustainable livelihoods among conflict affected communities in Northern Uganda. The provision of basic social services (including water, health, and education) as well as strengthening the capacity of communities to restore their livelihoods

(especially through enhancing food security and supporting income generating activities) is to say the least largely wanting in all post-conflict communities in Northern Uganda. Local governments are weak and have been overwhelmed by the demand for basic social and other services required for the recovery process to be achieved.

Coordination of health response. To ensure effective coordination of the humanitarian response efforts, the Health, Nutrition and HIV/AIDS cluster was rolled out in the sub-region in 2006. Cluster activities include organization of coordination meetings, development of Who is Doing What and Where (3W) matrix which is used to identify the gaps in health services provision. Capacity building for district health team and cluster members through training and provision of guidelines and manuals, assessments of health status of the conflict affected population, monitoring communicable diseases of outbreak potential and timely sharing and use of this information for the purpose of better coordination and resource mobilization. The continuing presence of WHO in the region for the next two years will ensure that this functions are handed over to the government in an orderly manner and the capacity of the government counterpart is build in the process.

Through its Lira sub-office, WHO has been providing technical, logistic and financial support to all the districts of Lango sub-region in coordination of emergency health response, provision of reliable information for planning, ensuring timely identification and filling of gaps, capacity building and delivery of life saving interventions.

Strengthening Health Management Information System. To ensure availability of reliable health information for planning, decision making and timely detection of epidemic outbreaks, WHO is providing ongoing technical and financial support to districts in the sub-region to strengthen the Health Information Management and Integrated Disease Surveillance Systems (HMIS/IDSR). Major activities in this area include on job training of health workers on HMIS/IDSR, provision of HMIS/IDSR tools, support supervision to health facilities and provision of airtime to facilitate IDSR reporting.

As a result of this support, the weekly IDSR reporting in the region has markedly improved from an average of 60% in 2006 to over 95% in 2008 thus making the detection of disease outbreaks very feasible. The improvement in completeness of reporting has enabled districts to effectively use health facility based data for epidemic outbreak detection, planning and monitoring of the effectiveness of health interventions. For instance the outbreak of dysentery in Olilim sub-county in March 2008 and outbreak of Malaria in Aloii and Apala sub-counties in May 2008 in Lira district were timely detected and effectively responded to making the Case Fatality Rates (dysentery – 0% and malaria - 0.5% respectively) very low.

Ensuring timely identification and filling of critical gaps and capacity building. Contingency plans have been developed for the sub-region and stock-piles of emergency health response supplies are pre-positioned at the WHO sub-office in Lira to ensure timely detection and filling of critical gaps in the health response. Emergency Preparedness and Response (EPR) managers were trained in the sub-region and they in turn cascaded the trainings to the health workers. These trainings and stock piling of the

kits and medical supplies ensured timely and effective investigations and response to epidemic rumours.

Improving access to health care. As the population move from the IDP camps to their areas of origin, access to health care reduces. WHO continues to provide support to districts of the sub-region to improve access to health services especially in the return areas through rehabilitation of health facilities in return areas, construction and equipping of two maternity wards, support to integrated technical support supervision to health facilities in an attempt to improve the delivery of health care services in the district, distribution of clean delivery kits, training, supervision and mentoring of health workers on provision of HIV care including provision of ART, training of Village Health Teams (VHTs) for Home-Based Management of Fevers (HBMF) among other interventions. Frequent stock out of essential drugs and medicines at health units, long distance from return areas to health units and poor access to TB and HIV/AIDS treatment in return areas still remains a challenge. The above challenges will be addressed through training the district to properly manage drug stock, provision of technical support supervision, support to outreach activities in return areas, refresher training of VHTs and scale up of TB and HIV/AIDS activities.

The current humanitarian response approach aims to strengthen governance structures for recovery in the district, sub-county and parish in line with the Government led Peace, Recovery and Development Programme (PRDP), while preserving some basic, site-specific humanitarian assistance in camps. The implementation approach is to increase access to basic facilities for the returning and returned IDP population, while strengthening the capacity of the local government structures to respond to the needs. In this manner, a gradual phase-out of humanitarian actors' role is underway and the role of Government in meeting its obligations to provide for communities is being enhanced.

Peace-Building and Reconciliation

Building sustainable peace and reconciliation are a major challenge to recovery in Northern Uganda. The capacities of local governments and civil society to undertake peace building and reconciliation activities within were extremely weak. Local governments are faced with financial and technical resources constraints in undertaking peace building interventions, and although development partners had shown willingness to strengthen peace building capacity at local levels, both legal and institutional factors were constraining and delaying the provision and implementation of such support. With the guns silent in Northern Uganda, relative security may have been achieved. But the achievement of peace entails much more than the realisation of relative security. It requires changing political, social, and economic relationships between the people, as well as achieving reconciliation to deal with anger, grievances, perceptions and identity issues.

People of northern Uganda affected by the armed conflict will need to begin to feel reconciled with the government (and especially with the UPDF), with themselves, as well as with former LRA fighters. This entails significant trust and confidence building, and the capacity of the local governments and civil society to do so is lacking, and yet it requires a lot of support and can sometimes be a painstakingly slow process. There is an urgent need to strengthen peace-building capacities of both local government and

civil society organisations as there is a real possibility of outbreaks of conflicts within and between communities as people return to their homes.

UNDP has responded to the challenges by supporting local government institutions on peace-building and reconciliation. Peace and reconciliation dialogues were conducted with communities and with security organs (ASTUs/UPDF) to pave the way for the resolution of issues. Moreover, traditional elements of peace-building and reconciliation, such as “mato put”, were likewise supported to facilitate the acceptance of former LRA combatants by the communities.

Road Rehabilitation

Rehabilitation and construction of community access roads is a must when it comes to assisting the communities in developing market opportunities but also to secure access to health and education facilities. In the past WFP in partnership with the districts and NGOs has supported road rehabilitation. Over 500 km of access roads have been constructed in partnership with NGOs and district local governments – through its Food For Assets (FFA) programme.

Food Security and Livelihoods

Displacement and subsequent limited access to land has resulted in losses of farming knowledge for an entire generation. Returning and returned households need training in basic modern agricultural skills to support and develop their livelihoods.

UNDP has successfully implemented agricultural livelihood activities in three districts in northern Uganda reaching in the process more than 12,000 households and approximately 60,000 beneficiaries. UNDP will primarily count on this good experience wherein more than 10,000 acres of land in the return areas was opened/cultivated to increase production and productivity among these beneficiary households. Despite the long drought, the provision of improved agricultural inputs including high-yielding and drought-resistant crop varieties have started improving food and income security in the communities.

WFP’s change of strategic direction from being a food aid agency to a food assistance organization implies it will shift its focus to tackling more the underlying causes of hunger. This will include interventions to strengthen existing livelihoods (increased production and productivity) as well as diversifying the livelihoods by, for example, introducing fish farming to the returning communities. WFP has substantial experience in fish farming in the region and beyond.

Additionally, WFP will carry out set of activities to address market infrastructure- both physical and informational. Smallholder farmers generally produce limited quantities of food in widely dispersed locations. A major challenge is to gather together or “bulk” the commodities for purchase in safe and easily accessible facilities. To address this particular constraint, market collection points will be constructed in strategic locations to allow smallholder farmers to bulk their produce (and clean, dry and grade) to sell to medium and large scale buyers.

Livelihoods may not only be relying on agricultural production and related income generating activities but may also be non-agricultural. To address this matter, UNDP has implemented programmes that enhance the economic empowerment of local communities. Private sector development companies were created and supported and is currently independently providing business development services to smaller business, livelihood skills to the local communities and linking grassroots organizations to micro-finance institutions.

The current state of destitution of resettling populations calls for appropriate and holistic approaches that will contribute to re-engaging communities in sustainable livelihood options in a shorter time. The selected methodology is based on a pro-poor and community self-reliance approach as the most sustainable way to achieve productivity growth and improve use and access of natural capital.

Environment

The impact of the conflict on the environment has two sides. Firstly, the areas around the camps have been largely affected. Secondly, the return means clearing of land from trees and scrubs leaving large areas for agricultural production. Wood for firewood, building and other purposes becomes scarce and replacement is needed. Moreover, erosion is likely to increase with less permanent vegetation.

WFP supports the promotion of tree planting by the establishment of central tree nurseries and of school and community woodlots through its Food-for-Assets (FFA) programme. The organisation has in the past three years contributed to environment enhancement through the establishment of central tree nurseries in 7 districts of northern Uganda and planting of over 2 million trees in schools and communities. The incorporation of training in enhanced environmental practices further enhances the thinking of communities towards the benefits of tree planting and other relevant practices.

Participation

The project is designed to support local government priorities with a view to complement and learn from past or existing programmes. With this in mind therefore, partnerships with NGOs and Government technical departments to provide the required expertise/experience is critical. The project is implemented on the concept of community participation in the identification and implementation of activities. The involvement of communities and district local governments in both identification and implementation fosters ownership of created assets and also enhances their appreciation of the same. It also underscores the value associated with working with technically oriented partners and district departments whose technical guidance provide quality assurance.

3.2 National and local government commitments

This project contributes to the national development priorities of Uganda defined in the PEAP, PMA and the PRDP. The project will be aligned to local government development priorities/plans in order to complement already existing efforts in relevant departments. The local governments are involved in the entire project cycle right from

the design, technical appraisal and implementation. The government through the district technical departments will provide technical direction, supervision and quality assurance in the course of project implementation. It is also hoped that the local governments will consider, particularly the road projects, into their mainstream maintenance budget. The engineering and environment departments will be directly involved in the implementation of road and environment activities respectively. With regards to the agricultural sector, the District Production Officers will be invited to participate in the agricultural trainings. Equally will they be involved in the monitoring and evaluation of the implemented activities to ensure that agricultural activities and networks are supported and sustained even after the project period ends. Partnerships will also be forged with technically oriented NGOs to complement the government input where there are constraints.

The overall vision for the Government of Uganda's development policy implemented through the Poverty Eradication Action Plan (PEAP) is poverty eradication through modernization of the economy: private sector, export-led growth, and the transformation of "subsistence" (i.e. smallholder) agriculture into "commercial" agriculture. This latter is to be achieved through the Plan for Modernization of Agriculture (PMA), which calls for a limited direct role for Government in agriculture, beyond creating an "enabling environment" for private sector investment. The PMA has a direct link to PEAP pillars 2, 3 and 5 and likewise covers areas such as research, advisory services, agricultural education, rural finance, agro-processing and marketing, natural resource management and infrastructure.

However, service delivery and private sector development have been extremely limited in the north of the country. The new version of the PEAP now recognizes that one of the core challenges for the Government of the Republic of Uganda is the "restoration of security, dealing with consequences of conflict and improving regional equity" now captured under the new pillar on "Security, Conflict Resolution and Disaster Management".

To specifically address the constraints in northern Uganda, the Government's Office of the Prime Minister (OPM) has articulated a Peace, Recovery and Development Plan for Northern Uganda (PRDP) spanning over a three year time frame to provide a national framework for Government and its development partners' interventions. The PRDP foresees four strategic objectives: 1) consolidation of state authority, 2) rebuilding and empowering communities, 3) revitalization of the economy and 4) peace building and reconciliation. While the plan includes activities and a budget (about USD 340 million), the institutional arrangements and the implementation modalities are yet to be put in place and operationalized. The activities in the proposed project will contribute to the second strategic objective.

3.3 Project identification and formulation

The long insurgency in northern Uganda greatly affected the capacity of the local governments to deliver services. The intervention by the UN and other partner agencies will assist in plugging the gap in access levels compared to other parts of the country. During the process it will contribute to strengthening the district local governments' capacities for implementation and sustainability.

The project was formulated to respond to the needs of a fast settling community in the Lango sub-region of northern Uganda, following a seemingly prolonged peaceful spell in the sub-region as a result of peace negotiations between the LRA and the GoU. An Inter-Agency Early Recovery Rapid Needs Assessment (RNA) in collaboration and coordination with the District Disaster Management Committees of respective districts – informed on the priority needs of resettling IDPs against which this project was developed. Among other things, the assessment highlighted the significance of access to basic services as a major contributory factor to return and resettlement. Moreover, the study noted the risk of high levels of deforestation as a coping strategy and recommended the enhancement of environmental sustainable practices as a mitigation measure along-side activities that promote tree planting activities.

This project was identified in a participatory manner through annual review and planning meetings held at district level, which involved participation of district and lower local government officials, NGO partners, and other stakeholders. It is also based on the participatory and inclusive nature on the formulation of District Early Recovery Plans, which was supported by UNDP and led by the respective districts local governments of Lango sub-region.

UN joint efforts will lead this project as the most efficient way of responding to the wide range of interconnected issues by harmonizing respective expertise that participating agencies possess. Partnerships also offer a good platform for coordination and interface with the government. The communities' involvement in the project design stems from needs identification processes initiated by participating UN agencies in its overall interventions in Northern Uganda.

3.4 Beneficiaries

The intended beneficiaries of this project are the returning or returned populations and their communities in Northern Uganda, specifically in the districts of Lira and Oyam in Lango sub-region where the majority of the population has returned to their areas of origin. Given the latest statistics¹, the project will focus on 16 sub-counties in these two districts (see Annex E) where early recovery support is crucial at this point. The selection of these 16 sub-counties by the participating agencies was based on the rapid pace of return and accompanying urgency for social services, livelihoods and human security support.

Direct project beneficiaries of health, nutrition, and HIV/AIDS services is 68,457 persons of whom 35,506 persons are females (52%) and 32,951 persons are males (48%). At least 13,143 of the direct beneficiaries are under 5 years of age. With regards to livelihood opportunities, the project will have as direct beneficiaries at least 10,000 returned households comprising 60,000 persons. The project will actively support and encourage participation of women in the returned communities targeted under this project and so therefore at least 50% of the beneficiaries of the livelihood component would be women. Due to the labourious work involved, the beneficiaries will need to be relatively fit and therefore this activity is not aimed at the most

¹ According to the IDP population movement statistics provided by OPM as of August 2007, 97% of the displaced population in Lira and 94% in Oyam has settled in the return areas, while the rest is in the process of returning. In Apac, the entire population has returned (as of March 2007).

vulnerable households. On peace-building and reconciliation, at least 480 women and youth organized into 16 peace rings at sub-county level will be targeted.

Indirect project beneficiaries are the remaining 159,737 of the population which may not have directly benefited from any of the project's components bringing the total number of beneficiaries to 228,190 persons in the 16 sub-counties in Lango and Oyam districts who have settled in their areas of origin. As indicated, there will be common targeting of beneficiaries under a 'community-based recovery approach' to ensure the integration of services provided to the intended beneficiaries.

One of the bases in the identification of beneficiaries is the physical location of the assets to be created. In other words – the communities living within close proximity of the assets will constitute the direct/primary beneficiaries of the asset both in the short and long-term. Affirmative action will be afforded to women and on the aspect of environmental management and rehabilitation with assets, at least 50 percent of the participants and beneficiaries of the project are expected to be women. Similarly, at least 50 percent of leadership positions under the Project Management Committees (PMC) which is responsible for the delivery of assets rehabilitation and environmental management activities will be women. The actual selection of participants to carry out the implementation of activities will be done by the communities through the PMC – based on the principle of self-targeting and that each household will be represented by one participant.

4.0 PROJECT DETAILS

4.1 Goal statement and project objectives

The main goal of this project is to support the rapid and self-sustainable recovery of the conflict-affected returning population and their communities through an integrated service delivery and community-based recovery approach. It has four objectives, namely:

- Objective 1: To facilitate resettlement and recovery among the target population through enhancing the physical and organisational assets in 16 sub-counties that are areas of return by the end of the project period; (UNDP/WFP)
- Objective 2: To improve the production capacity and income of 10,000 households (60,000 individuals) through agricultural and non-agricultural activities and access to markets, credit and savings in two years; (UNDP/WFP)
- Objective 3: To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved access to quality health and nutritional services within two years; (WHO)
- Objective 4: To allow 16 sub-counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and cultural/local leaders within the project period. (UNDP)

4.2 Outputs and activities by objective

UNTFHS- Joint Project Results and Resources Framework

<p>Goal: To support the rapid and self-sustainable recovery of the conflict-affected returning population and their communities through an integrated service delivery and community-based recovery approach</p>						
<p>Global Framework: MDGs</p> <ul style="list-style-type: none"> ✓ Goal 1: Eradication of hunger and extreme poverty ✓ Goal 3: Gender equality ✓ Goal 4: Reduction of child mortality ✓ Goal 5: Improvement of maternal health ✓ Goal 6: Combating diseases ✓ Goal 7: Environmental sustainability <p>National Priority:</p> <ul style="list-style-type: none"> ✓ IDP Policy: To promote the voluntary return and resettlement of IDPs ✓ PEAP Pillar 3: Strengthening security, conflict resolution and disaster management Protection of persons and their property through elimination of conflict and cattle rustling, resettlement of IDPs, implementation of recovery plans and strengthened disaster management ✓ PRDP: Strategic Objective 2 “Rebuilding and empowering communities”, Strategic Objective 3 “Revitalization of the economy”. <p>UNCT’s Framework: UNDAF</p> <ul style="list-style-type: none"> ✓ Area of Cooperation: Accelerating the transition from relief to recovery in conflict-affected areas ✓ Outcomes 5: People affected by conflict and disaster, especially women, children and other vulnerable groups, effectively participate in and benefit from the planning, timely implementation, monitoring and evaluation of programmes. 						
<p>Target Group: Returning/Returned IDPs with special consideration to women, children, youth, and other vulnerable groups in Northern Uganda.</p>						
<p>Geographical focus: Lira and Oyam Districts in Lango Sub-Region</p>						
<p>Project Period: 2 years</p>						
Objectives	Outputs	Activities	Responsible Agency	Year 1	Year 2	Total
<p>Objective 1: To facilitate resettlement and recovery among the</p>	<p>1.1 Physical asset (community roads) that connect target population to basic services are opened and serviceable.</p>	<p>1.1-1 Construction of 100 kms. of access roads (food-for-work)</p>	<p>WFP</p>	<p>200,000</p>	<p>200,000</p>	<p>400,000</p>

Objectives	Outputs	Activities	Responsible Agency	Year 1	Year 2	Total		
target population through enhancing the physical and organisational assets in 16 sub-counties that are areas of return by the end of the project period. (UNDP/WFP)	1.2 Land at selected degazetted IDP camps and areas of return restored and sustainably managed.	1.2-1 Re-establish 4 central nurseries to provide tree seedlings to schools and communities.	WFP	84,000	84,000	168,000		
		1.2-2 Awareness-raising for 4,000 persons (50% female) on environmental sustainability.		36,000	36,000	72,000		
	1.3 Capacity of 2 District Local Governments to implement participatory development management strengthened	1.3-1 Train and facilitate 16 Sub-county and 2 District Technical Planning Committees of Lira and Oyam Districts on participatory development management	1.3-1 Train and facilitate 16 Sub-county and 2 District Technical Planning Committees of Lira and Oyam Districts on participatory development management	UNDP	50,000	50,000	100,000	
					1.3-2 Training of 60 persons from public accountability organs (DPAC, CSOs, media campaign) on good governance	30,000		30,000
					1.3-3 Train Local Councillors from 16 sub-counties on human rights and their judicial mandates	50,000	30,000	80,000
					1.3-4 Train clan leaders and 16 sub-county land committees on managing land as a development resource	20,000	20,000	40,000
	1.3-5 Support activities (trainings, dialogues, meetings, etc.) on the development of traditional, cultural, and religious justice system in 16 sub-counties		20,000	10,000	30,000			
SUB-TOTAL of Objective 1				490,000	430,000	920,000		
Objective 2: To improve the production capacity and income of 10,000 households (60,000 individuals) through agricultural and non-agricultural activities	2.1 Agricultural production and productivity of 6,000 households increased through provision of agricultural inputs and training	2.1-1 Training of 6,000 households on improved farming technologies (production and productivity)	UNDP	60,000	50,000	110,000		
		2.1-2 Training of 6,000 households on agricultural business and marketing technologies		38,056	31,136	69,192		
		2.1-3 Provision of technical backstopping/extension services on agricultural production		30,275	24,791	55,066		

Objectives	Outputs	Activities	Responsible Agency	Year 1	Year 2	Total
and access to markets, credit and savings in two years. (UNDP)		2.1-4 Provision of agricultural inputs and farm implements (hoes, seeds, ox ploughs, etc.) to 6,000 households		175,725	143,775	319,500
	2.2 Economic opportunities of 2,000 households diversified through provision of non-agriculture skill training and access to savings and financial resources.	2.2-1 Establishment of 60 Village Savings and Loans Associations (VSLAs) benefiting 2,000 households 2.2-2 Provision of training and sensitization on sustainable VSLAs 2.2-3 Conduct of business/marketing/skills training to 60 VSLAs comprising 2,000 households	UNDP	120,000		120,000
				150,000		150,000
				240,000		240,000
	2.3 Annual per capita increase in marketable surplus of staple foods (maize, beans) sold through farmer association members (disaggregated by gender and commodity type)	2.3-1 Construction of at least 16 main market collection point (stores) 2.3-2 Installation of cleaning, drying and bagging equipment in at least 16 market collection points	WFP	215,000		215,000
				125,000		125,000
	2.4 Alternative sources of income of 2,000 farmer households increased through community based integrated fish farming.	2.4-1 Re-stocking of 90 fish ponds – (catfish and tilapia fingerlings) 2.4-2 Training of 2,000 fish farmers in modern and sustainable fish farming techniques, and capacity building of district fisheries departments	WFP	200,000		200,000
				25,000	25,000	50,000
SUB-TOTAL of Objective 2				1,379,056	274,702	1,653,758

Objectives	Outputs	Activities	Responsible Agency	Year 1	Year 2	Total
Objective 3: To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved access to quality health, nutrition and HIV/AIDS services within two years. (WHO)	3.1 Access to basic medical services is assured in the project area by ensuring availability of essential drugs at health facility and community levels and providing outreach services to areas without health facilities. This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are children under 5 years.	3.1-1 Provision of technical support to district health teams to quantify, order for and transport basic drugs and medical supplies to the rehabilitated health facilities	WHO	9,100	9,100	18,200
		3.1-2 Provide bi-monthly technical support supervision to ensure availability of essential medical services according to HSSP II minimum health care package		9,100	9,100	18,200
		3.1-3 Conduct of outreaches to hard-to-reach areas and return areas with no functional health facilities		16,380	10,920	27,300
		3.1-4 Conduct refresher training for 240 VHTs and CMDs and provide them with a all necessary incentives		54,600	36,400	91,000
		3.1-5 Scale up HIV/AIDS testing, counselling and treatment and TB community-based DOTS in return areas		65,520	43,680	109,200
	3.2 Early detection and prompt response to epidemic outbreaks is assured through strengthening of the HMIS and surveillance system and stockpiling of drugs and medical supplies. This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are children under 5 years.	3.2-1 Strengthen HMIS and disease surveillance in all five districts through on job training of surveillance focal persons, provision of HMIS/IDSR tools and support supervision to health units especially the none reporting or late reporting once.	WHO	16,380	10,920	27,300
		3.2-2 Procure and stockpile emergency drugs and medical supplies for likely epidemics, conduct necessary EPR trainings, produce and disseminate IEC materials		27,300	18,200	45,500
	3.3 Access to essential life saving preventive interventions assured in project area. This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are children under 5 years.	3.3-1 Conduct pulse immunization and child days in two districts	WHO	16,380	10,920	27,300
		3.3-2 Establish preventive services for neglected diseases such as sleeping sickness and lymphatic filariasis		16,380	10,920	27,300

Objectives	Outputs	Activities	Responsible Agency	Year 1	Year 2	Total
	3.4 Humanitarian response, return and early recovery activities are well coordinated and duplication prevented through coordination meetings and mapping of interventions to identify gaps (who, where and what). This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are children under 5 years.	3.4-1 Cluster co-ordination and capacity building activities 3.4-2 Conduct situation analysis and health assessments to identify gaps in return areas and map availability of health interventions (who is where and doing what) 3.4-3 Conduct support supervision to the return areas and camps 3.4-4 Recruitment of NPO to support the districts with co-ordination of health response, monitoring and evaluation 3.4-5 Programme monitoring and evaluation	WHO	16,380	10,920	27,300
				10,920	7,280	18,200
				9,100	9,100	18,200
				53,000	53,000	106,000
				30,000	30,000	60,000
SUB-TOTAL of Objective 3				350,540	270,460	621,000
Objective 4: To allow 16 sub-counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and cultural/local leaders within the project period. (UNDP)	4.1 Local communities are made aware of mediation and dialogue in the resolution of conflicts, reconciliation, and moral recovery.	4.1-1 Organize and train 2 District Peace Teams.	UNDP	5,000	5,000	10,000
		4.1-2 Conduct an awareness campaign utilizing the tri-media in 2 districts.		10,000	10,000	20,000
	4.2 Mediation services, dialogues, and reconciliation activities involving the youth, women, cultural, religious, and local leaders in 16 sub-counties and 2 districts are strengthened.	4.2-1 Conduct of civil-military dialogue meetings in 2 districts.	UNDP	3,000	2,000	5,000
		4.2-2 Conduct community reconciliation and dialogue meetings with the youth, women, and cultural, religious, and local leaders in 16 sub-counties.		30,000	20,000	50,000
		4.2-3 Conduct at least 2 inter-ethnic group meetings.		10,000	10,000	20,000

Objectives	Outputs	Activities	Responsible Agency	Year 1	Year 2	Total
	4.3 At least 480 women and youth from 16 peace rings are engaged in participatory reconciliation and peace-building initiatives.	4.3-1 Organization of 16 women and youth peace rings. 4.3-2 Training of 16 women and youth peace rings for awareness creation. 4.3-3 Engagement of 16 women and youth peace rings in the conduct of reconciliation and peace-building dialogues.	UNDP	5,000	5,000	10,000
				8,000	7,000	15,000
				15,000	15,000	30,000
SUB-TOTAL of Objective 4				86,000	74,000	160,000

Project Management and Coordination			Responsible Agency	Year 1	Year 2	Total
Evaluation	Mid-term evaluation and final programme evaluation conducted and reports produced		UNDP	10,000	30,000	40,000
Monitoring	Quarterly monitoring conducted and reports produced		UNDP, WHO, WFP	25,000	25,000	50,000
Communication and Advocacy	Communication and advocacy to the government, donors, and partners for replication and promotion of the project conducted		UNDP, WHO, WFP	10,000	10,000	20,000
Inter-agency Coordination and Project Management-	Project staff recruited – Project manager (national officer, 35,000 x 2 year) , operation costs (transportation, utilities 9,000 x 2 year)		UNDP	44,000	44,000	88,000
	Bi-annual steering committee meeting held (500 x 2 x 2 year)		UNDP	1,000	1,000	2,000
	Bi-monthly district project coordination committee meeting (300 x 6 x 2 year)		UNDP	1,800	1,800	3,600
SUB-TOTAL of Project Management and Coordination				91,800	111,800	203,600

Activity Cost	Year 1	Year 2	Total
UNDP	1,161,856.00	545,502.00	1,737,358.00
WHO	350,540.00	270,460.00	621,000.00
WFP	885,000.00	345,000.00	1,230,000.00
SUB-TOTAL of Activity Cost	2,397,396.00	1,160,962.00	3,558,358.00

Project Support Cost	Year 1	Year 2	Total
UNDP (7%)	81,329.92	38,185.14	119,515.06
WHO (7%)	24,537.80	18,932.20	43,470.00
WFP (7%)	61,950.00	24,150.00	86,100.00
SUB-TOTAL of Project Support Cost	167,817.72	81,267.34	249,085.06

Total Funding Per Agency	Year 1	Year 2	Total
UNDP	1,243,185.92	583,687.14	1,826,873.06
WHO	375,077.80	289,392.20	664,470.00
WFP	946,950.00	369,150.00	1,316,100.00
TOTAL FUNDING	2,565,213.72	1,242,229.34	3,807,443.06

4.3 Performance Indicators

Objectives	Expected Outcomes	Performance Indicators	Baseline Situation	Means of Verification
1. To facilitate resettlement and recovery among the target population through enhancing the physical and organisational assets in 16 sub-counties that are areas of return by the end of the project period.	1.1 Increased access by communities to basic social services, agricultural markets and inputs.	100 km of access roads opened and linking communities to social and economic amenities	Most community access roads over-grown with bush. Access to basic services a challenge.	- Project progress reports - Mid-term and close-out evaluation reports
	1.2 Application of environmental sustainable practices by target communities.	4 central tree nurseries with a capacity of 350,000 seedlings each, established and seedlings distributed to schools and communities.	Two tree nurseries established in Lira and Dokolo by WFP in 2006/7.	- Progress reports - Records on seedling distribution - Monitoring reports
		4,000 people (50% female) trained in environmental sustainability practices.	Communities have not fully applied environmentally sustainable practices.	- Training curriculum - Training registers - Training reports
	1.3 Local government structures are able to plan and manage development in their areas.	16 sub-county development plans are produced through participatory means.	Very few sub-counties have plans.	- Parish and sub-county plans
		2 district development plans are informed by priorities at sub-county and parish levels.	2 district development plans are not fully informed by sub-county and parish priorities and needs as expressed in sub-county plans.	- District development plans
	2. To improve the production capacity and income of 10,000 households (60,000 individuals) through agricultural and non-agricultural activities and access to markets, credit and savings in two years.	2.1 Improved accessibility to agricultural inputs and knowledge of farming techniques for smallholder farmers.	A minimum of 50 percent of farmers use demonstrated farming techniques by the end of the project.	
2.2 Diversified community livelihood opportunities		Households/beneficiaries supported through innovative business enterprises and linked to micro-finance institutions are able to increase their income by 25%.		- Progress reports - Monitoring reports

Objectives	Expected Outcomes	Performance Indicators	Baseline Situation	Means of Verification
	2.3 Increased marketing opportunities for small holder farmers	10% increase in income of targeted farmers annually		- Progress reports - Marketing records - Monitoring reports
	2.4 Increased production and sale of fish	10% increase in the production of fish annually		- Progress reports - Marketing records - Monitoring reports
3. To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved access to quality health, nutrition and HIV/AIDS services within two years.	3.1 Returned populations (especially those in areas without functional health facilities) have access to basic health, nutrition and HIV/AIDS	No. of outreaches conducted and patients seen by outreach teams	Only very few outreaches are currently being conducted	- Outreach register and reports
		No. of VHT trained/refreshed, provided with supplies and are operational		- VHT training report
	3.2 Timely detection and response to epidemic outbreaks	Timeliness and completeness of weekly IDSR data	Timeliness and completeness of IDSR data currently stands at 95% within the region	- Weekly IDSR report
		Case Fatality Rate (CFR) of epidemic diseases	This cannot be pre-determined; this measured during epidemic outbreaks and compared WHO target for the disease	- Epidemic curve and outbreak report
		Attack Rate (AR) of epidemic diseases	This cannot be pre-determined; this measured during epidemic outbreaks and compared WHO target for the disease	- Epidemic curve and outbreak report

Objectives	Expected Outcomes	Performance Indicators	Baseline Situation	Means of Verification
	3.3 Onset of preventable disease on the returned populations averted	All eligible children in 16 sub-counties in the 2 districts are immunized from preventable diseases	Pulse immunization and child days are conducted on an annual basis	- EPI reports
	3.4 Effective delivery of humanitarian response, return, and early recovery activities	Cluster coordination activities maintained	Cluster coordination activities ongoing	- Coordination reports
4. To allow 16 sub-counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and cultural/local leaders within the project period.	Returned former IDPs are able to manage and resolve conflict amicably and maintain peace within and amongst the communities.	Structures involving a cross-section of the community (women, youth, religious and cultural/local leaders) for conflict resolution and peace-building are established and strengthened	There are very limited conflict management/ resolution and peace-building structures at the community level which are not mapped out	- Project progress reports - Monitoring reports

4.4 External factors/risk analysis

Key Risks	Impact	Probability
Security	<p>A deterioration of the security situation would:</p> <ul style="list-style-type: none"> - cause further displacement; - reduce access to vulnerable population for humanitarian workers; - decrease access to land for IDPs and returnees probably for a long period of time until confidence is re-built; and - worsening of the humanitarian situation and increased needs. 	<p>Peace talks have virtually been concluded between the Government and the LRA and all that remains is the signing of the final peace accord. There is a strong assumption from the international community that inspite of the current military operation against the LRA that the positive trend on security in Northern Uganda will continue</p>
Stakeholder commitments	<p>The failure in establishing timely and solid partnership with all food security stakeholders would hamper farmers to resume activities in the forthcoming planting season.</p>	<p>UNDP and FAO have developed a strong partnership with all stakeholders involved in food security/agriculture. Therefore, the probability of partners not participating in the project is limited</p>
Counterparts' capacity	<p>Reduced counterpart capacity would:</p> <ul style="list-style-type: none"> - cause delay in project implementation; - change the nature of specific project component approaches; and - prevent sustainability to materialise beyond project timeframe 	<p>Partners and counterparts are selected on the basis of their expertise. The experience working with local NGOs has been positive for the most part and the probability to contract counterparts with no or limited capacity is low.</p>
Delay in the delivery of inputs	<ul style="list-style-type: none"> - The direct impact of delays in input delivery will delay the achievement of project outputs and, therefore, the achievement of intended outcomes. 	<p>The probability of suppliers facing difficulties in delivering inputs (seeds, equipment, drugs, medicine, etc...) is reduced.</p>
Worsening of climatic conditions	<p>Drought/Floods:</p> <ul style="list-style-type: none"> - a drought in cropping areas would prevent farmers from harvesting cereals, thereby increasing food insecurity; and - uneven distribution of rains would mainly affect farmers through yield reduction. 	<p>The forecast for the season March to May 2009 gave an overall increased likelihood of near normal to above normal rainfall over most parts of the Lake Victoria basin, central, south eastern, central north and north western Uganda and near normal to below normal over north-eastern and south-western. However, the second season in northern Uganda (August – December) is considered to be highly unpredictable and the probability of uneven rainfall distribution is real.</p>

5.0 IMPLEMENTATION AND PARTNERSHIP STRATEGY

The Northern Uganda Early Recovery Project will build upon the goodwill and involvement created in the course of implementing interventions intended for the returning population in Lira and Oyam districts of Lango sub-region. From their experiences in the sub-region, the participating UN agencies recognise the importance of joint efforts in order to effectively and efficiently respond to the multi-sectoral needs on the ground, which are incorporated in this project. The involvement of stakeholders at the district and sub-county levels in the identification of needs under this project is complemented by the supporting coordinating function provided by the UNDP, which brought together not only the local stakeholders but government agencies and development organizations operating in the Lango sub-region.

The project will be strategically managed, responding to the UN policy on harmonization, alignment and coordination. A project management steering committee, comprised of participating UN agencies, GoU (Aid Liaison Department (ALD/Ministry of Finance, Planning and Economic Development (MoFPED) and OPM), and the Government of Japan (GoJ) will be established at national level (UNDP) to enhance project coordination and guide project implementation. This project management steering committee will also identify the specific areas/communities in the Lango sub-region which reflects in greater magnitude the returning population's need of the integrated services and activities under this project, namely, livelihood, institutional strengthening, peace-building and reconciliation, provision of basic services, and access to community infrastructure.

The Office of the Prime Minister (OPM) will serve as one of the key implementing partners at national level, given its coordinating mandate in the return and reintegration process of former IDPs. However, other organizations with proven technical expertise to implement certain components will be engaged under this project. Such organizations would include, but is not limited to, government line ministries and departments at the district level, NGOs, and community-based organizations (CBOs).

At district level, a Project Coordination Committee, comprised of participating UN agencies, District Offices (District Disaster Management Committees - DDMC) and project implementors, will be established in Lira District. The said committee will be responsible for implementation of the project in the (Lango) sub-region and will be chaired by UNDP.

At the community level, the organization and involvement of project beneficiaries will be through the parish structure. The Parish Chief will be responsible in coordinating with the project implementers and in ensuring that service delivery subscribes to the common targeting and community-based recovery approach. It should be emphasized that this project will afford preferential treatment to the women, youth, and the disadvantaged in the community.

The following will be the role/s of each participating UN agency:

UNDP	Coordination; Livelihood (agricultural and non-agricultural); Local Government Capacity-Building; and Peace-Building and Conflict Prevention (women, youth, religious leaders, and cultural/local leaders)
WHO	Health, Nutrition, and HIV/AIDS
WFP	Community Infrastructure and Environment (food for work)

UNDP will provide leadership in the coordination of the project at national and district levels. It will fully perform its role as lead agency of this UNTFHS project. The project looks at organizational assets particularly existing institutional structures present at district and sub-district levels and strengthens their capacity for improved governance. UNDP will support the GoU in the establishment and capacitating of institutional structures at the community-level so as to provide mechanisms for government to interact with the local populace in the resolution of issues and conflicts, and administration of local justice. Moreover, UNDP will lead the promotion of peace and conflict prevention within the community and amongst communities in a district tapping on the potential and involvement of the women, youth and disadvantaged.

WHO will be responsible for health, nutrition, and HIV/AIDS. It will provide technical support to district health teams in enhancing the delivery of basic health services and ensuring that such meets established minimum standards. The health surveillance and information systems will be strengthened to facilitate speedy reporting of outbreaks and monitor the health condition of people in the return areas. Moreover, WHO will ensure the availability of drugs, support the conduct of pulse immunization and child days, and lead the conduct of health assessments and the coordination of health service delivery in the return areas.

Counting on UNDPs experience in the implementation of livelihood services, it will deliver agricultural and non-agricultural based livelihood activities (business, marketing, and skills training) under this initiative. UNDP will conduct trainings on improved farming technologies, specifically on areas of agricultural and horticultural production, storage, food processing - value addition, orientation to new seeds and appropriate technologies.

UNDP will also diversify the livelihood opportunities in the communities by organizing the local beneficiary communities into groups and training them on business and marketing technologies. Under this non-agricultural based training, the activities involved include the identification of business opportunities, market analysis, price negotiation, identification of market opportunities, group marketing, hoarding, pricing, negotiation with input suppliers, accessing credit, importance of diversification etc. This will also be complemented by the establishment of Village Savings and Loan Associations (VSLAs) in order to improve the ability of the targeted population to secure a better livelihood by offering them access to a self-sustained system of savings and credit. This VSLA component aims to build on already proven ground experiences of traditional saving initiatives, called *kalulu*², which many people participate in seeking access to large amounts of capital but face a myriad of challenges due to their lack of structure, regulation, documentation and oversight. Thus, its support focuses

² *Kalulu* is a form of rotational credit where people contribute a set amount each week. Once a week all the collected money goes to on group member, the next week to another, and so on.

on building people's management capacity of the groups through the conduct of trainings and sensitizations, technical guidance to and monitoring of organized groups, and provision of toolkits, ensuring that proper and sustainable operational systems are put in place. No funding support is provided as the VSLAs generate its resources from amongst its members thus creating a saving and independent mindset while at the same time allowing access to credit tapping local resources.

WFP will lead the distribution of food packages to the returning population linking it through the food for work program. The project takes stock of existing physical assets, specifically roads, and creates a deliberate attempt at improving the road system which generally leads to improve access to markets and services. Local procurement of 1,168 tons of food which will be used for the construction of 100 km. of access roads, establishment of central tree nurseries, and planting of trees in woodlots and along the access roads as an environment enhancement measure through Food-for-Work. Awareness-raising on environmental sustainability will be incorporated in the tree planting programme through food-for-training. About 80 percent of the food allocation will be utilized on access road construction. This is further complemented by the provision of tools and tree seeds to support the food-for-work activities.

WFP will also complement the livelihood diversification effort of the UNDP by constructing stores/market collection points complete with cleaning, crying, and bagging equipment in each of the 16 sub-counties. At least 90 fishponds will also be restocked with tilapia and catfish stocks supported by a training component on modern and sustainable fish farming techniques.

UNDP will provide leadership in the coordination of the project at national and district levels. It will fully perform its role as lead agency of this UNTFHS project. In project monitoring and evaluation, a common framework will be adopted by the different participating UN agencies. This will be complemented by the conduct of tripartite appraisal missions which includes the GoU, the Government of Japan (GoJ), and participating UN agencies. Intended activities will be implemented through Annual Work Plans (AWPs).

6.0 SUSTAINABILITY

The project ensures that it coordinates with government line ministries and departments in order to enhance their responsibility and capability as the primary duty-bearer. By ensuring that services responding to the needs of the returning population are well-coordinated and immediately addressed, the UN agencies provide a quick response capability allowing the government to eventually come-in at a later period with more permanent institutions, facilities and services.

Experience shows that effective livelihood activities are sustained especially if such is rooted at the grassroots level. The provision of agricultural and non-agricultural livelihood activities and creation of access to credit widens the range of opportunities for the returning population to have a sustained improvement in their quality of life.

This UNTFHS project is also linked to other UN and donor-funded projects that are operating in the sub-region, specifically the Mine Action (MA) Programme and the Crisis Management and Recovery Programme (CMR).

Through the UNDP-funded Mine Action Programme, the areas of return are cleared of mines and other unexploded ordinances. Humanitarian demining teams conduct clearing operations to ensure that the land is safe for habitation and agricultural activities. The Crisis Management and Recovery Programme complements the project by strengthening the operational capacity of the OPM and DDMCs to prevent and manage the occurrence of disasters and facilitating the return process. The focus on information management under the CMR bodes well with this UNTFHS project which shall utilize the information generated and shared as basis for strategy formulation and project implementation at the community level.

Moreover, the project will complement other UN and donor-funded projects on the ground. To ensure that there is no duplication of services and functions the mapping of activities done by the different thematic clusters as well as OCHA has been carefully analysed. Peace-building and conflict-resolution activities will ride on the enhanced capacity of local council courts which has been developed through the UNDP-funded project on Local Council Courts while health services support provided under this project to health facilities complements well existing interventions, such as those implemented by NGOs, specifically, CARITAS and Light Force International, which are directed towards the rehabilitation of health centers. Agriculture-based livelihood activities will be linked with the DANIDA-supported Agricultural Support to Agri Dealers and Traders Project where appropriate.

At the core of ensuring project sustainability is the basic strategy and approach of this UNTFHS project. Through common targeting and a community-based recovery approach, the project ensures that the integration of services makes a significant change in the lives of the project beneficiaries and their communities. When all aspects of the needs of the returning population's are addressed – both at the household and community level - then the necessary mechanisms to allow for the shift from dependency to a mindset that encourages independence and self-sustainability is facilitated.

Nurturing the concept of independence and self-sustainability is integrated in all aspect of the project's activities. On Objective 1 (Enhancement of physical and organizational assets), the roads to be constructed and nurseries to be established will be handed over to the communities/groups tasked to maintain them once the necessary capacity has been built. Having an inclusive approach in allowing people to be involved in participatory planning processes allows them to appreciate and have a hand in charting the direction of their communities' development. On the different local organizational structures that are already existing, training and capacitating will allow them to carry out their activities more effectively. What is integral in the conduct of these activities for purposes of sustainability is community organization and organizational development.

On Objective 2 (Livelihood), ensuring the generation of savings and financial sustainability through the various activities that the targeted population will engage in, and achieving food security is the main barometer of sustainability. Moreover, sustainability is ensured through the conduct of proper community organization and having a group approach towards the delivery of livelihood interventions.

On Objective 3 (Health, Nutrition, and HIV/AIDS), the current humanitarian response approach aims to strengthen governance structures for recovery in the district, sub-county and parish in line with the Government led Peace, Recovery and Development Programme (PRDP) through capacity building of district and sub district health managers, training of

community resource person, rehabilitation and renovation of infrastructure, and support supervision to lower health structures. The implementation approach is working to increase access to basic facilities for the returning and returned IDP population, while strengthening the capacity of the local government structures to respond to the needs. In this way, a gradual phase-out of humanitarian actors' role is underway and the role of Government in meeting its obligations to provide for communities is being enhanced.

On Objective 4 (Peace-Building and Conflict Prevention), the organization and capacity-building of District Peace Teams and Women and Youth Peace Rings ensures the sustainable interface of peace-building and conflict prevention initiatives from district to the community and vice-versa. Implementation of facilitation activities like mediation, dialogues, and meetings between and amongst ethnic groups, civilian and the military, local cultural and religious leaders, and the communities complements this engagement of organizational structures and sustains the inclusion, participation, and contribution of women and youth to peace-building and conflict prevention initiatives.

In totality, the capacity that would have been built within the local government structures (district and sub-district levels) will ensure that the primary duty-bearer would be capable of taking on the responsibility of fulfilling the rights of the returning population and sustaining the gains resulting from this project. Proper documentation will be a significant feature of this project in order to capture the lessons learned and good practices and inform the government and other organizations in its replication.

7.0 PUBLIC AFFAIRS AND COMMUNICATIONS

The different implementing agencies for this UNTFHS project will work together to design messages to reach the beneficiaries. The different agencies will work through their communication offices and under the leadership of UNDP complementarity of the messages for the different components will be ensured. The implementers recognize the ongoing work in the sub-region under the different humanitarian response and recovery interventions; and will therefore work closely with the IASC cluster mechanism and the government to ensure that the communication messages support the ongoing work. Where possible joint messages covering the whole project will be used rather than agency specific messages.

Project quarterly monitoring information will be used in reporting by the different agencies. Such reports will be shared among implementing partners and with the district local governments, central Government Ministries and the donor. Efforts will be made to undertake joint monitoring by the different implementing agencies, and with Government partners. Case studies drawn from success stories will be used to enrich the PRDP documentation, and in sector performance reporting as outcomes from the UN support to the recovery process in the Lango sub-region and the human security in the area. Such case studies will also be used to share information in appropriate international sector publications. This will assist in using the lessons to guide implementation of subsequent activities and this and other similar projects. Feedback generated from the district coordination meetings, bi-annual steering committee meetings and the mid-term evaluation will be used to update and/or re-orient communication messages.

8.0 MONITORING AND EVALUATION PLAN

Monitoring and evaluation will be based on a common monitoring and evaluation framework agreed on by participating UN agencies. Monitoring will focus more on the input, activity, and output levels through the quarterly substantive and financial reports.

The Project Coordination Committee (PCC) at the district level will lead the monitoring of project implementation and delivery. The report will then be fed to the Project Management Committee (PMC) through the UNDP CO. The regular report to be fed to the PMC will be complemented by the quarterly report submitted by participating UN agencies and individual agency monitoring reports.

Evaluation, on the other hand, will concentrate on the achievement of outputs and expected outcomes, as well as, the project process. It will highlight the project results, the challenges faced, lessons learned, recommendation, and its possible impact. A mid-term project evaluation will be undertaken after the first year of implementation and a final project evaluation to be produced at the end of the project duration.

The mid-term evaluation will be undertaken by an independent consultant/expert at the end of the first year of implementation and prior to the commencement of the second year of implementation. The PMC and the PCC will facilitate the conduct of the mid-term evaluation. The mid-term evaluation will focus specifically on the achievement of identified project outputs and of the issues encountered in the course of project implementation. The results from the mid-term evaluation will be used by the PMC to institute the necessary adjustment in the project.

At the end of the project, a final evaluation will be conducted by an independent consultant/expert to assess the extent of programme implementation and impact on the ground. This final evaluation will likewise be facilitated by the PMC and the PCC and will be undertaken in a highly participatory manner utilizing participatory appraisal techniques. Interviews with key informants will be conducted complemented by desk reviews validated on the ground through focused group discussions with primary and secondary beneficiaries and partners.

9.0 ADMINISTRATION AND FINANCIAL MANAGEMENT

The project will be implemented through a parallel funding modality whereby each participating UN agency manages its own funds and with the activities geared towards a common result. Through this modality, this project document would provide at the barest minimum the work plan and budget of which activities are going to be implemented and the budget which shall set the basis for fund disbursement. The participating UN agencies will implement the activities and disburse the funds to its respective national, sub-national, and/or international partner/s and follow each agency's rules and regulations on programming and project processes.

UNDP will lead the coordination process of the project and will house the unit/personnel to perform such function. Participating UN agencies will submit substantive and financial reports on a quarterly and annual basis to UNDP based on a harmonized format and which shall be consolidated and packaged by dedicated project personnel tasked to coordinate the activities. UNDP will submit the consolidated substantive and financial report that is results-

focused to the Donor. To be in line with current practice, an audit of project funds will be conducted towards the end of the project and/or when there is a prior need for such. The participating UN agencies will share the cost of the project coordination unit/personnel.

The Ministry of Finance, Planning and Economic Development (MoFPED) is designated by the GOU to coordinate all external aid and carries overall responsibility for country programme coordination. The MoFPED will track and monitor all financial resources provided under this project through the Aid Liaison Department (ALD).

Within the UNCT, this project will be under the overall umbrella of Early Recovery and shall complement other early recovery projects on the ground. The Conflict Prevention and Recovery Unit will be responsible for the project within the UNDP.

10.0 BUDGET

The total budget for this project over a 2-year period is US\$ 3,807,443.06. On the first year, 67.37 percent of the total funding amounting to US\$ 2,565,213.72 will be required. The remaining balance of 32.63 percent amounting to US\$ 1,242,229.34 would be needed in the second and final year. The following is the proportion/distribution on the total funding: UNDP – 47.98%; WHO – 17.45%; and WFP – 34.57%. For details on the funding as it relates to objectives, outputs, and activities, please kindly refer to Section 4.2 (Outputs and activities by objective) – UNTFHS Joint project Results and Resources Framework.

ANNEXES

Annex A: List of Acronyms

Annex B: Regional disparities within the country

Annex C: Table indicating the districts per sub-region (the map of the sub-regions):

Annex D: Local Council System Composition, Roles, and Responsibilities

Annex E: The 16 sub-counties in Lira and Oyam where the project will be implemented

List of Acronyms

ALD	-	Aid Liaison Department
AR	-	Attack Rate
ASTU	-	Anti-Stock Theft Unit
AWP	-	Annual Work Plan
CBO	-	Community-Based Organizations
CFR	-	Case Fatality Rate
CMR	-	Crisis Management and Recovery
DDMC	-	District Disaster Management Committee
EPR	-	Emergency Preparedness and Response
FAO	-	Food and Agriculture Organization
FFA	-	Food For Assets
GoJ	-	Government of Japan
GoU	-	Government of Uganda
HBMF	-	Home-Based Management of Fevers
HMIS/IDSR	-	Health Information Management and Integrated Disease Surveillance Systems
IASC	-	Inter-Agency Standing Committee
IDP	-	Internally Displaced Persons
LC	-	Local Council
LRA	-	Lords Resistance Army
MAP	-	Mine Action Programme
MDG	-	Millenium Development Goals
MoFPED	-	Ministry of Finance, Planning and Economic Development
NGO	-	Non-Governmental Organization
NPO	-	National Professional Officer
OCHA	-	Office for the Coordination of Humanitarian Assistance
OPM	-	Office of the Prime Minister
PEAP	-	Poverty Eradication Action Plan
PCC	-	Project Coordination Committee
PMA	-	Plan for Modernization of Agriculture
PMC	-	Project Management Committees
PRDP	-	Peace, Recovery, and Development Plan
RNA	-	Rapid Needs Assessment
SAM	-	Services Availability Mapping
UN	-	United Nations
UNCT	-	United Nations Country Team
UNDAF	-	United Nations Development Assistance Framework
UNDP	-	United Nations Development Programme
UNICEF	-	United Nations Childrens Fund
UNTFHS	-	United Nations Trust Fund for Human Security
UPDF	-	Uganda Peoples Defense Force
VHTs	-	Village Health Teams
VSLA	-	Village Savings and Loans Associations
WFP	-	World Food Programme
WHO	-	World Health Organization

Comparison of Basic Indicators (National and Northern Uganda)

	Nationwide	Northern Uganda
Population (UBOS Household Survey 2005/06)	App. 27.2 million	App. 5.4 million
Population living below poverty line (UBOS Household Survey 2005/06)	31.1%	60.7%
Maternal mortality rate (UNDP HDR 2006 ³ , UNDP 2005)	510 per 100,000 live births	750 per 100,000 live births
Infant mortality rate (UNDP HDR 2006, UNICEF 2005)	80 per 1000 live births	106 per 1000 live births
Access to sanitation and improved water source (UNDP HDR 2006, UNICEF 2005)	60%	35%
Latrine Coverage ² (PRDP 2006-09)	48%	33%
Immunization (children 12-23 months old, fully immunized against measles) (Uganda Demographic and Health Survey – 2006, UBOS)	68.1%	46.5%
Immunization (children 12-23 months old, fully immunized) (Uganda Demographic and Health Survey – 2006, UBOS)	63.1%	59.1%
Illiteracy levels (UNDP HDR 2006, UNDP 2005)	33.2%	54%
Net enrolment ratio in secondary school (UNICEF 2005)	21%	Between 10% and 20%

³ UBOS – Uganda Bureau of Statistics; HDR – Human Development Report; MOH – Ministry of Health; EPI – Expanded Programme on Immunization

² The household latrine coverage in northern Uganda is estimated at 33% compared to a national average of 48%. There is, however, a wide variation of coverage from district to district (as low as 4% in Karamoja sub-region and over 46% in districts in the North West. Coverage of public latrines is also very low (19%), with most of these latrines located in schools, markets and health units.

Map of Lango Sub-Region Showing Different Districts and (Inset) Map of Uganda with Lango Sub-Region Highlighted



Local Council System Composition, Roles, and Responsibilities

Introduction

The local government system is based on the district as a unit under which there are lower local governments and administrative units. Local government councils in a district are:

- (a) the District or City Council
- (b) the Municipal Council
- (c) the City Division Council
- (d) the Municipal Division Council
- (e) the Sub-County Council
- (f) the Town Council

Administrative unit councils in a district are:

- (a) the County Council
- (b) the Parish or Ward Council
- (c) the Village Council

There are distinct differences between local government councils and administrative unit councils. A local government council is a body corporate with perpetual succession and a common seal. It may sue or be sued in its corporate name. Each local government council has a directly elected chairperson, directly elected councilors representing demarcated electoral areas, two councilors (one male, one female) representing the youth, two councilors (one male, one female) representing persons with disabilities and women councilors forming one third of the council. Additionally, every lower local government council has two elderly persons (one male, one female) above the age of fifty five years nominated by the respective executive committee for approval by the respective council. A speaker, elected from among the members presides at council meetings.

Every local government council is obliged to appoint an executive committee, which committee is chaired by the Chairperson. It is the responsibility of the executive committee to initiate and formulate policy for approval by the council; monitor and oversee the implementation of policies and programmes; and recommend to the council persons to be appointed members of statutory commissions, boards and committees. Local government councils also have standing committees, which make detailed consideration of proposals and recommendations.

An administrative unit council is not a corporate body. Its functions are to resolve problems or disputes monitor the delivery of services and assist in the maintenance of law, order and security.

Administrative unit councils at the county level consist of all members of the subcounty executive committee in the county; at the parish level, all members of the village executive committees in the parish; and at the village, all persons of eighteen years of age or above residing in the village. In addition, administrative unit councils have ex-officio members - at the county, all district councilors representing electoral areas in the county and at the parish, all sub-county councilors representing electoral areas in the parish. Meetings of an

administrative unit council, unlike the meetings of a local government council, are presided over by the Chairperson.

The village and parish administrative units are required to have an executive committee. A county council cannot, however, establish or appoint an executive committee in its true meaning. Instead, the county council elects a Chairperson and Vice-Chairperson from among its members.

Local government and administrative units are collectively known as local councils. They were initially established as rebel support structures in the areas controlled by the National Resistance Army (NRA) and were known as Resistance Councils (RCs). Following the victory of the NRA in 1986, Resistance Councils were implemented in every district. After the first elections under Museveni in 1996, the Resistance Councils were renamed Local Councils.

There are five levels of Local Councils. The lowest level is the Local Council I (LC 1 or LC I), and is responsible for a village or, in the case of towns or cities, a neighborhood. The area covered by Local Councils II through IV incorporate several of the next lowest level, while a Local Council V (LC5) is responsible for the entire district. Ideally, a problem at a local level is relayed up through the various levels until it reaches an LC with sufficient authority or power to resolve it, while centrally planned directives are relayed downward until they are implemented at the local level. The LC system has been praised by some political analysts. The election of Resistance Council representatives was the first direct experience of many Ugandans with democracy after many decades of varying levels of authoritarianism and the replication of the structure up to the district level has been credited with helping even people at the local level understand the higher level political structures.

The following is the description the local councils' institutions, their roles and responsibilities:

Village Level (LC 1)

Village Council (As provided for in the Local Governments (Amendment) Act, 1997).

- Attend village planning meetings
- Identify and submit to the Parish Chief and Parish Council issues of concern in the village;
- Resolve problems identified at the Village level;
- Plan the mobilisation of locally available materials and labour towards village projects;
- Monitor the delivery of services within the village;
- Plan and budget for the maintenance of village investments (e.g. Water sources).

Village Executive (As provided in the Local Governments (Amendment) Act,1997).

- Collect, analyse and keep village information/data (maintain village data bank);
- Mobilise village members for planning meetings;
- Initiate, encourage, support and participate in selfhelp projects;
- Mobilise people, materials and technical assistance for village self-help projects;
- Submit Village proposals to the Parish Council for consideration;
- Oversee implementation of village Council decisions;
- Monitor projects and other activities undertaken by the Government, Local Government s and NGOs in the area;

- Report to the Village Council Parish/Subcounty/District on the development activities/concerns of the village;

Parish Level (LC 2)

Parish Council (As provided in the Local Governments (Amendment) Act, 1997).

- Discuss and approve Parish Plans (plans to be implemented by the parish using the parish resources);
- Discuss and decide on Parish priorities to be submitted to the Sub-county.

Parish Executive Committee (As provided in the Local Governments (Amend.) Act, 1997).

- Initiate, encourage, support and participate in selfhelp projects;
- Mobilise people, materials and technical assistance for Parish self-help projects;
- Oversee implementation of Parish Council decisions;
- Monitor projects and other activities undertaken by the Government, Local Governments and NGOs in the area;
- Report to the Village Council Parish/Sub-county on the development activities/concerns of the village;
- Monitor and supervise the activities of the PDC

Sub-County/Divisions and Town Councils (LC 3)

Sub-County/Division/Town Council (As provided in the Local Governments (Amendment) Act, 1997)

- The Supreme Planning Authority in the subcounty/Division/Town;
- Discuss and approve three year rolling Development Plan;
- Discuss and approve annual estimates of revenue and expenditure;
- Ensure integration and incorporation of lower Local Council plans into the subcounty/Division/Town Council plan;
- Approve sub-county/Division/Town priorities to be submitted to the District/City Council for consideration by the District/City Council.

Sub-County/Division/Town Executive Committee (As provided in the Local Governments (Amendment) Act, 1997)

- Initiate and formulate policy for approval of Council;
- Oversee the implementation of Council policy;
- Monitor the implementation of Council programmes;
- Consider and evaluate the performance of the Council against the approved work plans and programmes at the end of every financial year;
- Serve as a communication channel between the Government, District Council and people in the area;
- Monitor and supervise projects and other activities undertaken by Government, Local Governments and NGOs in the area.

List of Sub-Counties that are Areas of Return

District	Sub-County	District	Sub-County
Lira	Abako	Oyam	Iceme
	Adwari		Minakulu
	Aloi		Ngai
	Amugo		Otwal
	Apala		
	Aromo	Apac	Abkoe
	Barr		Alito
	Ogur		
	Okwang	Dokolo	Batta
	Olilim		Dokolo
	Omoro		
	Orum		