



UN HABITAT



# KITGUM URBAN PROFILE



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# KITGUM URBAN PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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## FOREWORD



According to research published in UN-Habitat's flagship report, *The State of the World's Cities 2010-2011*, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's

population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000 to 2010, a total of 227 million people in the developing countries moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000 and 2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-Habitat estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-Habitat is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean

and Pacific (ACP) Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-Habitat, the ACP Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-Habitat headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the ACP Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for ACP countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-Habitat to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the ACP Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

A handwritten signature in black ink, reading "Joan Clos". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Dr. Joan Clos**  
Executive Director, UN-HABITAT



U g a n d a i s experiencing high urban growth rate of 5.2 percent per annum. This is attributed to the high population growth rate, rural to urban migration, gazettement of new urban centers, and expansion of the intermediate growth centers. This high urban growth is not matched by

corresponding increase in the provision of the necessary basic urban services such as affordable housing, roads, clean water, drainage, and sanitation.

UN-Habitat as the lead agency for the implementation of Millennium Development Goal (MDG) 7, target 10 (reducing by half the number of people without sustainable access to safe drinking water) and target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020), is supportive of efforts to improve the living conditions of the slum dwellers.

It is against this background that the Ministry of Lands, Housing and Urban Development in partnership with UN-Habitat launched the Participatory Slum Upgrading Programme in Kitgum Town Council, starting with an urban sector profiling study to involve all stakeholders in identifying opportunities and challenges and proposing priority programmes for implementation in the second phase, to improve on the conditions of living of the people in the slums.

The urban profiling study is intended to help formulate urban poverty reduction at the local, national and regional levels through participatory, crosscutting, holistic, and action oriented assessment of needs.

The approach addresses nine thematic areas: Disaster Risk, Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services, Local Economic Development, and Gender and HIV/AIDS.

I wish to acknowledge the contribution of UN-Habitat, the European Commission and the ACP (Africa, Caribbean and Pacific) Secretariat in funding this project, the Ministry of Lands Housing and Urban Development for coordinating the activities of the project, Makerere University for their efforts in data collection, analysis and coming up with the complete profile, the other participating Municipalities of Mbale and Mbarara and the technical team from Kitgum Town Council who offered technical support and guidance to the success of the exercise.

I further appeal to all development partners to support the implementation of the priority projects identified in this report in order to realize total transformation of the slums and the conditions for the urban poor in Kitgum.

I pledge my full support to the implementation of the Action Plan agreed upon by the stakeholders in this report.

For God and My Country

**Ojara Okwera Richard**  
Chairman Local Council III  
Kitgum Town Council



# EXECUTIVE SUMMARY

## INTRODUCTION

The Participatory Slum Upgrading Programme (PSUP) is an assessment of needs and capacity building gaps at City, Municipality and Council levels. It is currently being implemented in 30 African, Caribbean and Pacific countries. The Participatory Slum Upgrading Programme uses a structured approach where priority interventions are agreed upon through consultative processes. The Programme's methodology consists of three phases;

Phase One; consists of participatory urban profiling of urban conditions in the three medium towns of Mbale, Mbarara and Kitgum which are studied to provide representative samples of other such towns in the country.

Phase Two; builds on priorities identified through the workshops and develops detailed capacity building and investment projects.

Phase Three; implements the projects developed during the earlier phases with an emphasis on priority areas which have been chosen.

The Participatory Slum Upgrading Programme focuses on nine thematic areas; Urban Risk, Safety, Environment and Climate Change, Governance, Shelter, Land, Basic Urban Services, Local Economic Development, and Gender and HIV/AIDS.

## BACKGROUND

Kitgum Town is located in Chua County in Kitgum District. The town has been affected by the long civil war which displaced many people but it is steadily recovering from the war.

Kitgum houses the district headquarters and is the major commercial hub of Kitgum district. The town is experiencing typical urban problems associated with development, such as over population and unemployment, lack of basic urban services and poor waste management.

## GOVERNANCE

Kitgum Town Council is governed through a system of decentralization through the 1995 Constitution of the Republic of Uganda. Through this System, Lower Local Governments were empowered to make key decisions without seeking permission from central government. Kitgum is governed by the Mayor who is part of the Executive Council, and the Speaker as the head of legislation. Four members of the Executive are secretaries of different sectoral committees of the town council, which are Finance and Administration, Social Services, Works, and Gender and Community

Development. There is also the technical staff headed by the Town Clerk.

## DISASTER RISKS

Kitgum town is prone to disaster risks due to its high population and dilapidated infrastructure which is mainly as a result of the prolonged civil war. Kitgum is vulnerable to disasters such as floods, droughts and fire outbreaks especially in the slum areas. Kitgum town however lacks the capacity to manage disasters when they occur.

## SAFETY

Security in Kitgum is provided by various organs among them the police force, Uganda People Defence Forces (UPDF) and local security agencies. As a growing town, the most common crimes are muggings, robbery with violence, burglary, drug abuse among the unemployed youth, and rape. In Kitgum Town, crime is mainly as a result of poverty.

## ENVIRONMENT AND CLIMATE CHANGE

Serious environmental challenges are being faced in Kitgum. These include poor disposal of waste, poor sanitation, pollution of water sources, deforestation, prolonged famine and drought, and reclamation of swamps/wetlands. The uncontrolled dumping of waste has had a negative impact on the town's environment and human health for it has destroyed the aesthetics and health of the town.

## LAND

Kitgum is currently facing land shortages due to the increasing population. Poor land use practices on the existing land is also a major challenge and this has resulted in the degradation of land. The main challenges include haphazard developments on the existing land, over population, land disputes and pollution of land.

## BASIC URBAN SERVICES

Residents of Kitgum lack adequate provision of basic urban services. This is due to inadequate financial resources. The major challenges in the town include poor drainage system, lack of solid waste management facilities, inadequate water supply and financial mismanagement of funds meant for the provision of basic urban services.

## LOCAL ECONOMIC DEVELOPMENT

Kitgum is strategically located which makes it attractive and competitive. The town is steadily recovering from the long civil war and its growth is based on the fact that it is in close proximity to Sudan, thus enabling cross border business. The neighbouring districts of Pader, Lira and Gulu also contribute to Kitgum's steady growth for they provide ready market for agricultural produce. Kitgum is also a link to other countries like Sudan and districts like Lamore, Kotido and Lira.

Kitgum is surrounded by a rich agricultural region which provides the town with food like rice and bananas. The main economic activities in Kitgum include trading, telecommunication services, restaurants, lodges and hotel services, car repairs, food processing industries, and agriculture. In slum areas however, there is still a high level of unemployment, especially among the youth.

## URBAN SLUMS AND SHELTER

In Kitgum Town Council, informal settlements are on the increase and are caused by rural-urban migration.

These slum areas are also characterized by absolute poverty, poor housing conditions, inadequate waste management, lack of essential infrastructure, and inadequate access to clean water.

## GENDER AND HIV/AIDS

Women in Kitgum town constitute the higher proportion of the unemployed and are mainly involved in the informal sector. Women carry the highest health risk and do not have access to basic health services.



# BACKGROUND

## INTRODUCTION

### PARTICIPATORY SLUM UPGRADING PROGRAMME

The Participatory Slum Upgrading Program consists of an accelerated action oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the Participatory Slum Upgrading Program is to develop urban poverty reduction policies at local, national and regional levels through an assessment of needs and response mechanisms as they relate to the implementation of the Millennium Development Goals (MDGs). The exercise is based on an analysis of existing data and a series of interviews with all key stakeholders, including local communities, institutions, civil society, the private sector, development partners, academia, and urban authority leaders. This consultation is meant to result in a collective agreement on priorities and their development into proposed capacity building and other projects that are all aimed at improving the lives of urban dwellers especially those in slum areas.

The profiling is being implemented in 30 African, Caribbean and Pacific countries offering an opportunity for comparative regional analysis.

Once completed, these projects will provide a blue print for Urban Local Authorities, development partners and support agencies. The Participatory Slum Upgrading Programme consists of nine thematic areas which include; Governance, Disaster Risk, Urban Safety, Environment and Climate Change, Land, Basic Urban Services, Local Economic Development, Slums and Shelter, and Gender and HIV/AIDS.

### METHODOLOGY

The Participatory Slum Upgrading Programme consists of three phases;

**Phase One (I);** consists of rapid urban profiling at national and local levels. Three towns were selected and studied to provide a representative sample of the urban sector in each country. The analysis focuses on nine themes as follows; Urban Risk and Safety, Environment and Climate Change, Governance, Slums and Shelter, Land, Basic Urban Services, Local Economic Development, and Gender and HIV/AIDS.

Information is collected through interviews and discussions with institutions and key informants to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban context. The findings are presented and refined during a national consultative workshop and consensus is reached for priority interventions.

**Phase Two (II);** builds on priorities identified through the workshops and develops detailed capacity building and investment projects.

**Phase Three (III);** implements the projects developed during the earlier phases with an emphasis on priority areas which have been chosen.

### URBAN PROFILING IN UGANDA

Urban profiling in Uganda covers the municipalities of Mbale, Mbarara, and the Town Council of Kitgum. The study carried out in the three urban centres evolved from the onset with the key stakeholders at national and local levels. The National Consultation was conceived as a Partnership Platform including Municipalities and other major stakeholders such as the Ministry of Lands, Housing and Urban Development among others. The aim was first to see how the findings from the study of the three towns provide the baseline understanding of what is happening in other towns of Uganda and secondly, to promote options for more formal institutional collaboration that should merge as a coordination body integrating a wide range of urban actors in a single response mechanism.

### KITGUM FACTS AND CHALLENGES

Kitgum Town is located in Chua County and is bordered by Labongo Layamo to the west and north and Labongo Amida to the east and south. The town is steadily recovering from the long civil war and its growth is mainly as a result of its close proximity to Sudan which has enabled a lot of cross border business. The neighbouring districts of Pader, Lira and Gulu also contribute to Kitgum's steady growth. Kitgum houses the district headquarters and is the major commercial hub of Kitgum district. The topography of the town is best described by its gentle sloping plains and hills. It lies at an altitude of 937 meters above sea level (at the bank of Pager River). The main problems affecting the town include over population, unemployment, lack of basic urban services, poor waste management, and urban poverty. Another major problem affecting Kitgum town is haphazard development due to lack of a physical development plan.

Nevertheless Kitgum Town Council's mission is to provide and facilitate quality service delivery and economic empowerment of the urban poor, and to ensure orderly infrastructure development of the town.

### DEMOGRAPHY

According to the 2002 housing and population census, Kitgum had a total population of 42,498 people but as of May 2006, the population had shot up to 52,380.

## KITGUM AT A GLANCE



When this population is further projected with a growth rate of 3.2 percent, it rises to 64,466 people by 2010. Women form majority of the population. Indicators show that there is a steady increase in population in the Town Council. (Housing and Population Census 2002, Kitgum Town Council's three year Development plan 2009/2010).

### ENVIRONMENTAL CONCERNS

Swamp reclamation, deforestation and pollution along Pager River are some of the major environmental concerns in Kitgum. The local population is dependent on the use of pit latrines which has led to the contamination of underground water making it unsafe for domestic

use. There are seventy five boreholes that supplement the water that is pumped from underground sources. Illegal connections have resulted in water shortages in the town.

### ADMINISTRATION

The Town Council is the highest and most supreme political, legislative and planning authority in Kitgum, and is responsible for policy formulation and supervision of the implementation of policies and decisions it has made (sec\_27 Local Government Act of 1997).

The town has councillors who represent wards and special interest groups such as women, youth, the elderly, and people with disabilities.



Kitgum Town Council which was once one of the most vibrant towns in northern Uganda was crippled by the insurgency caused by the Lord's Resistance Army which raged on for 23 years. The town was the leading producer of groundnuts, millet, simsim, sorghum, and peas among others and was the food basket of the northern part of Uganda.

The war destroyed the town's infrastructure, disrupted economic activities and led to the displacement of families. With the return of peace to Kitgum, the town is slowly starting to return to its former state of economic prosperity.

Kitgum is experiencing a rapid rate of urbanization due to the flourishing commercial trade between Kitgum and Southern Sudan and all the other neighbouring towns which are helping Kitgum to get back on its feet. However, the rapid rate of urbanization has also come with problems such as the growth of slums and overcrowded housing, insecurity, prostitution, and the spread of HIV/AIDS.

Additionally, the development challenges facing Kitgum Town Council include: low revenue base, low capacity of the private sector to manage development contracts, high illiteracy rates among the population, poor revenue collection by the authorities, inadequate water provision and sanitation in poor households, low household incomes, unplanned development of illegal structures, high population growth rates, inadequate funding to meet planned activities, vandalism of the street lights, and dilapidated social infrastructure.

## URBANIZATION

Kitgum town had a population of 52,380 by May 2006, according to the Kitgum Town Council Development plan 2009/2010. Population increase in Kitgum town Council can be attributed to its closeness to the Sudan-Uganda border. The high population growth in Kitgum has however not been accompanied by corresponding growth in social infrastructure and service delivery.

## ECONOMIC SITUATION

Kitgum Town has a vibrant economic sector which has facilitated the steady recovery of the town from its prolonged civil war. The town conducts trade with neighbouring countries like Sudan and other towns like Gulu, Pader, Lira, Kotido, and Lamwo which have helped in the fast recovery of the town.

The increase in trade has led to increased employment and sources of income for the people of Kitgum thus contributing greatly to the improved standards of living of the people of Kitgum.

Development of slums is also a major challenge in the town as these slums harbour criminals and lack access to the basic urban services.

In an effort to tackle these challenges, the Mayor's Charity Fund was set up by the town authorities. The fund aims to distribute loans to women and youth to help them set up businesses which will provide them with a source of livelihood and consequently improve their standards of living.

## HEALTH

There are a number of health institutions in the town such as St. Joseph's Hospital which is privately owned and run by the Gulu Archdiocese. There are six clinics and 57 pharmacies in the town and most of them are concentrated within the town centre and local shopping centres of Ayul, Lulojo, Eastward, and Pandwong. The most prevalent diseases are malaria, HIV/AIDS, diarrhoea, and Hepatitis E. The quality of health services is poor as there is always a shortage of drugs, equipment and health personnel. There is a need to set up government health units in different parts of the district.

## WATER AND SANITATION

Solid waste management services are not provided to the whole town and water and electricity are not evenly distributed.

The street lighting in Kitgum leaves a lot to be desired because most parts of the town are dark and insecure at night.

## EDUCATION

The Local Government Act Cap 243 second schedule part 5(B), makes the Town Council responsible for education within the town. It is with this legal mandate that Kitgum Town Council takes charge of the provision of primary education. This is monitored by the District Education Officer with the help of the Community Development Officer.

Primary school enrolment in Kitgum Town is good. However, a number of those who are enrolled do not complete primary school. Many girls drop out of primary school in order to get married and become housewives. This has resulted in a high dropout rate for girls. In addition, there is a strain on educational facilities within Kitgum because the school going age population is higher than the schools can accommodate.



### TOWN COUNCIL FINANCE

The most common businesses in Kitgum are wholesale and retail trade, metal and wood workshops, grain milling, bars, and hotels and lodges. In addition there are various markets which sell mainly food stuff and essential commodities.

Agriculture is also practiced but on a low scale. With ongoing projects like the Northern Uganda Social Action Fund, there is adaptation of modern farming techniques and this has seen an increase in dairy and poultry farming.

The Town Council therefore generates its revenue by collecting tax from the many businesses in the town.

In order to enhance revenue collection and mobilization, the local authorities have developed a three year development plan, an annual local government budget and a local government budget framework paper. These guidelines and activities help the Finance and Planning Sector to ensure efficient collection of revenue within the town.

According to the Three Year Development Plan of 2009/2010 for Kitgum Town Council, it was estimated that UGX 749,733,861 would be collected from various revenue sources, but the actual amount that was realized was 354,619,482 from the various revenue sources and it shows a short fall of almost 50 percent of the expected revenue. This short fall constrains their capacity to finance infrastructure development, maintenance and provision of basic social services.

### PUBLIC TRANSPORT

The public transport system in Kitgum Town comprises mainly of minibuses, taxis, bicycles, and motorcycles ('Bodaboda'). The main weaknesses in the public transport system are the poor state of the roads and poor street lighting which makes it dangerous to drive around at night.

### URBAN PLANNING

The Local Government Act mandates the Local Government to formulate comprehensive development plans.

Kitgum Town Council unfortunately does not have a comprehensive Physical Development Plan and detailed plan in place. There is also no Urban Planner in place to check and monitor developments within the town. Therefore, one of the priorities for Kitgum Town Council is to have a Physical Development Plan which can guide development.



# GOVERNANCE

## ADMINISTRATION

The Local Government Act CHAPTER 243 of 1997 gives effect to the devolution of functions, powers and services to Town Councils to enhance good governance and democratic participation in decision-making by the people and exercise control over them. The law also gives the Town Council (Local Governments) power on revenue collection, political and administrative set up as well as election of Local Councils.

In line with this therefore, Kitgum Town Council is an autonomous and self accounting entity mandated to perform and carry out the above stipulated functions and duties.

The Act also mandates Local Governments and councils (under which Kitgum Town Council falls) to exercise devolution of powers intended to improve service delivery by: shifting responsibility for policy implementation to the local beneficiaries;

- The Town Council has instituted a means of collecting revenue (for example trading licenses and market dues which are the major sources of local revenue).
- Transparency and accountability of government grants and local revenue by displaying income and expenditure sheets on the notice boards for public viewing.
- Gender-sensitive decision making and inclusion process. Women have been included in various positions in the council and other posts, for example, the chairperson of the finance committee is a lady.

## ADMINISTRATIVE UNITS

Kitgum Town Council is divided into 11 lower local government administrative units commonly referred to as Parishes. These are Town Parish, Westland A, Westland B, Pandwong, Alongo, Guu A, Guu B, Pageye A, Pageye B, Pondwong, and Pandwong.

On the political side, the Town Council is governed by the council that consists of 24 councillors and is headed by the Local Council III Chairperson. They are assisted by the technical staff headed by the town clerk.

## DUTIES AND RESPONSIBILITIES

Promoting good governance by placing emphasis on transparency and accountability in public sector management; developing, broadening and deepening political and administrative competencies in the management of public affairs; democratizing society by promoting inclusive, representative and gender-sensitive decision-making; alleviating poverty through collaborative efforts between central and

local governments, donors, Non-Governmental Organizations (NGOs), community based organizations (CBOs), the private sector, and other stakeholders:- (Mr. Johnson Bitarabeho: Local Government's Role as a Partner in the Decentralization Process to Strengthen Local Development). Kitgum Town Council is in line with these stipulated guidelines and moving steadily towards fulfilling its vision for development. This is demonstrated through the following:

- There has been free and fair election of local councillors.

As provided for under the Local Government Act (Chapter 243 of the laws of Uganda), the Town Council is the highest and supreme political, legislative and planning authority in Kitgum. The Town Council has councillors who represent wards and special interest groups such as women, youth, the elderly, and people with disabilities. Women councillors are elected by the people of Kitgum while electoral colleges of the respective interest groups elect the remaining councillors.

There is also a need to recruit more staff in order to increase the efficiency of the town council. However the town is constrained by lack of funds. The staff is paid out of the unconditional grant received from the central government. However the money received from the grant is not enough to recruit all the staff required.

The Town Council is presided over by a speaker who is elected by the councillors from amongst themselves. The chairperson (Local Council III Chairperson) is the political head of the town and heads the executive committee. He is also elected by the residents of Kitgum.

The Decentralization Policy which is enshrined in the Constitution of Uganda (1995) and the Local Government Act (1997) requires that the major guiding tool for local government development programmes is a three year development plan. It is therefore important to prepare integrated development plans which reflect national and local goals and objectives. The original-top down planning approach has left out communities in the planning process for which the communities are the beneficiaries of development. The present approach therefore calls for a bottom-up planning approach which emphasizes participation of the communities in city planning.

The purpose of planning is to formulate programs that will influence on-going development and to assess or start new ones which will change the existing situation in such a way that at the end of the period a situation is reached that accords with the goals that were set at the time the plan was made.

As a result planning must be comprehensive and integrated not only with the policy makers, but should also include all levels of the government with a basis on community networking.

This development plan has to be produced following widespread consultations and broader practices of data collection and needs analysis to develop appropriate goals, and it is on this basis that parish development committees have been formulated. These committees identify the needs of the community thus leading to the formulation of the three year development plan which guides the development of the town.

### INSTITUTIONAL SET-UP

The Town Council has largely kept the administrative structure. It has the political and technical government structures. There are 11 parishes, 7 wards and 37 villages within the Town Council.

#### TECHNICAL ADMINISTRATION

- Town clerk (Head)
- Heads of Departments
- Finance and Planning Department
- Health Department
- Works Department
- Community Department
- Production and Commercial Services
- Education

#### POLITICAL ADMINISTRATION

- Mayor (Head)
- Five secretaries
- Speaker
- Chairman

Divisions are governed by the Assistant Town Clerk together with other governing committees. These are mandated to administer matters in their jurisdiction and provide support to the Municipal Council.

However, full decentralization of power is still yet to be achieved. The Villages and Wards are not supposed to implement their plans, rather they submit them to the Divisions and Municipalities. Furthermore, they can collect local taxes but cannot use the taxes, they can also prepare their budget but they cannot approve it.

### PROBLEMS FACING THE TOWN COUNCIL

- Understaffing
- Insufficient staff incentives
- Inadequate staff training
- Weak records and information system

### REGULATORY FRAMEWORK

Kitgum Town Council like other cities, Municipalities and Town Councils in Uganda must answer and report to the Central Government, subject to the Constitution and other laws of governance from the Central Government.

#### THE CONSTITUTION OF THE REPUBLIC OF UGANDA - 1995

This is the most fundamental legal basis of land management and land issues. According to this 1995 constitution, Article 237 clause (1), Land in Uganda belongs to the citizens of Uganda and shall vest in them in accordance with the land tenure systems provided for in the Constitution. It also recognizes that the Government subject to article 26 of the Constitution may acquire land in the public interest and the conditions governing such acquisition shall be as prescribed by Parliament.

#### THE LAND ACT - 1998

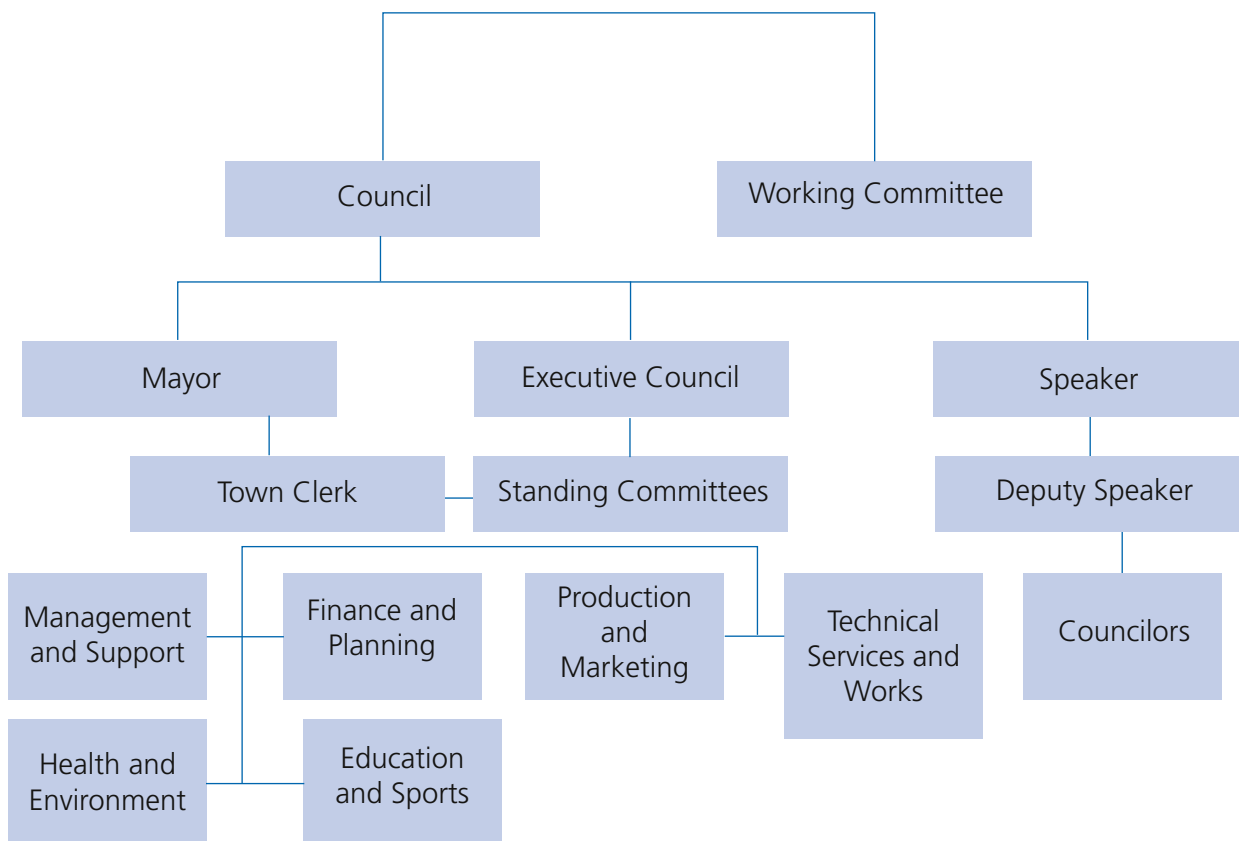
In addition to specifying the mode of ownership and listing the different legally recognized ownership types, the 1998 Land Act also specifies the control of land use. According to the Act section 43, Government may acquire land in accordance with the constitution.

#### THE NATIONAL ENVIRONMENT STATUTE

According to this statute, part VII sections 34 to 55 outlines all the relevant environmental management mandates of the National Environment Management Agency in collaboration with the Central and Local Government.

#### THE LOCAL GOVERNMENT ACT - 1997

This is the legal framework that mandates Town Councils to prepare or cause to prepare planning schemes for the Councils. This Act also outlines the mandate of councils in respect of the services they are supposed to deliver to the population including road construction and maintenance, street lighting, and other services.



#### AGREED PRIORITIES

- Capacity building to empower the staff of the council.
- Sponsorship to council staff for further studies.
- Study tours to other councils to gain more ideas.

- There is need to recruit more technical and support staff in order to improve efficiency of the Town Council.
- There is need for improved service delivery especially in slum areas through strengthening the institutional capacity, regulations and resources.
- Mobilizing the community to actively participate in the town planning.

#### RESOURCE MOBILIZATION

Governance improvement is one of the top priorities for the Government of Uganda. Money has been set aside in the Government budget for service delivery improvement, capacity building and community mobilization.

#### ACTION AREAS IDENTIFIED

- Fighting corruption.
- Local contractors should be monitored more strictly for better service delivery.
- There is need for proper planning of the entire district and Town Council.

#### PERFORMANCE AND ACCOUNTABILITY

- The law as regards awarding of contracts is being followed and the process is fair.
- There is need to use auditors' reports and ground monitoring of projects.
- Service delivery is still low because some contractors provide sub-standard services.

Some technical positions in the council have not been filled due to lack of finances.

The structure of Kitgum Town Council's technical staff falls under model II of Local Government. The structure provides for 90 staff but currently only 40 positions have been filled. In addition, many people who were initially



## BEST PRACTICE

**Governance**

- The Mayor's Charity Fund has been setup which caters for educational materials for school children and assists in the payment of fees for child headed families.
- There is a revolving loan given to women groups to assist them in setting up businesses. UGX. 700,000 is set aside each financial year to cater for this project.



displaced by the rebel insurgency have returned home resulting in an increase in population. The number of people demanding services overwhelms the capacity on ground hence there is little impact of services provided on ground.

The Town Council is ready to recruit more staff, but is constrained by funds.

The staff is paid out of the unconditional grant from the central government, and as of now, the percentage allocated to Kitgum Town Council cannot support recruitment of all the 90 staff. That is why there are only 40 staff members at present.

**GOVERNANCE**  
N°1

**Project proposal**

**Page 33**

Capacity Building Project

## DISASTER RISKS

With the recently concluded civil war that ravaged Kitgum Town Council, the population is slowly getting back to normal. However it is faced with major challenges such as the poor state of infrastructure caused by the war, poor basic urban services provision and natural disasters such as prolonged drought and disease outbreak.

### BEST PRACTICE

- During an outbreak of Hepatitis E, a task force was instituted to handle the outbreak of the disease. The district disaster risk committee alerted the community and local and internal Non-Governmental Organizations of the outbreak. This move led to the involvement of UNICEF in helping the community. The community was sensitized about good hygiene practices that would help keep the disease at bay and toilets were constructed in areas where they were lacking. This helped in containing the disease and preventing further deaths as a result of contracting of the disease.

### INSTITUTIONAL SET-UP

The institutional framework for disaster risk reduction is the National Platform on Disaster Risk Reduction and Management which coordinates disaster risk reduction and management and information sharing with the Hyogo Framework for Action 2005-1015. It brings together all stakeholders including Kitgum Town Council's Disaster Management Department.

The department works through District Disaster Management Committees at the district level and the Sub County Disaster Management Committees that work closely with Kitgum Town Council.

There has also been institution of by-laws, institution of a task force and massive sensitization of the community about impending future disasters that would affect the community.

### REGULATORY FRAMEWORK

A task force is in place to monitor any occurrences of disasters.

### RESOURCE MOBILIZATION

Funds have been mobilized in the Three Year Development Plan for purposes of improved management of disasters.

Resources are being mobilized for the construction of low cost housing units that have access to basic urban services and improved infrastructure.

Relocating the poor from the slums to the low cost housing units will reduce the occurrence of disasters which occur frequently in slums. This will help in the reduction of disasters which occur frequently in slums.

**DISASTER RISKS**  
N°1

**Project proposal**

**Page 45**

Training Programme for Climate Change Awareness and its Effects

## SAFETY

Having gone through one of the longest rebel insurgencies in Uganda, Kitgum is now relatively calm and back to normal. Since 2006, there has been great improvement in the security of people and property (from Karamojong cattle rustlers and

Lord's Resistance Army), not only within the Town-but throughout the district.

Over 90% of the population have left the Internally Displaced People (IDP) camps and settled in urban and peri-urban areas.

### POST WAR CONFLICTS AND URBAN SAFETY

One of the most common post war effects being felt up to-date is trauma by those who witnessed the death of their friends and loved ones during the concluded civil war. According to the Kitgum Central Police, cases of defilement and physical assault and battery are also high in the town.

Poor street lighting has made the town unsafe at night and cases of muggings, theft and burglary occur frequently.

### INSTITUTIONAL SET-UP

The central government through the Ministry of Defence is responsible for protection of the citizens of Uganda's safety and security.

The police are also responsible for maintaining law and order and protecting the safety and security of the people in the community.

The Residential District Commissioner (RDC) is also a representative of government at the district level and is also expected to handle security issues in the town. He is also the chairman of the District Security Committee.

The community is responsible for community policing in order to keep an eye on each other to avoid breaking the law and in a way ensure proper safety and security.

In trying to combat crime in the Town Council, the police who are mandated with this responsibility are constrained by the following:

**Shortage of staff:** The Kitgum police do not have adequate staff to tackle the rising levels of crime in the community.

**Poor accommodation and lack of office space:**

Poor accommodation is a big challenge for the police. This is in form of residential accommodation and office space. The available structures were built in 1950's and are currently in a sorry state.

Some police departments (offices) are "housed" under a tent due to lack of office space. The child and family protection unit, for example, is housed under a United Nations Children's Fund donated tent. The poor conditions under which the police officers work in has affected their morale which in turns affects their ability to deal with crime effectively.

### REGULATORY FRAMEWORK

The security and safety of the town is very important and it is on this basis that the following laws govern the security of the town and they include the following:

- The 1995 Constitution of the Republic of Uganda
- The Police Act
- The Local Government Act

### RESOURCE MOBILIZATION

- Need for capacity building through seminars, community sensitization and community policing.
- Massive community sensitization on the role of the police in the community.



Much of the work done by police is dependent on evidence, exhibits and investigation. However the exhibit store of Kitgum Central Police station is in an appalling state and when it rains the store becomes flooded leading to the destruction of vital evidence.



### PERFORMANCE AND ACCOUNTABILITY

- Community policing is in place but the community is not sensitized about the role of the police.
- There is need to improve street lighting in Kitgum in order to reduce crime in the town.

### ACTION AREAS IDENTIFIED

- Provision of better offices and housing facilities for the police.
- Sensitization of the community about the importance of community policing.

### AGREED PRIORITIES

- Establishment of vocational training schools in order to impart skills to the residents that will enable them to start their own businesses and become self-sufficient.
- Extension of street lighting to peri-urban areas.

### BEST PRACTICE

- Community policing is practiced by the community.
- There is community sensitization that is being carried out by the police educating the community about the dangers and consequences of domestic violence, assault, and on matters to do with land. This is being done in partnership with the Norwegian Refugee Council (NRC).
- The Norwegian Refugee Council is also helping to train police in crime prevention.
- War Child Canada and War Child Holland is helping in the training of personnel within the police force.
- The police are providing guidance and counseling to the community.

**SAFETY**  
N°1

**Project proposal** **Page 47**

Extension of Street Lights to Peri-Urban Areas

**SAFETY**  
N°2

**Project proposal** **Page 47**

Establishment of Vocational Training Schools

## ENVIRONMENT AND CLIMATE CHANGE

The environment is a great concern to the residents of Kitgum. Years of recurrent insurgency and drought in this part of the country have affected the environment in Kitgum Town Council. The population heavily relies on wood fuel for domestic use, and this has resulted in heavy deforestation and soil erosion.

The Government as determined by the constitution holds land in trust for the people and protects natural lakes, rivers, wetlands, forest reserves, game reserves, national parks, and any land that is of ecological importance to the area.

### INSTITUTIONAL SET-UP

- National Environment Management Authority (NEMA) ensures the integration of environmental concerns in all national planning through co-ordination with the relevant ministries, departments and Government Agencies.
- The Town Council works with partners including the private sector, the local government and the community to improve environmental practices.
- The Town Council's environmental department is responsible for the design of municipal by-laws, capacity building and monitoring.

Other factors which have resulted in environmental degradation are careless waste disposal, sand and stone quarrying, placing of bricks along rivers and streams, and agricultural activities along rivers and streams.

However, the Council has put in place the following mechanisms to check environmental degradation:

- Advocacy on the need for tree planting.



- Massive sensitization of the public about the dangers of environmental degradation.
- Encouraging farmers to practice organic farming.
- Introduction of improved mining methods.

### REGULATORY FRAMEWORK

Kitgum Town Council has generated some by-laws that will govern how all the green will be managed within the town. These by-laws will work hand in hand with the national laws that already exist that have to do with environmental management.

**The Constitution of the Republic of Uganda 1995.** The Government as determined by the constitution holds the land in trust for the people and protects, natural lakes, rivers, wetlands, forest reserves, game reserves, and national parks.

**The National Environment Statute.** According to this statute, part VII sections 34 to 55 outlines all the relevant environmental management mandates of the National Environment Management Authority in collaboration with the Central and Local Government. Kitgum Town Council conforms to this statute by incorporating environmental concerns in planning.

**The Public Health Act.** The Public health Act Chapter 269 specifies the rules and regulations regarding public health issues such as infectious diseases and vector control.

**The Land Act 1998.** In section 44, a person who owns or occupies land shall manage and utilize the land in accordance with the Forest Act, the Mining Act, the National Environment Statute, the Water Statute, and the Uganda Wildlife Statute.



## RESOURCE MOBILIZATION

- Sensitization.
- Capacity building.
- Refuse management workshops and study tours to other councils.

## ACTION AREAS IDENTIFIED

- Continuous sensitization of the community on proper waste disposal.
- All households must have access to waste disposal facilities.

## PERFORMANCE AND ACCOUNTABILITY

- There is a need to purchase more garbage trucks in order to meet the increased demand for waste collection and disposal.
- There is need for better management of the collected waste by dumping the waste in the designated dumping sites and recycling.

### AGREED PRIORITIES

- Tree planting in various parts of the town.
- Construction of garbage pits.
- Establishment of recreational parks.

**ENVIRONMENT  
AND CLIMATE  
CHANGE**  
N°1

**Project proposal**

**Page 35**

Keep Kitgum Green Campaign

# LAND

## LAND TENURE AND LAND DISPOSITION

There are three main types of land ownership in Kitgum Town Council. These are; customary ownership which accounts for 57 percent, leasing which account for 26 percent and free hold ownership which accounts for 17 percent.



The Constitution also seeks to ensure that land can be owned by not only bonafide occupants but also women.

The article in the Constitution also forms the basis for the formulation and enactment of laws regarding land ownership, administration and management.

The 1998 Land Act introduces the rules of ownership of land such as the introduction of land rights held by bonafide occupants who were defined bonafide on the basis of time period of occupancy on land.

By-laws have also been formulated by the Town Council and the Kitgum District Council to enable easy enforcement of land regulations as specified in the constitution.

**Table 1:**

LAND OWNERSHIP IN KITGUM TOWN COUNCIL		
Type of land ownership	Number of Respondents	Percentage (%)
Customary	26	56.52
Lease	12	26.08
Free hold	8	17.4
TOTAL	46	100

Source: Three Year Development Plan 2009/10

## REGULATORY FRAMEWORK

The most fundamental legal basis for land management and land issues in the Town Council of Kitgum is the 1995 Constitution of Uganda.

According to the 1995 Constitution Article 237 clause 1, land in Uganda belongs to the citizens of Uganda and shall vest in them in accordance with the land tenure systems provided for in the Constitution.

The Constitution also recognizes that the Government may, subject to article 26 of the Constitution, acquire land in the public interest, and the conditions governing such acquisition shall be as prescribed by Parliament.

## INSTITUTIONAL SET-UP

According to the Local Government Act 1997 subject to Article 197 of the constitution and section 80 of this Act, a Municipal or a Town Council shall be the Lower Local Government of the District in which it is situated. This gives Kitgum Town Council and Kitgum District Authorities autonomy over land utilization.

The same act specifies that there shall be a land board for each district which shall be a corporate body dealing with land issues in the district.

Subject to a minimum membership of five, the board shall consist of the following persons:

1. Chairperson.
2. One member representing the Town Council.
3. One member representing urban councils.
4. One member from each county in the district.



5. The secretary to the board, who is a public officer appointed by the district service commission.
6. It is on this basis that Kitgum Town Council together with the land board and the district over see the activities that are going on in Kitgum Town Council.

### PERFORMANCE AND ACCOUNTABILITY

- There is no detailed plan in place and this has led to unplanned development within some parts of the Town Council.
- There are no poverty eradication and pro-poor policies in place.
- Land disputes are rampant due to the long war that caused displacement of the population.
- The Town Council has limited ability and capacity to engage in constructive slum upgrading due to limited resources (both financial and personnel).
- There are weak laws in place to protect the rights of women and children (who account for 60 percent of the slum population) as regards to acquisition of land.
- Prolonged decision making by the land board has resulted in slow implementation of land reforms in Kitgum.

#### AGREED PRIORITIES

- A Comprehensive land use information system should be developed.
- Sensitization about land laws should be carried out in the town.

### ACTION AREAS IDENTIFIED

- There is need to recruit a physical planner to guide the development of the town and to reduce the occurrence of haphazard developments.

### RESOURCE MOBILIZATION

- Kitgum Town Council collects taxes and revenues and uses them to plan for development of the Town.
- There is need to sensitize the community about the new land laws and land policies.
- There is need to engage Community Based Organizations, Non-Governmental Organizations and private partners in the planning of the town and resource mobilization that will aid in improving the town's infrastructure.

**LAND**  
N°1

**Project proposal**

**Page 49**

Developing a Comprehensive Land Use Information System

## BASIC URBAN SERVICES

Kitgum Town Council has experienced a rapid increase in its population due to rural to urban migration and a high influx of returnees who had fled the town during the civil war. This has led to a strain in the social infrastructure of the town and the supply of basic urban services.

The Town Council is supplied with piped water but the water supply is not evenly distributed to all residential areas, with slum areas being the most affected. More than 31,540 residents travel up to one kilometre to access water while more than 32,448 residents travel for over two kilometres in search of water. (*State of the Nation Population Report 2010*). The intermittent water supply in the slum areas has led to outbreaks of diseases like hepatitis E. The United Nations Children's Fund (UNICEF) and several Non-Governmental Organizations are trying to alleviate the problem of water shortages in the slums by digging boreholes in the slum areas to supplement the water received from the town council.

Solid waste collection in Kitgum is also a big challenge. Open dumping on road sides and in slum areas is a common occurrence and has led to degradation of the environment.

### REGULATORY FRAMEWORK

The 1997 Local Government Act empowers lower level local Governments and the lower units to prepare development plans.

There are 47 educational institutions in Kitgum Town Council. One day care, 10 nursery schools, 17 primary schools, 11 secondary schools, and one Teacher's Training Centre.

Literacy levels in Kitgum are still low at about 40 percent as compared to 45 percent which is the national literacy level. With Universal Primary Education (UPE), literacy levels are expected to improve. However, children living in slums do not have equal access to universal primary education because the government has not provided schools in the slums.

The health sector in Kitgum faces many challenges such as shortage of drugs, medical personnel and basic medical equipment.

There are few public toilets in the town which the citizens can access while going about their daily activities. The State of Uganda Population Report 2010 indicates that only 55.9 percent of the population in Kitgum Town Council have access to toilet facilities within the town. Therefore there is urgent need to construct more public toilets.

### INSTITUTION SET UP

Kitgum Town Council has the overall responsibility of providing adequate basic urban services to its residents. The Town Council handles the provision of piped water but this water does not reach all the households who need it as only 50 percent of the population in the town have access to safe water as compared to the National Level of 65 percent in urban areas that are served with safe drinking water. (State of Uganda Population Report, 2010 .United Nations Population Fund, Urban Development in Uganda Report 2010).

### CHALLENGES

- Inadequate provision of safe water for domestic and industrial use.
- Unequal access to educational facilities. Children from the slum areas are the most disadvantaged.
- High dropout rate among school children.
- Shortage of teachers in primary and secondary schools.
- Poor education policies to cater for disadvantaged and disabled children.

### RESOURCE MOBILIZATION

- Liaising with donors like the United States Agency for International Development (USAID) to fund some projects that will improve resident's access to basic urban services such as building more public toilets in the town council.

### PERFORMANCE AND ACCOUNTABILITY

- Sensitizing the community about proper disposal of solid waste.
- Hire more teachers to teach in the existing schools and improving access to education for slum children by building more schools in the slum areas.
- Rehabilitate the existing infrastructure.

### ACTION AREAS IDENTIFIED

- Project to extend piped water to the whole Town Council in partnership with United States Agency for International Development (USAID).
- Rehabilitation of the existing dumping site.
- Engage Non-Governmental Organizations to form partnerships with the Town Council in order to implement programmes on the ground.

#### AGREED PRIORITIES

- Rehabilitation of the dumping site.
- Improved street lighting in the town and residential areas.
- Rehabilitation of the town's storm water drains.

#### BASIC URBAN SERVICES N°1

#### Project proposal

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Rehabilitation of the Town's Dumping Site

#### BASIC URBAN SERVICES N°2

#### Project proposal

Page 41

Rehabilitation of Kitgum Town Council's Drainage System and Road Infrastructure

## LOCAL ECONOMIC DEVELOPMENT

The Town Council has a rich and broad local revenue base, however the actual money collected is always less than the figure projected in the budget as reflected in financial year 2008/2009 where the budget was UGX 861,924,655 and the actual money collected was UGX 406, 406,422. 2009/2010, the budget was UGX 794,733,861 while the actual figure collected was UGX 354,619,482. In both cases the figures reflect a short fall of almost 50 percent of expected revenue. (*Kitgum Town Council draft recurrent and capital budget for financial year 2010/2011*).

The major sources of revenue for the council are market fees, property taxes, local service taxes, trading licenses, and building permits.

Kitgum Town Council has two projects that aim at local economic development and these are; the Mayor's Charity Fund kept in a separate account to cater for orphans and child headed families by providing scholastic materials and basins for pregnant women. There is a UGX 700,000 revolving loan meant to assist women groups set up businesses and it caters for all the parishes in Kitgum.

Gender equality has become a major priority in Kitgum and companies are employing more women to positions of leadership. Many women are now gainfully employed both in the formal and the informal sector.

The council is considering procuring land to build more markets (for example in the Ayil area) which will boost trade in the area and allow businesses to thrive.

There is need to attract more local and foreign investment in the area in order to boost economic growth. Improvement of the existing infrastructure and provision of social services are also important factors that will aid in improving the economy of Kitgum.



### PERFORMANCE AND ACCOUNTABILITY

- The high rate of unemployment among the youth has led to increased crime.
- There is a local economic development policy in place but capital is lacking to implement the development policies.

### INSTITUTIONAL SETUP

- The Mayor's Charity Fund provides education scholarships to orphans and child headed families.
- There is a revolving fund that has been set up by the town council that provides funds to residents to set up their businesses.

### REGULATORY FRAMEWORK

The Constitution of Uganda's 1995 Local Government Act stipulates that there shall be a district tender board in each district that will provide services to the district council, sub-county council and administrative units under the district.

The Central Government calls for fair and equal distribution of funds without segregation on grounds of tribe, sex, religion, or background.

The Town Council as the implementing body encourages formation of groups in the community. These groups are then allocated funds to enable them to start businesses.

All microfinance institutions in the region must be registered and monitored by the government in order to avoid them from exploiting people seeking loans to start up businesses.

## RESOURCE MOBILIZATION

- Limited capital to start up local economic development projects.
- Limited market for agricultural produce.
- Poor infrastructure like roads and water.
- Revolving loans and the Mayor's Charity Fund are in place to help in the development of the town.

## ACTION AREAS IDENTIFIED

- Capacity building and training for organized groups in business management.
- Construction of modern markets to sell agricultural produce.
- Establishment of credit institutions that will provide unsecured loans to the poor.

### AGREED PRIORITIES

- Opening up roads.
- Construction of markets.
- Improvement in garbage management.
- Street lighting.
- Financial services.

**LOCAL  
ECONOMIC  
DEVELOPMENT**  
N°1

**Project proposal**

**Page 43**

Construction of Markets in Kitgum  
Town Council



## SLUMS AND SHELTER

### SETTLEMENT AND HOUSING

The central parts of Kitgum Town mainly have well planned and developed commercial structures. As one moves to the outskirts of the town, vast land is seen with scattered settlements. This is mainly because of the insurgency that was in the area. Many people found it safe to live in the town than in its periphery and this has continued to influence the settlement patterns of the town.



The north and north-eastern part of the town mainly consist of slums. The area is best described by poor housing, poor physical infrastructure, inadequate drainage, poor solid waste disposal and management, and lack of health facilities.

Most slum dwellers engage in petty businesses such as alcohol brewing and selling food stuffs for survival. Due to lack of a stable income, it is difficult for them to access financial support in the form of loans. Due

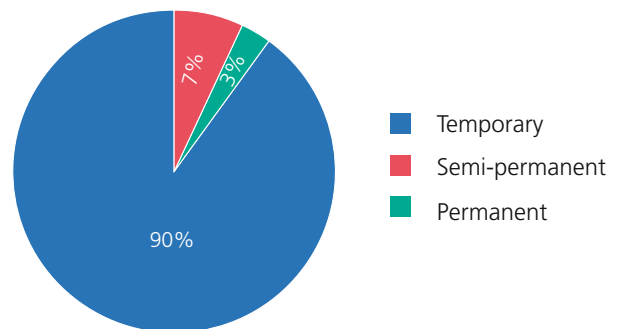


to financial constraints, the Town Council does not have any development programs specifically aimed at improving the economic conditions of the poor residents of Kitgum.

### HOUSING TYPES AND CONDITIONS

The north and north-eastern part of the town which forms the Westland Parish (along Pager River) is the most densely populated part of Kitgum Town Council with very poor housing conditions. 90 percent of the households in the area are grass thatched. The structures are not only an eyesore, but also a major disaster waiting to happen. For example, if one house catches fire, the fire will spread very quickly.

#### Housing conditions in Kitgum in percentages



Source: Field Data

### HOUSEHOLDS LIVING IN SLUMS

Some 7,828 (18 percent) of the 42,493 people that reside in Kitgum live in slum conditions. About 60 percent of the households in slums are characterized by poor sanitation, poor solid and sewerage disposal as well as lack of access to safe drinking water.

The major cause of poor living conditions is poverty which is as a result of the long civil war that has just been concluded.

### ACTION AREAS IDENTIFIED

- Lack of financial institutions in the area to provide loans to the people to enable them to start up businesses.
- Poor agricultural practices such as subsistence farming which is not sustainable and cannot provide enough food for the continually increasing population.
- Rural-urban migration which was necessitated by the insurgency.



- Limited employment opportunities: There are few industries and business organizations in place to provide employment to the people.

#### INSTITUTIONAL SET-UP

- The Town Council has no pro-poor housing policies in place to assist the poor to access proper housing.
- Businesses in slums are small scale and informal in nature.

- Access to credit facilities for the poor is very limited due to lack of security.
- Kitgum Town Council does not have the technical and financial capacity to implement slum upgrading activities.

#### REGULATORY FRAMEWORK

- There are no slum upgrading strategies in place thus the poor cannot access proper housing.

#### RESOURCE MOBILIZATION

- There is need to mobilize funds for slum upgrading.

#### PERFORMANCE AND ACCOUNTABILITY

- There is need to employ more technical staff in the town council to assist in coming up with a detailed structure and plan for the town.

**SLUMS AND SHELTER**  
N°1

**Project proposal**

**Page 37**

Comprehensive Development Plan for Urban Development



## GENDER AND HIV/AIDS

### GROUP DISCUSSION ON HIV/AIDS

It is important to note that the promotion of gender equality and development of women is necessary in any society in order to ensure equitable social, economic and political development. However Kitgum Town Council which is steadily recovering from a civil war is still lagging behind on gender issues, for example there is no gender policy in place.

In addition, women have been denied basic rights such as the right to own property. Domestic violence against women is also a major concern.

Uganda Human Development Report 2007, indicates that infant and maternal mortality remains high with Kitgum having an infant mortality rate of 1.5/10,000 and an under 5 maternal rate of 3.18/10,000 (July 2005, Ministry of Health Report).

Indicators show that women are primarily doing well in the political and employment sector with the Town Council having 10 female Councillors out of the 24 Town Councillors, one female Member of Parliament, a female Town Clerk and several female technical and support staff in the Town Council.

Levels of illiteracy in Kitgum are higher for women than men. Some 50 percent of the women in Kitgum are literate and about 30 percent are the household heads. Therefore there is a need to create and formulate programmes that will help the women of Kitgum to be more self-sufficient and able to provide for their families.

### HIV/AIDS

HIV/AIDS is one of the biggest challenges facing Kitgum. The town's population is growing fast due to rural urban migration and returnees who had fled during the long civil war. This has led to high rates of unemployment in the town which has resulted in the growth of illicit activities such as prostitution in a desperate attempt to earn a living. For example, in Kitgum Town Council, women aged 15 to 24 have had sexual intercourse by the age of 15. This coupled with high instances of rape, child sexual abuse, and wife inheritance (commonly practiced among the Acholi people) has resulted in the rapid spread of HIV/AIDS. The Uganda Population and Housing Census 2002 indicates that only 20 percent of women had comprehensive knowledge about HIV/AIDS as compared to 39 percent of men. It further stated that there are over 28,953 orphans who are below the age of 18 in the town.

### INSTITUTIONAL SET-UP

- The Ministry of Gender, Labour and Social development is the main institution in charge of running the affairs of women in the country.

It is responsible for policy formulation, resource mobilization, capacity building, coordination, and monitoring and implementation of government programmes.

- The Land Act Chapter 227 paragraph 27 protects women and children under the customary tenure for it does not allow for the sale of land without consulting the women.
- There are various local and international Non-Governmental Organizations focusing on gender issues and women affairs such as the International Rescue Committee, Human Rights, and Kitgum Women Development Association among others.
- There are various women associations operating in the parishes of the Town Council.

### REGULATORY FRAMEWORK

The structured Government led response to the epidemic dates far back to 1986 when an AIDS Control Program (ACP) was created in the Ministry of Health, in recognition of the social and economic effects of HIV/AIDS.

The Uganda AIDS Commission (UAC) was constituted in 1992 by the Statute of Parliament and placed under the office of the President. The commission has taken a central role in the fight against the epidemic. The President's office is currently the supreme overseer of the adaptation to the National Policy on Mainstreaming HIV/AIDS in Uganda.

In 1989, the Government set-up ante-natal care sentinel surveillance sites in all regions of the country including Kitgum Town Council to monitor HIV/AIDS prevalence.

Between 1992 and 2002 the country registered an 8 percent decline in HIV/AIDS prevalence.

The National Health Policy of 1999 recognizes HIV/AIDS among the top causes of death in the country. It makes urgent the drive to strengthen decentralization of implementation of HIV/AIDS control activities to the local authorities and Urban Councils to recognize HIV/AIDS not only as a disease but also as a social economic threat.

The Plan for Modernization of Agriculture (PMA) 2000 pronounces and clearly reflects HIV/AIDS and its impact on the productive segments of the population and reduction of the labour force which affects food security. This has far reaching consequences given that the economy of most Urban Councils and municipalities in Uganda largely depend on agro-economy.

The Gender Policy, similar to the HIV/AIDS Policy states that gender is a cross-cutting issue recognized by

the Poverty Eradication Action Plan. Women's higher vulnerability, both socially and physically, to HIV, compounds existing gender inequalities. Actions to deal with the consequences of HIV/AIDS affect all sectors and need to be factored into human resource planning. As part of the efforts, Kitgum Town Council has worked positively to encourage gender development in terms of capacity development and administration.

The Local Government Act (1997) regulates the decentralization and devolution of functions, powers and services. It provides for decentralization at all levels of local government to ensure good governance and democratic participation in and control of decision making by the people.

The National Policy on Mainstreaming HIV/AIDS in Uganda (2008), which is a subsidiary to the National overarching HIV/ AIDS Policy, seeks to operationalize the National HIV/AIDS Policy.



#### AGREED PRIORITIES

- Economic empowerment of people living with HIV/ AIDS.
- Capacity building and gender mainstreaming in all sectors.

#### RESOURCE MOBILIZATION

- Train youth and peer educators in all parishes on gender mainstreaming.
- Provision of loans to women groups to enable them to set up businesses.
- Train women on good governance and the role of women in politics.

#### PERFORMANCE AND ACCOUNTABILITY

- Sensitization through radio talk shows to educate and discourage against domestic violence is being carried out. HIV/AIDS awareness is also being carried out through these talk shows.
- Gender mainstreaming through gender equality workshops at the district level to empower both men and women so that they identify their responsibilities and get rid of the traditional outlook of women in Kitgum Town Council.
- By-laws have been constituted at the local level to check the incidences of domestic violence.

#### ACTION AREAS IDENTIFIED

- Negative practices like widow inheritance, polygamy and forced marriage need to be discouraged and reformed through massive sensitization and education using the channels available.
- There is need to undertake research and set up a data base for gender related activities which will aid planning, capacity building and resource mobilization for gender issues.
- Promoting home based palliative care to those living positively.
- Train women on mobilization of funds in organized groups.
- Encourage and provide facilities that will enable girls to stay in school longer and discourage the cultural norms of the community.
- Put in place measures that ensure equitable distribution of land and gender equality in land access, control and ownership so that agricultural modernization and rural development can be achieved.
- Encourage increased commitment at the political, policy and technical levels for improving the ability of women and youth to access and own land, including action on the co- ownership clause.
- Strengthen the capacity of the HIV/AIDS task force committees at all levels including those at the wards and villages.

## GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>Power is decentralized to the local authority through Constitutional declaration.</p> <p>Local Government Act CHAPTER 243 makes the Town Council the supreme political, legislative and planning authority.</p>	<p>Interference by some politicians in development activities.</p> <p>Mistrust and disagreement between some political staff.</p> <p>Financial mismanagement by some politicians.</p>	<p>Local Governments are legally empowered to mobilize revenue through taxes, fees and other charges.</p>	<p>Conflicting regulatory powers between the district and other government bodies which also license business activities.</p>	<p>Study tours to other Councils.</p> <p>Capacity building in governance issues.</p> <p>Sponsorship for further studies.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>Existence of a Three year Development Plan and annual sectoral work plans.</p> <p>Existence of political will.</p> <p>Presence of qualified and competent staff.</p>	<p>Shortage of technical staff due to lack of finances thus hindering proper service delivery.</p> <p>Lack of a complaint handling mechanism of checking activities of the technical and political staff.</p>	<p>Availability of Central Government funds.</p> <p>Good working environment and relationship that will lead to harmonized development.</p> <p>Good system of governance where the Central Government and other sectors help in the development of towns.</p>	<p>Shortage of technical staff who are crossing over to Sudan where there seems to be more opportunities.</p>	

<b>GOVERNANCE</b> N°1	<b>Project Proposal</b>
	Capacity Building Project

**LOCATION:** Kitgum Town Council.

**DURATION:** One year.

**BENEFICIARIES:** Staff of Kitgum Town Council.

**IMPLEMENTING PARTNERS:** Kitgum Town Council, Central Government and donors.

**ESTIMATED COST:** USD 3,000

**BACKGROUND:** Kitgum Town Council has the capacity to deliver but there is still a lot to be done when it comes to service delivery. The capacity building project aims at filling the gap at all levels.

**OBJECTIVE:**

1. Outline the mandate of all different departments and activities to be carried out by these departments.
2. Bring the staff up to date on all the services to be provided to the community and the regulatory framework to be followed.

**ACTIVITIES:** Training on how to better implement the activities that are ongoing in the three year development plan through identifying key priorities, rankings, and laying down a work plan for implementation.

**EXPECTED OUTPUT:** Council staff that knows their respective duties and responsibilities.

**REQUIRED STAFF:** Officials from the Ministry Of Lands, Housing and Urban Development and the Ministry of Local Government.

## ENVIRONMENT AND CLIMATE CHANGE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>There is government commitment to protecting the environment.</p> <p>There are by-laws that govern the use of the environment.</p> <p>Existence of an environment department within the Town Council.</p>	<p>Poor liquid and solid waste management.</p> <p>Poor delivery of basic urban services such as waste collection by local contractors.</p> <p>Poor state of the central dumping site.</p>	<p>There is co-ordination and collaboration among different ministries and institutions to respond to environmental disasters and hazards.</p>	<p>Continued cutting down of trees and siltation of Pager River.</p> <p>Continued occurrence of natural disasters like floods.</p>	<p>Urban Greening.</p> <p>Construction of garbage pits.</p> <p>Establishment of recreational parks.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>There is some awareness on environmental degradation and climate change through the media.</p>	<p>There are no existing partnerships with the private sector and the community at large.</p>	<p>There is need to recruit agents to work hand in hand with the officer in charge of environment to bring to book those destroying the environment.</p> <p>There is need to carry out research which will consolidate early warning and disaster preparedness mechanisms.</p> <p>There is need to develop regular monitoring mechanisms at the village and parish levels.</p>	<p>Sudan is attracting most of the human resource thus creating vacuums in the technical staff.</p>	

<b>ENVIRONMENT AND CLIMATE CHANGE</b> N°1	<b>Project Proposal</b>
	Keep Kitgum Green Campaign

**LOCATION:** Kitgum Town.

**DURATION:** Four years.

**BENEFICIARIES:** The Town Council and its neighbours.

**IMPLEMENTING PARTNERS:** Kitgum Town Council, Community Based Organizations, schools, institutions, and all residents of Kitgum town.

**ESTIMATED COST:** USD 500,000

**BACKGROUND:** Due to the prolonged drought and famine and shortage of rains, there is need to plant trees and gazette green zones in parts of the town.

**OBJECTIVE:** To avert the effects of climate change within the Town Council.

**ACTIVITIES:**

1. Organizing the community and sensitizing them about the 'Keep Kitgum Green' campaign.
2. Identify land for a nursery bed for the trees.
3. Set up tree planting campaigns in schools and in the community to plant trees.

**EXPECTED OUTPUT:** Reforestation/ greening of the Town Council.

**REQUIRED STAFF:**

1. District and Town Council Environment and Forestry Officials.
2. National Environmental Management Officials.



## SLUMS AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>The Constitution of the country gives equal rights to land for all citizens.</p> <p>Existence of institutions that govern the use of land.</p>	<p>Lack of effective co-ordination among different institutions to co-ordinate proper planning.</p> <p>Rapid urban population growth which has not matched with growth in physical housing and basic infrastructure.</p>	<p>Availability of land for proper housing.</p>	<p>Poor monitoring of existing laws and regulations in place.</p> <p>Rapid urban population growth.</p>	<p>Slum upgrading.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>Return of peace after a long civil war to enable return to respective villages.</p> <p>Availability of virgin land for further development.</p>	<p>Inadequate capacity to plan and provide infrastructure and services to cater for new and expanding urban population.</p>	<p>Existence of several Non- Governmental Organizations that are assisting the community.</p> <p>Return of peace to the region which will enable the community to return to their old settlements.</p>	<p>Increase in domestic violence and crime within the slums.</p>	

<b>SLUM AND SHELTER</b> N°1	<b>Project proposal</b>
	Comprehensive Development Plan for Urban Development

**LOCATION:** Kitgum Town Council.

**DURATION:** Seven years.

**BENEFICIARIES:** All residents of the slum areas in Kitgum Town Council.

**IMPLEMENTING PARTNERS:** The staff of Kitgum Town Council, the community, Donors, Non-Governmental Organizations, Community Based Organizations, and Faith Based Organizations.

**ESTIMATED COST:** USD 5,000,000

**BACKGROUND:** Due to the long civil war that ravaged Kitgum, many of the residents in the rural areas ran to the towns. Due to the huge influx of people, camps were set up which later developed into slums. Some of the residents have resettled in their villages but the slum situation in the towns has continued to worsen. This project will address all the issues encompassed in slum upgrading.

**OBJECTIVE:** To promote orderly and planned urban development within the town.

**ACTIVITIES:**

1. Identifying the areas to be upgraded.
2. Sensitizing the community on the activities to be carried out and the benefits accruing to the re-development of slums.
3. Training the community on how to contribute to the slum upgrading programme.

**EXPECTED OUT PUT:** A well planned town with all the necessary facilities such as drainage, water, power, and playgrounds.

**REQUIRED STAFF:**

1. Financial Credit Experts.
2. Accountants.
3. HIV/AIDS Councillors.
4. Staff of Kitgum Town Council.
5. Representatives from Non-Governmental Organizations. (4) People living with HIV/AIDS.

## GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>By-laws have been constituted at the local levels to check the incidences of domestic violence.</p> <p>Good political representation of women.</p>	<p>High illiteracy rate among women (50%).</p> <p>High poverty levels.</p> <p>Traditional thinking that men are of more value than women.</p> <p>Low employment opportunities for women.</p> <p>Widow inheritance leading to the spread of HIV/AIDS.</p>	<p>Existence of an AIDS Task Force Committee at all levels including the wards and villages.</p>	<p>Increased number of people with HIV receiving minimal treatment due to the high cost of drugs.</p>	<p>Capacity building in Gender</p> <p>Mainstreaming in all sectors.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>Massive sensitization through radio talk shows educating and discouraging domestic violence and risky sexual behaviour is being carried out.</p> <p>Gender mainstreaming through gender equality workshops at the district level.</p>	<p>Lack of knowledge by HIV/AIDS service providers.</p> <p>The prolonged civil war led to the growth of illicit activities such as prostitution as women turned to desperate measures in order to earn money.</p>	<p>Availability of Non-Governmental Organizations to help in sensitization of the community.</p> <p>Availability of home based and palliative care for HIV patients.</p> <p>Increased access to condoms for the urban population.</p>	<p>Wide spread domestic violence.</p>	<p>Economic empowerment of people living with HIV/AIDS.</p>

<b>GENDER HIV/AIDS N°1</b>	<b>Project proposal</b>
	Economic Empowerment of People Living with HIV/AIDS

**LOCATION:** Kitgum Town Council.

**DURATION:** Three years.

**BENEFICIARIES:** All people living with HIV/AIDS in Kitgum Town Council.

**IMPLEMENTING PARTNERS:** The Gender Department, Kitgum Town Staff, Central Government and Non-Governmental Organizations dealing with Women Affairs and HIV/AIDSs.

**ESTIMATED COST:** USD 500,000.

**BACKGROUND:** People living HIV/AIDS are not financially sound and often live in poverty. There is need to empower them and help them invest and become more independent.

**OBJECTIVE:** To promote the income generating capacity of people living with HIV/AIDSs through providing them with training and credit capital.

**ACTIVITIES:**

1. Selection of beneficiaries.
2. Training and provision of start-up capital.

**EXPECTED OUTPUT:** Economically empowered people living with HIV/AIDSs and having the basic training and start-up capital for small-scale businesses.

**REQUIRED STAFF:**

1. Financial Credit Experts.
2. Accountants.
3. HIV/AIDS Councillors.
4. Staff of Kitgum Town Council.
5. Non- Governmental Organizations.
6. People Living with HIV/AIDS.

## BASIC URBAN SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>Existence of a good system for awarding tenders for infrastructural development in the town.</p> <p>Availability of various schools.</p> <p>Existing partnerships with donors and the private sector in implementing development projects.</p>	<p>Low revenue base hinders development.</p> <p>Rapid population growth which has not matched the existing infrastructure.</p> <p>Prolonged civil war that led to the break down of social infrastructure.</p> <p>Poor waste Management.</p>	<p>Close working relationship with donors, Non-Governmental Organizations and Community Based Organizations in service delivery.</p> <p>Good revenue base to enhance development.</p> <p>Available land to set up infrastructure.</p>	<p>High school dropout rates especially for the girls.</p>	<p>Extension of street lighting to the peri-urban areas.</p> <p>Improvement in sewerage management.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>Availability of various schools.</p>	<p>Poor community participation in development projects.</p> <p>Use of pit latrines for sanitation leading to underground water contamination.</p>	<p>Willingness of the community to assist in bringing services closer to them.</p>	<p>Most of the agricultural produce is being sold to Sudan thus creating a food shortage.</p>	



<b>BASIC URBAN SERVICES</b> N°1	<b>Project Proposal</b>
	Rehabilitation of the Town's Dumping Site

**LOCATION:** Kitgum Town.

**DURATION:** Five years.

**BENEFICIARIES:** The community of Kitgum and its surrounding.

**IMPLEMENTING PARTNERS:** Staff of Kitgum Town Council, a consultant and a contractor hired to upgrade the dumping site.

**ESTIMATED COST:** USD 700,000

**BACKGROUND:** There is rapid urban population growth within Kitgum Town Council which is not being matched by corresponding growth in the social infrastructure. Upgrading the town dumping site will facilitate proper waste collection and disposal.

**OBJECTIVE:** To have a clean town.

**ACTIVITIES:**

1. Sensitize the community on proper garbage collection.
2. Identify a contractor to work on upgrading the dumping site.
3. Begin the upgrading process with continuous monitoring and evaluating of the contractor.

**EXPECTED OUT PUT:**

1. A well informed community that has knowledge of proper solid waste management.
2. A well compacted landfill.

**REQUIRED STAFF:**

1. Engineers.
2. Physical Planner.
3. Environmental Officer.
4. Health Inspector.
5. Soil Experts.
6. A Contractor.

<b>BASIC URBAN SERVICES</b> N°2	<b>Project Proposal</b>
	Rehabilitation of Kitgum Town Council's Drainage System and Road Infrastructure

**LOCATION:** Kitgum Town.

**DURATION:** Five years.

**BENEFICIARIES:** Kitgum Town Council Community.

**IMPLEMENTING PARTNERS:** Kitgum Town Council and District Engineers, Surveyors, Physical Planner, Town Clerk, and a Local Contractor.

**ESTIMATED COST:** USD 1,000,000

**BACKGROUND:** Kitgum town is crippled with dilapidated infrastructure that was worn out by the war and the increasing population is exerting more pressure on the existing infrastructure. This project will aim at restoring the broken down drainage system.

**OBJECTIVE:** To have well drained roads that will avert flooding and stagnant water within the town.

**ACTIVITIES:**

1. Surveying the roads.
2. Identifying a contractor for the construction of storm water drains.
3. Monitoring of the activities of the contractor by the engineer and roads inspector.

**EXPECTED OUTPUT:**

1. Well constructed storm water drains to aid proper flow of water.
2. Sensitization of the community about the proper use of the drains that have been constructed.

**REQUIRED STAFF:**

1. Engineer.
2. Roads Inspector.
3. Physical Planner.
4. Surveyor.
5. Contractor.

## LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>Availability of Hydro Electricity Power.</p> <p>Broader revenue base.</p>	<p>Limited capital to start up economic projects.</p> <p>Poor social infrastructure.</p>	<p>Government's Policy of distributing poverty eradication funds (Bonabagawale) to start small scale businesses for self sustenance.</p> <p>Town Council Policy of the Mayor's Charity Fund and the Councils revolving loan for economic empowerment within the community.</p>	<p>Lack of collateral to acquire loans.</p> <p>Unemployment for the youth causing insecurity.</p>	<p>Opening up of roads.</p> <p>Construction of markets.</p> <p>Improvement in garbage management.</p> <p>Street lighting.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>Improved security.</p> <p>Strategic location. The town is a business hub and district headquarters.</p>	<p>Low quality agricultural produce which fail to get to the market.</p>	<p>Various organized groups that come together to get collateral and start up self help projects.</p>	<p>Poor storage facilities that lead to low grade produce when selling.</p>	<p>.</p>

<b>LOCAL ECONOMIC DEVELOPMENT</b> Nº1	<b>Project proposal</b>
	Construction of Markets in Kitgum Town Council

**LOCATION:** Kitgum Town Council.

**DURATION:** Three years.

**BENEFICIARIES:** Community of Kitgum Town and the neighbouring towns and districts.

**IMPLEMENTING PARTNERS:** Central Government, District, Kitgum Town Council, Contractor.

**ESTIMATED COST:** USD 1,000,000

**BACKGROUND:** Kitgum is endowed with fertile soil which is suitable for agriculture. However, there is need for a properly built farmers' market which is currently lacking. Therefore this project will support in the construction of markets within the town.

**OBJECTIVE:** To build markets that will enable farmers to store and sell fresh produce both within Kitgum and surrounding areas.

**ACTIVITIES:**

1. Identify suitable land where the markets will be located.
2. Select a suitable contractor to start on construction of the markets.

**EXPECTED OUTPUT:** Well constructed markets within the parishes with all facilities such as roads, water and toilets that will serve the people of Kitgum and surrounding areas.

**REQUIRED STAFF:**

1. Engineers.
2. Planners.
3. Environmentalists.
4. Health Inspectors.

## DISASTER RISKS

STRENGTH	WEAKNESES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>By-Laws have been instituted to act as a check for smooth running of the town.</p> <p>A task force is in place to monitor any other occurrence or outbreak of diseases.</p>	<p>Weak monitoring of existing by-laws.</p> <p>Laxity of the community to maintain standards of good hygiene, solid waste and proper house cleaning.</p>	<p>Establishment of a disaster task force committee at the district to handle disasters.</p> <p>Close association of the Town Council with various Non-Governmental Organizations in handling disasters and providing relief aid to the affected.</p>	<p>Re-occurrence of some disasters like Hepatitis E which is claiming lives of the community.</p>	<p>Sewage management plant (lagoon).</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>Community sensitization on practices of good hygiene and latrine construction.</p>	<p>Inadequate funding.</p> <p>Slow response in case of disasters.</p> <p>Community ignorance on impending disasters like drought.</p>	<p>Sensitization of the community on disaster reduction.</p>	<p>Lack of continuous sensitization of the community on proper sanitation.</p>	<p>Slum upgrading.</p>

**LOCATION:** Kitgum Town Council.

**DURATION:** Two years.

**BENEFICIARIES:** The staff and community of Kitgum Town Council.

**IMPLEMENTING PARTNERS:** Staff in the Physical Planning Department of Kitgum Town Council, the Ministry of Lands, Housing and Urban Development, Department of Environment within the Town Council, and Non-Governmental Organizations dealing with the environment.

**ESTIMATED COST:** USD 500,000

**BACKGROUND:** Kitgum Town Council has experienced the effects of climate change within the town and these include drought, famine and prolonged dry spells. It is with this background that the community needs to be trained on climate change and its effects so that they can adapt to climate change and avoid further destruction of the environment.

**OBJECTIVE:** To have a community that is well informed about climate change and knows how to handle the effects of climate change.

**ACTIVITIES:**

1. Mobilize the community.
2. Organize trainings on climate change in the different communities.

**EXPECTED OUTPUT:** A community that is well informed about climate change, its effects and how to combat it.

**REQUIRED STAFF:**

1. Environmental Officers.
2. Physical Planners.
3. Climate Change Experts.
4. Non-Governmental Organizations that deal with the environment.
5. Officials from the National Environmental Management Agency.



## SAFETY

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>Established Police Headquarters within the Town Council.</p> <p>Easy access to services provided by the police.</p>	<p>Slow processing of cases leading to mistrust among the community.</p> <p>Bribery.</p> <p>Inadequate funding of the police.</p> <p>Under staffing of the police leading to a backlog of cases.</p>	<p>Program of community policing which is trying to bridge the gap between police and the community.</p>	<p>Dilapidated exhibit room, which leads to destruction of evidence.</p> <p>High incidences of crime.</p>	<p>Extension of street lighting to peri-urban areas.</p>
<b>RESOURCE MOBILIZATION, PERFORMANCE AND ACCOUNTABILITY</b>				
<p>Close co-ordination of police and non-governmental organizations that are helping in providing office space.</p>	<p>Unreported incidences of crime.</p>	<p>Sensitization of the community on the role of the police in maintaining safety.</p> <p>Police training through the various Non-Governmental Organizations thus leading to capacity building.</p>	<p>Mistrust between the police and the community.</p>	<p>Establishment of vocational institutions.</p>

<b>SAFETY</b> N°1	<b>Project proposal</b>
	Extension of Street Lights to Peri-Urban Areas

**LOCATION:** Kitgum Town Council's streets and roads.

**DURATION:** Two years.

**BENEFICIARIES:** Residents of Kitgum.

**IMPLEMENTING PARTNERS:** Kitgum Town Council

**ESTIMATED COST:** USD 300,000

**BACKGROUND:** After the long period of civil war, the infrastructure of Kitgum Town Council infrastructure has been left dilapidated and the streets are dark and dangerous. This period of street lighting will address the issues of assault and robberies due to the poor lighting.

**OBJECTIVE:** To make Kitgum Town Council safe by lighting the town's streets and roads.

**ACTIVITIES:** Identifying areas to fit the poles and set up the streetlights.

**EXPECTED OUT PUT:** A well lit town which will increase safety.

**REQUIRED STAFF:** Officials from the Ministry Of Lands, Housing and Urban Development.

<b>SAFETY</b> N°2	<b>Project proposal</b>
	Establishment of Vocational Training Schools

**LOCATION:** Where land is available within Kitgum Town to construct the schools.

**DURATION:** Five years.

**BENEFICIARIES:** The unemployed youth and residents of Kitgum.

**IMPLEMENTING PARTNERS:** Donor Agencies, Mayor of Kitgum, Kitgum Town Council, various Non-Governmental and Community Based Organizations.

**ESTIMATED COST:** USD 300,000

**BACKGROUND:** During the long civil war that ravaged Kitgum, many of the youth and school going children were forced to drop out of school. With the return of peace after twenty years, there are many youth and young adults who do not have the much needed livelihood skills. This project, which involves setting up vocational schools, will help to reduce the levels of unemployment by developing skills among the youth.

**OBJECTIVE:** Provide the youth with live livelihood skills to enable them to earn a living.

**ACTIVITIES:**

1. Identifying and mobilizing resources for building the schools.
2. Identifying suitable land for construction of the schools.
3. Encouraging the youth to go to the vocational schools once they are set up.

**EXPECTED OUTPUT:** Imparting the youth with skills that will help them to be gainfully employed.

**REQUIRED STAFF:**

1. Physical Planners.
2. Town Clerk.
3. Surveyors.
4. Engineers.
5. District Education Officers.

## LAND

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>				
<p>Existence of qualified technical staff to manage land issues.</p> <p>Sufficient land for development.</p>	<p>Absence of effective land policy to enforce proper use of land.</p> <p>Poor planning of the town.</p> <p>Customary tenure prevents some development activities from taking place.</p>	<p>Collateral accrued from land that has titles.</p> <p>Available land for town expansion.</p> <p>Ability to attract financial development initiatives.</p>	<p>Risk of environmental destruction because of misuse of land.</p> <p>Resistance to planned development of urban land by landowners.</p> <p>Lacks of plans for urban development.</p>	<p>Develop a comprehensive plan for urban development.</p> <p>Develop Kitgum Town Council land information system (LIS).</p>
<b>RESOURCE MOBILIZATION , PERFORMANCE AND ACCOUNTABILITY</b>				
<p>The land in Kitgum is suitable for urban agriculture.</p> <p>Good topography of the land, which is gently sloping.</p>	<p>Rampant land disputes within the town.</p>	<p>Urban agriculture which will create employment.</p> <p>Extraction of raw material like sand.</p>	<p>Rural-urban migration, which leads to the growth of informal settlements.</p>	<p>Community sensitization on the importance of planned land use.</p>

**LOCATION:** Kitgum Town Council.

**DURATION:** Two years.

**BENEFICIARIES:** The staff and community of Kitgum Town Council.

**IMPLEMENTING PARTNERS:** Staff in the Physical Planning Department of Kitgum Town Council and the Ministry of Lands, Housing and Urban Development.

**ESTIMATED COST:** USD 300,000

**BACKGROUND:** Kitgum Town Council has no organized Land Information System because most of the land is under customary tenure, thus there are delays in acquiring land titles and leases. This project will help to address the long delays of documentation and ensure proper storage of land documents.

**OBJECTIVE:** To put in place a digitized system of land management, which will save time and ensure safe storage of records.

**ACTIVITIES:**

1. Survey the land in preparation for proper documentation.
2. Purchase or hire equipment to include GPS (Global Positioning System) machines, computers and printers that will aid in the formulation of the land management system.

**EXPECTED OUTPUT:** A well documented and functional land management information system.

**REQUIRED STAFF:**

1. Physical Planners.
2. Surveyor Supervisors.
3. Land Valuers.
4. Global Information Systems (GIS) expert.

## AGREED PROJECTS FOR KITGUM TOWN COUNCIL



1. Infrastructure Development Project.
2. Comprehensive Development Plan for Urban Development.
3. Waste Management Project.
4. Establishment of vocational institutions.
5. Gender Main Streaming Project.







## STAKEHOLDERS LIST 30 AUGUST, 2010

S/N	Name	Organization	Designation
01	Odongo David H.	Kitgum Town Council	Media
02	Onywaroja Albon	Lamwro District	District Planner/Lamwro
03	Canwat George	Kitgum Town Council	Roads inspector
04	Hon.Nyeko Bala	Kitgum Town Council	District Councillor
05	Hon. Obol George	Kitgum Town Council	Councillors III
06	Hon. Okor Robley	Kitgum Town Council	Councillor III
07	DR. Otto James	Kitgum District Local Government	Doctor
08	Hon Olweny H. Salamma	Kitgum Town Council	Councillor
09	Aceru William	Kitgum District Local Government	Internal Auditor
10	Arop P'Acire Kenneth	Kitgum Town Council	Chairman Unatu
11	Abonga Alfred	Kitgum Town Council	Senior Assistant Engineering Officer
12	Hon. David Mukidi	Kitgum Town Council	Councillor L.C. V
13	Hon. Otim David Henri	Kitgum Town Council	Councillor III
14	Ocaya George	Kitgum Town Council	Procurement Officer
15	Ogaba F. Jockon	Kitgum Town Council	Town Health Inspector
16	Anywar martin	Kitgum District	Kitgum District Forestry Officer
17	Hon. Otto Okello Guston	Kitgum District	Councillor L.C. V
18	Aparo Agnes	Kitgum District Local Government	Office Attendant
19	Hon. Agnes Akello	Kitgum Town Council	Councillor III
20	Hon. Rose Latigo	Kitgum Town Council	Councillor III
21	Otwal Filbert	Kitgum Town Council	Internal Auditor
22	Acaye Ronald	Kitgum Town Council	Representative from the Anglican Church
23	Hon. Adoch Sabrina	Kitgum Town Council	Councillor Westland
24	Hon. Joska Abodo	Kitgum Town Council	Councillor Pager
25	Opio Simon	Kitgum Town Council	National Agricultural Advisory Services Co-coordinator Kitgum Town Council
26	Ojok Edward	Kitgum Town Council	DLO
27	Hon. Ochan	Kitgum Town Council	Councillor III
28	Hon. Otim Richard	Kitgum Town Council	Councillor III
29	Hon. Opio Faustino	Kitgum Town Council	Councillor III
30	Loum Simon Peter	Kitgum Town Council	L.C V Councillor
31	Rhoda Oroma	Kitgum Town Council	AG. Town Clerk
32	Martha Mugarura	Ministry of Lands Housing and Urban Development	Senior Urban Officer
33	Auma Prisca	Makerere	Research Assistant
34	Awuzu Wilson	Makerere	Associate Consultant
35	Amoi Alfred	Kitgum Town Council	Vice Chairperson Kitgum Town Council
36	Hon. Ayoo Doreen	Kitgum Town Council	Councillor
37	Atube Benson	Kitgum District	Urban Water Officer
38	Mwaka Isaac Phillips	Kitgum District	WASH Urban Water

39	Nyeko Peter Paul	Kitgum	Programme Co-coordinator
40	Okello Joseph	Kitgum	Senior Records Assistant
41	S.Omwony Lakwonyero	Kitgum District	For. Chief Administrative Officer
42	Abal Poth	Kitgum District	Deputy Administrative officer
43	Lamwaka Christine	Kitgum district	Health I/ C
44	Hon. Concy Odoki	Kitgum Town Council	Councillor
45	Kidega s	Kitgum Town Council	AG. Town Treasurer
46	Lucy Odiya	Kitgum Town Council	Councillor
47	Hon. Ayilla .A Kenneth	Kitgum Town Council	Councillor
48	Pastor Olaa Olare	Kitgum Town Council	P.A.G Kitgum
49	Otto Lucy	Kitgum Town Council	AG.DCDO
50	Dr. Otto Alfred Best	Kitgum District	SVO/DVO
51	Owot Peter	Kitgum District	FAN- Water and Sanitation
52	Akello Juliet	Kitgum District	For. District Environment Officer
53	Achola Stella	Kitgum District	Councillor
54	Komakech Geoffrey	Kitgum District	Do Kitgum District Local Government
55	Amo Okwe	Kitgum District	District Education Officer
56	Omoo John	Kitgum District	District Health Inspector
57	Abalo Eunice	Kitgum Town Council	Secretary Kitgum Town Council
58	Otim George William	Kitgum Town Council	Gombolola Internal Security Officer
59	Jane Amito	Kitgum Town Council	Councillor
60	Adyeero Monica Onen	Kitgum Town Council	O/T
61	Angee Grace	Kitgum Town Council	O/T
62	Adong Milly	Kitgum Town Council	CTOC
63	Olweny David	Kitgum Town Council	CDO/A
64	Nars Oyo-Odoch	Kitgum District	For. District Health officer
65	Okot- Maro Robison	Kitgum	Administrator
66	Ocititi Patrick	Kitgum Town Council	Secretary
67	Opoka rosemary	Kitgum Town Council	For. Personnel Officer
68	Otim Aruchu	Kitgum Town Council	Senior A/c Assist. Kitgum Town Council
69	Namwihiri Felistas Higwira	Ministry of Lands Housing and Urban Development	Urban Planner
70	Kidega Denis	Ministry of Lands Housing and Urban Development	Urban Officer
71	Richard Busaule	Research Assistant	Makerere
72	Hannington Sengendo	Consultant	Makerere
73	Moses Bandunga	Consultant	Makerere
74	Obita Julius	Consultant	Makerere

Source: Field Captured Data-Kitgum Town Council

## STAKEHOLDERS LIST 3 - 7 MAY, 2010

S/N	Name	Organization	Designation	Contact Date
01	Hon Angella Kevinah	Kitgum Town Council	Councillor	06/05/2010
02	Hon Jane Amito	Kitgum Town Council	Councillor	06/05/2010
03	Kadega Julius	Kitgum Town Council	Chairperson PDC	06/05/2010
04	Hon. Amon Alfred	Kitgum Town Council	Councillors	06/05/2010
05	Hon Otim Henry David	Kitgum Town Council	Councillors	06/05/2010
06	Hon Joska Aboda	Kitgum Town Council	Councillor	06/05/2010
07	Hon Adoch Sabwa	Kitgum Town Council	Councillor	06/05/2010
08	Hon Olweny H Salamma	Kitgum Town Council	Councillor	06/05/2010
09	Hon Cancy Odoki A	Kitgum Town Council	Intern	06/05/2010
10	Labalo Raymond	Kitgum Town Council	Town Agent	06/05/2010
11	Okello Donald Jimmy	Kitgum Town Council	Town Agent	06/05/2010
12	Atube Benson	Kitgum Town Council	Water Officer	06/05/2010
13	Kalama Miltonic	Kitgum Town Council	Councillor	06/05/2010
14	Acen Jennifer Ocen	Kitgum Town Council	Intern	06/05/2010
15	Acayo Grace	Kitgum Town Council	C.A	06/05/2010
16	Hon. Lucy Odida	Kitgum Town Council	Councillor	06/05/2010
17	Hon Ochan Charles	Kitgum Town Council	Councillor	06/05/2010
18	Ojora Wilfred Oyet	Kitgum Town Council	Office Supervisor	06/05/2010
19	Hon Ayoo Doreen	Kitgum Town Council	Councillor	06/05/2010
20	Hon Nyero Geoffrey	Kitgum Town Council	Secretary Works -Road	06/05/2010
21	Ayoli Ben Bob Paul	Kitgum Town Council	AA	06/05/2010
22	Hon Annek Margret Nano	Kitgum Town Council	W/Councillor	06/05/2010
23	Hon Obol George Okit	Kitgum Town Council	Councillor	06/05/2010
24	Opio Simon	Kitgum Town Council	National Agricultural Advisory Services Coordinator	06/05/2010
25	Aditezembe Hellen	Kitgum Town Council	National Agricultural Advisory Services	06/05/2010
26	Ocaya Samuel Owa	Kitgum Town Council	Town Engineer	06/05/2010
27	Olweny Samuel	Kitgum Town Council	Ag. Urban Environment Officer	06/05/2010
28	Lamwaka Christine	Kitgum Town Council	Enrolled Nurse	06/05/2010
29	Aloyo Florence	Kitgum Town Council	Office Attendant	06/05/2010
30	Labath Christine	Kitgum Town Council		06/05/2010
31	Acan Paska	Kitgum Town Council	Community Volunteer	06/05/2010
32	Okwara R. Ojara	Kitgum Town Council	Chairperson	06/05/2010
33	Auma Prisca	Makerere	Research Assistant	06/05/2010
34	Awuzu Wilson	Makerere	Associate Consultant	06/05/2010

Source: Field Captured Data-Kitgum Town Council

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## KITGUM URBAN PROFILE

The Kitgum Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. The urban profiling is being implemented in 30 ACP (Africa, Caribbean, Pacific) countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

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