



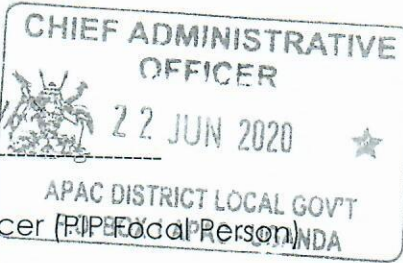
Apac District Local Government

Local Government Targeted Performance Improvement Plan 2020/2021

JUNE 2020

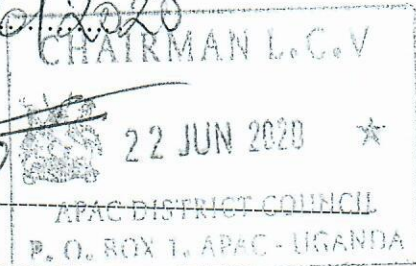
Signatory Page

- I confirm that this plan has been developed jointly in accordance with process described in chapter 1,
- I commit to support the implementation of agreed actions

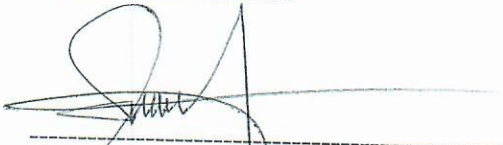


for

MICHAEL WANJE
Chief Administrative Officer (Public Person)
Apac DLG
Date... 22/6/2020



OKAE BOB
District Chairperson
Ac DLG
Date.....



Katarbarwa David
For Team Leader of the National Resource Pool
MoLG
Date... 22/6/2020

MoLG

Date.....

1. Introduction

1.1 Background

Since 2015 Government has been implementing reforms aimed at improving the adequacy and equity of fiscal transfers and improve fiscal management of resources by Local Governments for improved service delivery. In order to ensure that public resources meant for service delivery are efficiently used and properly accounted for, Government has designed a system for assessing the performance of Local Governments.

The Office of the Prime Minister coordinated a country wide Local Government Performance Assessment exercise during January and February 2019 for financial year 2018/19. This assessment focused on: i) compliance with the accountability requirements and ii) functional processes and systems of importance to LGs for efficiency in service delivery addressing cross-cutting, Education, Health and Water processes. Local Government Specific Reports as well as Synthesis Report detailing the key assessment findings and recommendations for addressing the weak areas at both LG and MDA levels have been compiled and shared with Local Governments and the reports are available at <https://budget.go.ug/budget/LGPAs>.

Whereas Apac District Local Government has initiated activities to address some of the gaps identified during the Local Government Performance Assessment, however, additional efforts and support are required in order to comprehensively address all performance gaps.

It is against the above background, that the Ministry of Local Government (MoLG) has constituted the Local Government Performance Improvement Task Force (LGPITF) composed of representatives from the relevant Ministries, Departments and Agencies (MDAs).

The LGPITF has reviewed the Local Government Performance Assessment (LGPA) Synthesis report and identified a list of LGs that have scored below average selected for targeted performance improvement support.

Support teams composed of National Resource Pool (NRP) members with representatives from the crosscutting specialized Ministries have been constituted to offer Capacity building support to core functions of the LG.

1.2 Process for development of the PIP

This Performance Improvement plan was developed over the period from 20th June- 30 June 2020 as a collaborative effort between the Local Government and the following members of the NRP

- Katarawa David, Ministry of Local Government-Team leader
- Solomon Kadukulu wajje, Ministry of Local Government
- Asiat Nanyanzi- Ministry of Local Government

The development of this Performance Improvement Plan is based in the following:

- Analysis of the final and complete version of the Local Government Performance Assessment Report,
- Discussions with staff and political leadership of the local government for identification of underlying causes of underperformance in the local government,
- Joint development proposals of actions to be undertaken by: the LG with support from the NRP team.
- Review by the TPC and executive of draft proposals for the identified gaps and recommendations
- Subsequent amendments and signing of the agreed Performance Improvement Plan.

1.3 Agreed Next Step

Our Local Government commits to implementation of the agreed action points outlined in matrix.

The Ministry of Local Government through the National Resource Pool commits to support Apac District Local Government to implement the agreed actions and monitor progress.

The Ministry of Local Government commits to communicate to other ministries the various agreed actions to be undertaken with support of the various Ministries Departments and Agencies.

General Observations

1. Lack of activity reports
2. Lack of minutes of meetings
3. Failure to adhere to statutory deadlines

4. Poor records management
5. Failure to implement recommendations of quarterly internal audit reports
6. Understaffing in most departments
7. Inadequate preparation for the assessment exercise
8. Absenteeism of critical officers during the assessment period
9. The need to involve political leadership in monitoring government programs
10. Challenge of monitoring and supervision of secondary schools by the DEOs office arising from the appointment of the secondary school staff by the education service commission and deployment being done by the Ministry of education and sports.
11. All the sanitation facilities constructed by the district water department were out of reach due to the poor state of the roads. Hence were not assessed.
12. Assessment team did the early hurriedly and did not explain the parameters properly.

B: PERFORMANCE MEASURES:

No	Issue of Concern		Proposed Activity (What)	Modality (How)	Responsibility (Who)	When	Expected Output	Progress
	2018/19							
1. Human Resource Management								
	No appraisals done for HoDs as per guidelines issued by MoPS during the previous FY		Develop Schedule of duties for HODS I-performance planning Performance agreements	Copies provided Print performance plans Copies provided	PHRO	End of JULY 2020	Internalized Performance plans filled Filled performance agreements	6 HODS have filled
	LG failed to fill all HoDs positions substantively		Wage analysis	Request for CLEARANCE from MOPs	CAO	JULY 2020	6 HOD positions be filled	Positions have been advertised
	No evidence that 100 percent of staff submitted for disciplinary actions have been considered and concluded		Ensure Proper documentation of disciplinary concerns	Developed disciplinary cases register and file	PHRO	January 2020	All cases documented on	Register and file in place
	Failure by recruited staff to access payroll within the required statutory period not later than two months after appointment		Training Human resource staff on IPPS	Attached them to Ministry of public service	PHRO	June 2020	Skills acquired	HRO have been trained
	Failure by staff that retired during the previous FY to accessed the pension payroll within two months after retirement		Training HROS on IPPS(Pension processing) Pre-retirement trainings	2 HROS trained Pre-retirement training held	PHRO	June 2020	Retirees submitting their files in time and with few mistakes	Decentralized pension processing
2. Finance, Administration, Planning, Internal Audit and Procurement (Support services)								
	No evidence that the capital investments in the approved Annual work plan for the current FY are derived from the approved five-year development plan. If different, justification has to be provided and evidence that it was approved by Council		Ensure implementation of the DDP through Annual work plans	Joint planning	CAO/Planner	Annually	Annual work plans aligned to DDP	Evidence is available e.g. District Administration Block
	Lack of Project profiles developed and discussed by TPC for projects in the plan		Develop and share project profiles for all projects in the District in DTPC	Developed during a meeting	CAO/Planner	Annually	Profiles developed and shared in DTPC.	Project profiles currently available though not discussed by TPC
	No Annual statistical abstract, with gender disaggregated data has been compiled and presented to the TPC to support budget allocation and decision-making		Develop an annual statistical abstract	Constitute a committee to spear head the development of statistical abstract	Planner, DCDO, CFO	By 30 th April	Annual statistical abstract	Data available but not disaggregated
	Failure to implement Investment activities in the previous FY in accordance with the AWP		Adhere to approved work plans	Realistic budgeting	planner	Quarterly reviews	Investment activities implemented as per the work plan	Work plan being implemented as planned
	LG has designated no person in to coordinate response to feed-back (grievance /complaints) and responded to feedback and complaints		Appoint a staff to handle complaints/grievances	Appointment letter	CAO	Annually	Focal officer designated	Currently information officer is the designated person
	LG has designated no person in to coordinate response		Appoint a staff to	Appointment letter	CAO	Annually	Focal officer	Currently

No	Issue of Concern	Proposed Activity (What)	Modality (How)	Responsibility (Who)	When	Expected Output	Progress
	2018/19						
	to feed-back (grievance /complaints) and responded to feedback and complaints	handle complaints/grievances				designated	information officer is the designated person
	There was no evidence that the LG published LG Payroll and Pensioner Schedule on public notice boards and other means	Publish payroll and pensioner schedule	Publishing information	HRM	Quarterly	Payroll & pensioner information posted	Pay roll published monthly
	No evidence that the procurement plan and awarded contracts and amounts are published	Publish procurement plan and contracts information	Posting information on public notices	PDU	Quarterly	Contracts information published	Procurement plan in place/awarded contracts amounts are now displayed
	No evidence that the LG performance assessment results and implications, are published e.g. on the budget website for the previous year (from budget requirements)	Updating the district website	Posting data	Information officer	Annually, a month after publication	Publishing assessment results	Currently dissemination is done at TPC
	Lacking evidence that the HLG communicated and explained guidelines, circulars and policies issued by the national level to LLGs during previous FY	Communicate central Gov't policies/Guidelines to LLGs	Through Letters to LLGs	HoDs	Quarterly	Circulars communicated to LLGs	Currently there is evidence of dissemination of guidelines, circulars
	No evidence that LG during previous FY conducted discussions (e.g. municipal urban fora, barazas, radio programmes etc.) with the public to provide feed-back on status of activity implementation	Undertake public sessions on Gov't programmes	Meetings	CAO/DCDO	Quarterly	Meetings held	Currently being conducted .
	LG has designated no person in to coordinate response to feed-back (grievance /complaints) and responded to feedback and complaints	Appoint a staff to handle complaints/grievances	Appointment letter	CAO	Annually	Focal officer designated	Currently information officer is the designated person
	There was no evidence that the LG published LG Payroll and Pensioner Schedule on public notice boards and other means	Publish payroll and pensioner schedule	Publishing information	HRM	Quarterly	Payroll & pensioner information posted	Pay roll published monthly
	No evidence that the procurement plan and awarded contracts and amounts are published	Publish procurement plan and contracts information	Posting information on public notices	PDU	Quarterly	Contracts information published	Procurement plan in place awarded contracts and amounts are now displayed
	Revenue Generation:						
	Percentage of locally generated revenue for FY2018/19 was approximately 36% below budgeted estimates. This deficit in collections falls outside of the +/- 10% budget realisation threshold	Devise Revenue enhancement activities / mechanisms	revenue arrears. Revise chargeable rates to match market conditions	D/E, CFO, CAO,DCO	By July 2020	Rental apartments constructed, Increased collections from tenants.	Survey on going
	No Evidence that the District/Municipality has remitted the mandatory LLG share of local revenues: score	Review expenditure on Council activities.	Convene meetings with the executive committee and agree on priorities.	CAO, DEC, CFO, Speaker	By 2020	Meeting convened and priorities agreed upon.	Being planned

No	Issue of Concern 2018/19	Proposed Activity (What)	Modality (How)	Responsibility (Who)	When	Expected Output	Progress
	Procurement and Contract Management						
	Contract register misses pertinent issues such as the project commencement date, completion date and Retention.	Amending the contract register to include the missing items.	The contract amended by PDU.	PDU	By July 2020	PBS Amended contract register	It's in place and being used.
	Works projects for the current FY lack clearly labelled site boards indicating: the name of the project, contract value, the contractor; source of funding and expected duration:	Design the project sign posts to include the details of contract information By 2018/2019	Make it part of Bills of Quantities (BOQs), Make follow up with the Contractor, to ensure that signage is installed	DE & Contract Managers	By July 2020	All projects with signage	Carry out continuous review of all projects to ensure signs are installed
	Works projects for the current FY lack clearly labelled site boards indicating: the name of the project, contract value, the contractor; source of funding and expected duration:	Design the project sign posts to include the details of contract information By 2019/2020	Make it part of Bills of Quantities (BOQs), Make follow up with the Contractor, to ensure that signage is installed	DE & Contract Managers	By	All projects with signage	Carry out continuous review of all projects to
	Financial Management						
	Failure to implement Investment activities in the previous FY in accordance with the AWP	Adhere to approved work plans	Realistic budgeting	planner	Quarterly reviews	Investment activities implemented as per the work plan	Work plan being implemented as planned
	Governance, Oversight Transparency						
	LG has not designated a person to coordinate responses to feed-back (Grievance /Complaints) and responded to feedback and complaints	Identifying focal person	Assigning officer	Chief Administrative Officer	JULY 2020	District information Officer assigned as focal person	Focal person appointed in January 2020.
	No evidence that the LG budgeted and spent at least 80% of O&M budget for infrastructure in the previous FY	Include O and M in the annual work plan	Budget execution Identify all infrastructure that need O and M	CAO supported by planner and district Eng.	annual	Infrastructure maintained	Some infrastructures are being maintained
	For current FY, there was no evidence that the LG prepared 80% of the bid documents for all investment /infrastructure by August 30	Ensure all bid documents are prepared for all investment projects by 30 th August	Engaging user department to submit projects early to DPU	SPO PO	By 15 th August	Bid documents prepared by 30 th August	Bids prepared by 30 th Aug
	3. Natural Resources						
	Lack of evidence presented to show that infrastructure investments have approved plan, thus no consistency with the Physical Plan	Conduct approvals for infrastructure investments in the district	Make the District Physical Planning Committee more active	District Physical planner and District physical planning	JULY 2020	Investment in infrastructure approved in line with the District	On going

No	Issue of Concern 2018/19	Proposed Activity (What)	Modality (How)	Responsibility (Who)	When	Expected Output	Progress
4. Social and Environment safe guards (Gender Mainstreaming and Environment)							
	No evidence that environmental screening or EIA are carried out for activities, projects and plans and mitigation measures are planned and budgeted for	Conduct EIA for projects Develop mitigation plans and budgets	Liaise with HODs to enable EIAs to be conducted Develop action plans	Environment Officer HODs	JULY 2020	EIA reports and Environment mainstreamed into department budgets.	Education and roads involving environment officer to conduct EIAs
	No evidence that the LG integrates environmental and social management plans in the contract bid documents:	integrates environmental and social management plans in the contract bid documents	Submit actions for integration in bid documents to PDU	Environmental Officer and HODs	JULY 2020	Bid documents reflecting environmental and social safeguards.	Being planned.
	No inspection report signed by both the EO & CDO were provided as evidence that the implemented health facility infrastructure projects of had been screened and inspected to ensure that the risk mitigation plans had been complied with.	Signed REPORT by both the EO & CDO were provided as evidence that the implemented health facility infrastructure projects	screened and inspected to ensure that the risk mitigation plans had been complied	EO & CDO	JULY 2020	Signed inspection reports by EO and CDO on risk mitigation plans	Being planned
5. Education							
	Lack of evidence that LG Education Department has effectively communicated and explained guidelines, policies, circulars issued by the national level in the previous FY to schools only one communication seen.	Communicate and explain guidelines, policies and circulars	Hard and soft copies MEMOs to schools	DEO	JULY 2020	effective communication and explained guidelines, policies, circulars issued	All relevant information has been explained.
	Failure by LG Education department to submit inspection reports to the Directorate of Education Standards (DES)	We shall be sending reports to DES	Hard and soft copies.	DIS	QUARTERLY	All activities done under inspection in that quarter to DES	All relevant information has been sent to DES
	No evidence of submission of the annual performance report for the previous FY (with availability of all four quarterly reports) to the Planner by mid-July for consolidation	We shall submit annual performance reports to the planner	Hold department meetings to come up with a report	DEO to coordinate	Quarterly/a nually	All staff at the department	Quarterly/annual meetings have been held
	Failure by the LG Education Dept. to act on Internal Audit recommendation	We shall timely act on internal audit recommendations	DEO coordinate all other staff in time	DEO	QUARTERLY	All concerned staff with queries	Reply and feedback has been made
	Evidence that all licenced or registered schools have been inspected at least once per term and reports produced:	Making supervision and monitoring reports per term	Field Visits being conducted	DEO	QUARTERLY	All concerned staff with queries	Reply and feedback has been made
6. Water and Environment							
	No evidence that the LG Water Evidence that the district Water department had implemented budgeted water projects in the targeted sub counties with safe water coverage below the district average in the previous FY.	Making supervision and monitoring reports on monthly basis	Field Visits being conducted	DWO	quarterly	Increase in water coverage	AWP being implemented

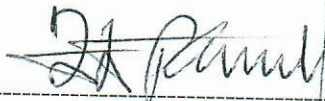
No	Issue of Concern	Proposed Activity (What)	Modality (How)	Responsibility (Who)	When	Expected Output	Progress
	2018/19						
	No evidence of the LG Water department carrying out monthly monitoring and supervision of project investments in the sector	Making supervision and monitoring reports on monthly basis of the projects	Field Visits being conducted	District Water Officer, Health Inspector & CDO	Monthly	Supervision and Monitoring	Reports are being made and copies are available
	No evidence that the LG has submitted The Water department submitted all the four quarterly reports by 15th July F/Y as required by the PFMA Act, 2015. As amended	Submitting both soft copy and hard copy reports of the water facilities	Making the reports	DWO	Quarterly	Properly filled up Form ones	Being affected
	No evidence that the department submitted the annual performance report for the previous FY (including all four quarterly reports) to the Planner by mid-July for consolidation	Submitting the annual performance report	Summation of the quarterly reports	DWO	Annually	Annual Performance report	Planned
	LG Water Department did not show evidence of action on Internal Audit recommendation	Retaining copies of the internal audit recommendations	Making responses to internal audit	DWO, HI, CDO	immediately	Responses of the internal audit	Being effected by the sector
	No evidence that the LG Water department has shared information widely to the public to enhance transparency e.g. budgets not displayed, projects not labelled & tender information not published.	Publishing all WSS information on public notice boards	Displaying on public notice boards and in news papers	DWO, HI, CDO	Immediately after receipt of the grant	Copies of the notices	Being effected by the sector
	Wanting Participation of communities in WSS programmes e.g. application and fulfilling requirements & WUCs/WSCs that are functional.	Communities to formally apply for WSS facility	Communities to apply	CDO, H/As	During the planning phase	Copies of the application letters from the communities	Being effected by the sector
	No evidence that environmental screening (as per templates) for all projects and EIAs (where required) conducted for all WSS projects and reports are in place	Making the environmental assessment	Environmental officer to make a field assessment	Environmental officer, DWO	Quarterly	Copies of the environment report	Being effected by the sector
	No follow up support provided in case of unacceptable environmental concerns in the past FY	Making the environmental assessment reports	Environmental officer to make a field assessment	Environmental officer, DWO	Quarterly	Copies of the environment report	Being effected by the sector
	Most construction and supervision contracts lack clauses on environmental Protection	Including clauses in the contract to address environmental concerns	Environmental officer to guide during the project design	Environmental officer, DWO	quarterly	Copies of the environment report	Being effected by the sector
	Most committees did not fulfill the at least 50% WSCs women as per the sector critical requirements.	Electing women to be the majority on the WUC	Field visits	CDO, DWO		Copies of the report	Being effected by the sector
	No evidence of public sanitation facilities having adequate access and separate stances for men, women and PWDs	Labeling of the sanitation facilities	Proper supervision of the contractor while executing the works	DWO, HI	During construction	Properly labeled facility	Being effected by the sector
7. Health							
	Lack of evidence that the health facility in-charge appraised all staff during the previous FY	Appraisal of all staff by HF In Charges	Tracking of all health workers appraised	DHO	July 2020	All health facility staff	Tracking is being done since Jul 2018

No	Issue of Concern		Proposed Activity (What)	Modality (How)	Responsibility (Who)	When	Expected Output	Progress
	2018/19							
	No evidence of the LG Health department equitably deploying health workers in line with the lists submitted with the budget for the current FY		Equitable deployment of health workers in line with lists submitted with budget	Staff lists	Biostatistician	July 2020	Synchronized staff list	To be done
	Lack of evidence the DHO has communicated all guidelines, policies, circulars issued by the national level in the previous FY to health facilities		Communication of all guidelines, policies, circulars issued by national levels to health facilities	Track and file all correspondences to health facilities from DHO arising from national level	DHO	July 2020	Effective communication of all guidelines, policies, circulars	Being planned
	No evidence that the DHO held meetings with health facility in-charges and among others explained the guidelines, policies, circulars issued by the national level.		DHO meetings with HF in charges to explain among other things national level guidelines, policies and circulars	Tracking and filing of minutes of these meetings	DHO	July 2020	Regular interaction between DHO and HF in Charges	Happening Quarterly
	Lacking evidence of health facilities supervised by HSD and reports produced		Quarterly HSD support supervision of lower health facilities	Quarterly support supervision reports	HSD In Charges	Dec 2020	Lower Level HFs support supervised	Happening this financial year
	No evidence that the support supervision reports have been discussed and used to make recommendations for corrective actions during the previous FY		Discussion and use of support supervision reports to make recommendations for corrective actions by HSD and DHO	Support supervision reports	DHO/HSD I/Cs	July 2020	Support Supervision reports discussed and recommendations made	Being done quarterly
	No evidence that the recommendations are followed up and specific activities undertaken for correction		Follow up of recommendations of support supervision reports	Design of corrective actions arising from support supervision reports	DHO, HSD I/Cs	July 2020	Support supervision reports followed up and corrective actions undertaken	Now having post supervision meetings to discuss reports and action plan
	The LG had not publicized all health facilities (H/F)receiving PHC nonwage recurrent grants		Publication of financial records by all H/ F receiving PHC nonwage recurrent grants	Evidence at HF notice boards	HF In Charges, DHO, HSD I/Cs	July 2020	Publication of financial details of PHC Non Wage	Now at over 90%
	Lack of evidence that the sector has submitted procurement requests to PDU that cover all investment items in the approved Sector annual work plan and budget on time by April 30 for the current FY		Submission of procurement requests to PDU that cover all investment items in the approved Sector annual work plan and budget on time	Evidence of submission	DHO	30 th July	Submitted procurement plan	Being done

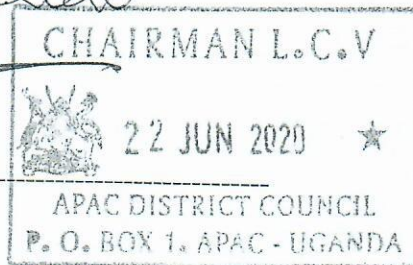
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	No evidence that LG Health department submitted procurement request form (Form PP5) to the PDU by 1st Quarter of the current FY	Submission of Health procurement request form (Form PP5) to the PDU by 1st Quarter of the current FY	Timely submission of procurement request	DHO	30 th July	Procurement request form (Form PP5) submitted to the PDU timely.	Being done
	No evidence of the LG Health department submitting annual reports (including all quarterly reports) in time to the Planning Unit	Submission of annual reports (including all quarterly reports) in time to the Planning Unit	Timely submission of annual reports	DHO	30 th July	Annual reports submitted to Planning Unit	Being done
	No evidence of action by the LG Health department on Internal Audit recommendation	Action by Health department on Internal Audit recommendations	Timely Response to internal audit reports	DHO/SAA	Within 30 days	Internal Audit reports acted on	Being done
	Lacking evidence that the LG has issued guidelines on how to manage sanitation in health facilities including separating facilities for men and women	Issuance of sanitation guidelines in health facilities including separating facilities for men and women	Delivery lists Evidence of guidelines at HFs	DHO	JULY 2020	Sanitation guidelines issued out	To be done
	LG Health department had not issued guidelines on medical waste management	Issuance of guidelines on medical waste management	Copies provided	DHO	July 2020	Medical waste management guidelines issued out	To be done

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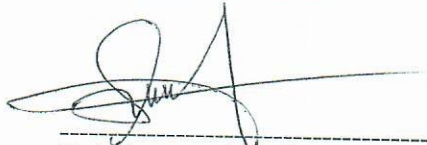
- I confirm that this plan has been developed jointly in accordance with process described in chapter 1,
- I commit to support the implementation of agreed actions



for MICHAEL WANJE
Chief Administrative Officer (PIP Focal Person)
Apac DLG
Date: 22/06/2020



OKAE BOB
District Chairperson
Ac DLG
Date.....



Katarwa David
For Team Leader of the National Resource Pool
MoLG
Date: 20/6/2020