



THE REPUBLIC OF UGANDA

ARUA DISTRICT LOCAL GOVERNMENT

Local Government Performance Improvement Plan

2019/20

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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

Ottwang

CAO/Town Clerk

Place /date



Aspkan

Chairperson/Mayor

Place /date



Ngabire

Ngabire Lydia

Team Leader of the National Resource Pool / official GoU title

Place /date

CHAPTER ONE: 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 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 FY2019/20 focusing 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 all the reports are available at <https://budget.go.ug/lgpas>

Whereas our local government have initiated activities to address some of the gaps identified during the Local Government Performance Assessment, it is realized that additional efforts and support are required in order to address all performance gaps.

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 that have the

professional capacity to offer support to core functions of the LG Process for Development of the PIP.

This Performance Improvement plan was developed over the period from 22nd to 24th January, 2019 as a collaborative effort between Njeru Local Government and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. Ngabire Lydia
2. Tumwesigye Innocent
3. Ddamulira Samson

The development of this Performance Improvement Plan is based on 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 undertaken by: the LG; with support from the NRP team; and by other agencies;
- Review by the TPC and executive of draft proposals; and
- 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 section 2.

Ministry of Local Government commits to development of a detailed action plan for follow up on agreed actions as outlined in section 3 and communicate this in writing to the local government .

The Ministry of Local Government commits to table the local government request for additional external support (section 4) to the Local Government Performance Improvement Task Force and communicate the agreed action to the local government.

CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY ARUA DLG

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Accountability Requirements					
Late submission of the status of implementation of Internal Auditor General's recommendations ie The submission was made beyond the February end deadline.	Timely disbursement of request letters to the LGS	Send soft copies of the letters by email alongside the hard copy to the LGS copying in all political leadership at the district	Internal auditor General.	Immediately	Requests disb to LGS on Time
		Submit by email alongside the hard copy submission.	CAO, internal auditor	Immediately	Responses reports subn on time.
Cross cutting Performance Measures					
Planning Budgeting and Execution					
The Physical Planning Committee is not fully constituted.	The Physical Planning Committee should be fully constituted	Fill all the positions through appointment	CAO, DNRO	Immidately	Physical pla committee constituted.
No District physical development plan in place to guide infrastructure investments in urban and rural areas.	Develop the District physical development plan for Arua.	Constitute a team to develop the plan , hire a consultant, liase with the line ministries for guidance on developing the PDP.	ACAO, Physical planner	Dec 30, 2020	District ph development for Arua Devel

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No action area plan to guide infrastructure investments for all growth centers.	Design an action area plan to guide infrastructural investments.	Constitute a team to develop the plan, hire a consultant, liaise with the line ministries for guidance	CAO, Physical planner	Dec 30, 2020	Action area developed.
No refined project profiles for investment projects in the AWP FY2018/19.	Project profiles to be prepared early and presented at one of the TPC meetings for discussion and consideration for the AWP	TPC to develop and refine project profiles for inclusion the annual workplans	CAO, DTPC, HODS	Aug 30, 2020	Project developed refined.
Un-authenticcation of an statistical abstract with gender disaggregated data.	Arna DLG to outhefticate the statistical Abstract	All the relevant authorities to sign the statistical Abstract.	District planner, statistician, CAO	Immidiately	Statistical abs developed
Some of the implemented projects for the FY 2018/19 were not completed within approved budget, ie performed outside Max. 15% plus or minus of original budget eg no refined project profiles for investment projects in the AWP FY2018/19.	-Ensure that Projects are implemented within their budgets limits. proper estimation of project costs by the engineering department. Harmonisation of BOQ with the project budgets.	Adquately budget and implement projects within the budget provision.	CAO, Dplanner, HODS	Immidiately	Projects implemented \ the budget.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Absence of a costed list of projects and assets reviewed and in need of maintenance.	Compile a costed list of projects and assets reviewed and in need of maintenance to be prepared availed to the assessment team.	Compile a costed list of projects and assets reviewed and in need of maintenance.	planner,HODS	Immediately	Costed list projects and o compiled.
Human Resource Management					
Some heads of department positions are NOT substantively filled ie CD),DPlanner, DCCDO, DEnginner, DHO, DCO,DNRO	To fill all the vacant HOD positions. DLG to write to PS/MOLG and MOPs seeking guidance on how to fill all the positions of HODs.	Recruitment, Promotion, outsourcing etc	CAO, HR, DSC	June 30, 2021	All Positions HODS substantively.
There was no evidence to show that all HODs were appraised as per MOPs guidelines during FY 2018/2019.	Appraise all HODs by 30 th June, 2020	Reminder to all HODS to initiate Appraisal process by filling performance agreement reports	HR, CAO.	June 30,2020	HODS appar in accordanc guidelines.
Delayed access of new staff to the payroll (with in 2 month of appointment)	All new staff to access payroll not later than 2 month after assumption of duty and record of access to be kept on staff files.	Induct new staff after appointment and inform them of the requirements to access the payroll	CAO, HR, HoD	Immediately	All new accessed n F within the month appointment
Delayed access of new pensioners to the Pensioners payroll (with in 2 month of retirement) eg Only 25% (1 out of 4) of staff who retired in FY 2018/19 accessed the pension	Access all new pensioners on the pensioners payroll with in two months.	HR to remind pensioners 6 month before retirement date to submit requirements for accessing pension	CAO, HR	Immediately	Pensioners accessed payroll withi months.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
payroll within 2 months after retirement.		payroll.			
Revenue Mobilisation					
%age increase in revenue collection from FY17/18 to FY18/19 was less than the minimum required +5%.	DLG needs to identify new sources revenue so as to increase collections.	Technical officers need to propose to council new sources of revenue for council approval.	CAO, CFO	September 30, 2020	Increase in revenue collection
Less revenue was collected compared to what was budgeted in FY2018/19 (less by 16.7%)	Improved estimation of the revenue to be collected to be undertaken by the LG	The Planner needs to provide better estimate of the Revenue.	Dplanner	September 30, 2020	Accurate estimation of local revenue
Less remittances of LST collections to LGS than collected (only 55% was remitted).	Arua DLG to send 65% of the LST collected to the lower local Govts	Arua DLG to send 65% of the LST collected to the lower local Govts	CFO, CAO	Quarterly	65% of the remitted to LOWER LGS.
The LG used more than 20% of own sources of revenue on council activities.	Seek clearance from the Hon. Minister of LG to spend above the 20%.	CAO to write to Minister to seek permission to spend over 20% on council expenditure.	CAO, CFO	Whenever council expenditure hits 20% and there is need for more money to be spent on council activities	Adherence to 20% spent council operations

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Financial management					
Bank reconciliations not printed and/or approved by any responsible officials.	Update, reconcile and print bank reconciliations every month.	Update, reconcile and print bank reconciliations every month.	CFO	Immediately	Monthly Updated reconciled printed reconciliations.
Some suppliers not paid in time (within the mandatory 2 months limit).	Suppliers should be paid in time within the two month mandatory time.	Follow up with suppliers to submit all information necessary for payment.	CFO, HoD, PDU	Immediately	Suppliers timely.
Governance, oversight, transparency and accountability					
No person is designated to coordinate the feedback/complaints provided by citizens	Assign an officer to handle grievances from the citizens.	Assign some one to coordinate feedback provided by citizens	CAO, communications officer.	Immediately	Officer to handle the feedback/complaints provided citizens dppoi
No specified system for recording, investigating and responding to grievances from citizens	systems for recording, investigating grievances from the citizens should be put in place.	Put in place email address, telephone contact and suggestion boxes which the public can use to voice their complaints.	Communications officer	Immediately	systems recording, investigating grievances from citizens in place
Non display of the payroll and pensioners schedule on the public notice boards.	HR to maintain a proper file where payrolls are properly filed after display on noticeboards.	Display payroll on the notice board.	HRM	Immediately	Payrolls displayed on the noticeboard

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Non publication of procurement plan, awarded contracts and amounts on the public noticeboard.	Contracts to be displayed on notice boards, additional noticeboards to be procured in order to have enough space to display all procurement documents.	Upload a softcopy of the procurement plan on the website.	ICT, Communications Officer	Immediately	Procurement information shared with public
Failure by the LG to communicate and explain circulars and policies issued by the National level to LLGs.	LG to disseminate and explain circulars and policies issued by the National level to LLGs	Disseminate circulars	Communications Officer, CAO	Immediately	Information circulars policies issued to LLGs.
No discussions conducted with the public to provide feedback on status of activity implementation.	LG to hold radio talk shows and baraza to share information with public	Hold talk shows and community barazas	Communications Officer, CAO	Immediately	status of activity implementation shared with public.
Social and environmental safeguards					
Environmental screening was not carried out for projects under water and health projects.	Undertake Environmental screening for all projects	Undertake Environmental and social mitigation field visits and write reports	Environmental officer	Immediately	Environmental screening of projects undertaken
Implementation of Government projects on unsecured land (no proof of ownership).	Secure land for all Government Projects	Process land titles and acquire land agreements for public land in the district.	CAO, District Engineer, Land Officer	Immediately	Government land secured.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Completed projects without Environmental and social mitigation certification form fully completed and signed by the Environmental Officer.	Complete the social environment mitigation certification forms and get them signed.	Before implementation, the project document should clearly state environment and social mitigation certificate as part of the contract agreement.	Environmental officer, CAO, contract managers	During project design	Environmental mitigation certification integrated projects
contract payment certificated do not include prior environmental and social clearance.	All payment contracts certificated should include prior environmental and social clearance.	Draft and include environmental and social clearance in environmental protection.	CDO and Environmental officer		Environmental social protection clauses include
Inconsistencies noted in the environmental and social impact assessment reports by the CDO and Environmental officer.	The two reports should be harmonised	Eliminate inconsistencies in the two reports			Inconsistencies harmonised
Educational Performance					
Human resource planning and management					
Inadequate budgeting for headteachers and minimum 7 Teachers per school ie The LG budgeted for (93 out of 176) posts of head teachers and minimum of 7 teachers per school or a teacher per class.	Adquately budget for all Teachers and Headteachers.	Conduct a wage budget analysis and include enough budget provision for wage	Dplanner, DEO	By end of June 2020.	Adquately budgeting Headteacher minimum teachers school.
Failure to deploy a Head Teacher and minimum of 7 teachers per school.	Deploy a substantive Head Teacher per school.	Head teachers deployed	DEO, DSC	Sept 2020 30,	Headteache deployed school

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Failure to fill all positions of inspector of schools where there is a wage bill provision	substantively fill all positions of school inspectors as per staff structure.	Advertise, recruit inspectors	DEO, DSC	Sept 30, 2020	Inspectors recruited
Monitoring and Inspection					
Failure to appraise Headteachers as per the guidelines in the calendar year 2018.	Appraise all primary head teachers in time.	Engage Sub-county Chiefs, Closely follow up the exercise	CAO, PHRO, DEO, Sub County Chief (SAS)	By 30 th April 2019.	Headteachers sensitized trained performance agreements. Head Teacher appraised guidelines
Failure by the office of the DEO to communicate circulars and guidelines to schools.	Disseminate guidelines, policies, circulars from the national level to schools.	Development of a system for recording issued documents.	CAO, DEO	By 30 th sept 2020	guidelines, policies, circulars for national disseminated schools
Failure to inspect all licenced or registered schools at least once per term as provided for by the guidelines	Inspect all licenced or registered schools at least once per term as provided for by the guidelines	Develop an inspection schedule for inspection and inspect the schools	DEO, Inspector	30 th sept 2020	All licence registered inspected
Failure by the Education Department to discuss school inspection reports and use the reports to make recommendations	Education Department to discuss school inspection reports and use the reports to make recommendations	Education Department to present reports in DEC and TPC meetings.	DEO	August 30 th 2020	Inspection discussed

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
for corrective actions.			DEO, DIS	Termly	Reports inspection submitted to (Headquarters Regional)
Failure by LG to submit reports on inspection to DES (Headquarters and Regional)	Submit reports to inspection on DES and (Headquarters Regional)	Download, print a copy and submit at the DES and at the Regional)	DEO, DIS	By 30 th sept 2020	Recommendations followed up.
Inspection recommendations not followed up.	Follow up inspection recommendations for corrective action	Generate a matrix of recommendations indicating actions to be taken, responsible centers and timelines	DEO	By end of March 2021	Inconsistencies in the enrollment data between EMIS and PBS
Inconsistencies in the enrollment data between EMIS and PBS	Correct inconsistencies in the enrollment data between EMIS and PBS	Inconsistencies corrected	DEO, INSPECTORS	Termly	SMCs held
Governance, oversight, transparency and accountability					
SMCs not holding meetings as expected	SMCs should hold meetings as expected ie termly.	Regular inspection and monitoring	DEO, INSPECTORS	Termly	SMCs m

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Failure to display all schools receiveing Quarterly Non-Wage UPE grants allocations.	display all schools receiveing Quarterly Non-Wage UPE grants allocations. Keep copies of the displayed reports on file.	Display lists on noticeboard and website keep copy on file,	DEO	Quarterly	schools receiveing Quarterly Wage UPE allocations displayed
Procurement and contract management					
Non-submission of education department procurement plan FY 2019/20 to DPU.	Submit education department procurement plan to DPU.	Timely submission of education department procurement plan	DEO	Immediately	education department procurement submitted on
Financial management and reporting					
Failure by the Education department to provide information to the internal audit on the status of implementation of all audit findings for the previous financial year.	Provide information to the internal audit on the status of implementation of all audit findings for the previous financial year	Send soft copies and hard copies.	DEO	Immediately	information to internal audit on the status of all audit findings available
Social and environmental safeguards					
Failure to disseminate guidelines to schools on how the senior women/men teachers should provide guidance to girls and boys to handle hygiene, reproductive health, life skills, etc.	disseminate guidelines to schools on how the senior women/men teachers should provide guidance to girls and boys to handle hygiene, reproductive	Development of a system for recording issued documents	CAO, DEO	immediatly	guidelines, policies, circulars the

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
The LG education department in collaboration with gender department did not issue guidelines for management of sanitation for girls and PWD in primary schools in FY 2018/19	health, life skills, etc.	issue guidelines for management of sanitation for girls and PWD in primary schools	CAO, DEO	Immediately	level disseminated health facilities guidelines issued
The education department in collaboration with environment department did not issue guidelines on environmental management in FY 2018/19.	issue guidelines on environmental management	Development of a system for recording issued documents	CAO, DEO	Immediately	environmental guidelines issued
The environmental officer and community development officer never visited the sites to check whether the mitigation plans were complied with	The EO and CDO to undertake site monitoring visits to ensure mitigation plans are complied with.	Regular field visits	EO, DCDO	Immediately	mitigation complied with
Health Performance					
Monitoring and Supervision					
Failure to communicate sector grant guidelines issued by MoH to health facilities in FY 2018/19	Disseminate guidelines, policies, circulars from the national level to health facilities.	Development of a system for recording issued documents be put in place.	CAO, DHO	By 30 th March 2021	Sector guidelines MoH communicat

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Failure to discuss guidelines, policies and circulars issued from the national level during DHT meetings between the DHO and the Health Facility in charges.	Discuss guidelines, policies and circulars at meetings between the DHO and the Health Facility in charges.	Presentations and discussions of guidelines, policies and circulars at DHT meetings.	DHO	Immediately	Guidelines, policies and circulars issued during meetings.
Inadequate supervision of District Hospital by the DHT. (ie There was no evidence of supervision done during the fourth quarter of FY 2018/19.)	The DHTs to supervise all lower level health facilities	Re-allocate funds from the sector budget.	DHO, CFO	By 30 th sep 2020	All Lower Health facilities supervised
Failure to discuss quarterly supervision reports obtained at DHOs office.	All Quarterly reports should be discussed and used to make recommendations.	Discussion or supervision reports should always be on the Agenda for meetings	DHO	Immediately	quarterly supervision reports obtained at DHOs office discussed.
Failure to implement and follow up recommended actions.	Follow up with recommendations from the supervision reports	Generate an action matrix from the supervision reports.	CAO, DHT	30 th July 2020	Recommendations followed
Governance, oversight, transparency and accountability					
HUMC not functional as required	Operationalise the HUMC by conducting quarterly meetings as required.	Follow the guidelines	Health Incharges, DHO	Immediately	Functional HUMC
PROCUREMENT AND CONTRACT MANAGEMENT					

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Failure by DHO to submit a procurement plan to the DPU as per the guidelines.	Timely submission of Annual procurement plan by DHO to the PDU	Start the process early	Planner, DHO	By end of Feb 2021	Timely submission of procurement plan
Late submission of procurement requisition form. (PP Form 1)	Timely submission of procurement requisition form	Start procurement requisitions early enough	DHO	end of september, 2020	Timely submission of procurement requisition form
Financial Management and reporting					
Failure to provide information to the internal audit on the status of implementation of all audit findings for the previous FY.	the sector should provide information to the internal audit on the status of implementation of all audit findings for the previous financial year				Status of implementation of audit findings provided
Social and environmental safeguards					
Failure by Health Unit Management Committee (HUMC) to meet the gender composition requirements as per guidelines (i.e. minimum 30% women.	Attention to be paid to gender requirements while electing HUMC members.	Appoint female members to the HUMC	HUMC, DHO	Immediately	Gender requirements HUMC compliance
Non issuance of sanitation facilities to health facilities including separation of toilet facilities for PWDs, Men and Women	Issue a circular on sanitation facilities.	Issue and explain the guidelines on sanitation in health facilities.	DHO, MOH	Immediately	Guidelines issued

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Failure to undertake environmental screening for infrastructure projects before approval of construction.	undertake environmental screening for infrastructure projects before approval of construction.	Undertake environmental screening before approval of the construction	DNRO, Envir. Officer, DE	Always	Environmental screening undertaken
Failure by the environmental officer and community development officer to visit the sites to check whether the environmental mitigation plans are complied with.	visit sites for compliance inspection.	Filed visits, field visit reports	CDO, Environmental Officer	regularly	environmental mitigation complied with
Water & Sanitation Performance					
Planning, budgeting and execution					
Targeting sub counties with better water coverage and leaving out those that were below the district average.	Prioritize allocation of water facilities beginning with those with poor coverage below the district average	Carry out a new assessment using functional tap redistribution	CAO, DWO		Sub counties low coverage prioritized.
Monitoring and Supervision					
Lists of water facilities according to MOWE Guidelines not compiled & submitted.	Regularly compile and Submit lists of water facilities to MOWE	Compile lists of water facilities in the district.	DWO	regularly	water facilities submitted.
List of water facilities not captured on the MOWE MIS report/database and PBS	Capture and Update the list of Water facilities on the MOWE MIS report/database and PBS	Regularly update the lists of water facilities	DWO	regularly	water facilities captured on the district MIS report/database and PBS

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Procurement and contract management					
Late submission of the water sector procurement plan to the PDU	Timely submission of the procurement plan to pdu	Submit the plan of time. Keep a record of the submission on file.	DWO	By sept 2020	procurement submitted to PDU
Financial management and reporting					
Failure to implement all Audit recommendations for the previous FY	The DWO to implement to all Audit recommendations	Implement all audit recommendations	DE, CAO, DWO,	July 30, 2020	all recommendations the previous implemented
Governance, oversight, transparency and accountability					
No display of information on tenders and contract awards on the notice boards.	Display information on tenders and contract awards on the notice boards	Once removed from the notice boards, it should be filed in the inventory file for future reference.	CAO, DWO and PDU		information tenders contract awards displayed on notice boards
Social and Environmental safeguards					
Failure to conduct environmental screening for any of the water and sanitation projects.	Conduct environmental screening for all projects	Prepare reports on environmental screening for all projects	DEO, DWO	Immediately	environmental screening for the water sanitation projects conducted

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No follow up support on environmental concerns.	Follow up on environmental integration at various stages	Follow up and support be part of the contract management Engage the WSCs on environmental issues	CAO, DNRO, DWO	Immediately	Environmental concerns follow up.
From the sampled contracts, there was no evidence of clauses on environmental protection.	include clauses on environmental protection for construction and supervision contracts.	Change the drafting style to include clauses on environmental protection.	PDU, Water department	During contract drafting.	clauses on environmental protection included in contracts.

General challenges

1. Lack of supervision and monitoring/ activity reports.
2. Lack of evidence of minutes of meetings.
3. Failure to adhere to timelines.
4. Poor records management.
5. Non implementation of recommendations from inspection, monitoring and supervision reports.
6. Some heads of departments are in acting capacities.
7. No provision for cross-cutting issues in respective sector budgets and projects
8. Limited access, understanding and appreciation of Government policies, guidelines and regulations.
9. Absence of a physical plan to guide investment planning.
10. Low Local revenue collection.
11. Some of the recommendations may not work because Arua is splitting into three LGs starting July 2020 ie Arua City, Mvura/Arua District LG and Terego District LG.

General Recommendations

1. There is need in secondary schools to sensitise them on the use of insenerators
2. Areas that are not applicable for a particular district should not be scored
3. Performance Improvement exercise should always be done early enough to give them ample time to prepare for the assessment exercise to be able to create an impact
4. The Ministry of Local Government should advocate and lobby for wage to LGs for recruitment of key staff.
5. Need guidelines on issues of structures and deployments to new LGs.