

**THE REPUBLIC OF UGANDA**

# **BUGWERI DLG**

**Local Government Performance Improvement  
Plan**

**FY2019/2020**

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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

  
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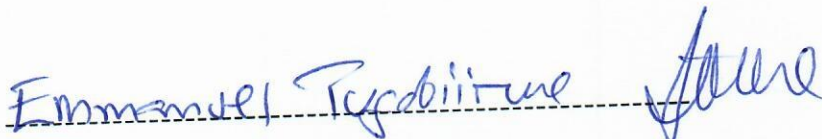
**CAO**

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25/06/2020

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**Chairperson**

Place /date

  
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**Team Leader of the National Resource Pool**

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 FY2018/19 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 as 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 as well

representatives from the Ministries of Health and Ministry of Education and Sports have subsequently been deployed by MOLG to assist identified LGs.

However due the COVID 19 Pandemic, the Teams conducting this exercise had to observe the Standard Operating Procedures laid out by GoU which limited the Number of Team members sent out to the LGs to two (2).

### **1.2 Process for Development of the PIP**

This Performance Improvement plan was developed on the 25<sup>th</sup> of June, 2020 as a collaborative effort between Bugweri District Local Government and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. Mr. Emmanuel Tugabiirwe Assistant Commissioner District Administration-MoLG
2. Ms. Patricia Katushabe Assistant Secretary District Administration-MoLG

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 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 BUGWERI DLG**

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
<b>Accountability Requirements</b>						
Late submission of the annual performance report to MoFPED	Timely submission of the annual performance report for the previous year to MoFPED	Ensure submission through the online platform <a href="mailto:pbs@ifms.go.ug">pbs@ifms.go.ug</a> by 31 <sup>st</sup> July, 2020 as per the LG preparation Guidelines: PFMA Act, 2015 or the adjusted date by MoFPED	CAO, District Planner	By 1 <sup>st</sup> August, 2020	Annual Performance report submitted on time	
Late submission of all four quarterly budget performance reports	Timely submission of the quarterly budget performance reports for all the four quarters of a FY	Ensure submission of all quarterly budget performance reports through the online platform <a href="mailto:pbs@ifms.go.ug">pbs@ifms.go.ug</a> to MoFPED by 31 <sup>st</sup> July	CAO, Planner	By 31 <sup>st</sup> July	Quarterly budget performance reports submitted on time	
Failure to submit to the PS/ST on status of implementation of	Prepare and submit timely status on implementation of	CAO to write to responsible officers on the	Internal Audit, HoDs, CAO	Quarterly	Timely submission of reports on status of	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Internal Auditor General's findings	Internal Auditor General's findings	Auditor	<p>implementation of the Internal Audit reports</p> <p>When the Management letter is received, CAO should share it with the relevant officers</p> <p>Ensure Timely response to the Management Letter by the relevant departments</p> <p>Submissions should be made to the MoFPED website <a href="http://www.budget.go.ug">www.budget.go.ug</a></p>			implementation of Internal Auditor General's findings	
<b>Crosscutting Performance Measures</b>							
<b>Planning, Budgeting and Execution</b>							
Physical Planning Committee (PPC) not functional	Appoint all the required 13 members of the	of the	CAO to appoint all the required members of the PPC	CAO, Physical Planner	Immediately	PPC operational	A physical Planner has

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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
	Physical Planning Committee (PPC)	Sensitize the committee on their roles and responsibilities and publicize its existence The PPC hold Regular meetings and have minutes in place Appoint a Physical Planner			and Functional	been recruited The PPC is now fully constituted
Failure to Submit all 4 sets of minutes of the physical planning committee to MoLHUD	Submission of PPC minutes to MoLHUD	Submit of at least four sets of minutes of the physical planning committee to MoLHUD Keep acknowledgements of receipt on file In accordance to the guidelines	Physical Planner, PPC		Physical Planning Committee minutes submitted to MoLHUD	

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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
No approved District Physical Development Plan in place	Develop a District Physical Development Plan to ensure consistency with the infrastructure investments	Follow guidelines as spelt out in the Physical Planning Act of 2010	Physical Planner,	Immediately	District Physical Development Plan developed	In process of Developing i.e. Nondwe Town board Physical Development Plan has been prepared
Preparation of an Action Area Plan for FY2019/2020	Prepare Action Area Plan and should be approved by Council	Include the Action Area Plan in the District Annual Workplan	Physical Planner,	Immediately	Action Plan Developed	
<b>Human Resource Management</b>						
Vacant positions	Filling of vacant HoD positions	In the FY2020/2021 recruitment plan submissions to MoPS have been made for clearance to recruit vacant HoDs positions Advertise the vacant positions	CAO, MoPS, PHRO	By September, 2020  By October, 2020	Vacant HoDs positions filled	The recruitment advert of HoDs and other critical positions is being run in newspapers

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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
		<p>Recruitment</p> <p>Head hunt for qualified Officers to fill the hard to fill positions</p> <p>Accelerated promotions as per the Public Service Standing Orders for those officers with the required qualifications but not enough experience</p>		By January, 2021		
Capacity Head of Head of HR	Appointment of Head of HR in the District	<p>Advertise and recruit according to the available MOPS guidelines</p> <p>e.g Seek for secondment from the centre, Accelerated</p>	CAO	Immediate	Head of HR appointed	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
No Evidence of HoDs were appraised	Performance agreements by HoDs signed		promotion for qualified staff HoDs signing the performance agreements with CAO at the beginning of FY CAO assessing the HoDs by 31 <sup>st</sup> July, 2020	HoDS, PHRO, CAO	July, 2020	Performance agreements signed by HoDs	
Lack of evidence that the LG considers all staff that have been submitted for recruitment, confirmation and disciplinary actions	100% Consideration of staff submitted for recruitment		Expedite issuance of appointment letters and accessing the payroll	CAO, PHRO	Immediately	100% staff submitted for recruitment considered	
	100% Consideration of positions submitted for confirmation		Identification of all staff on probation Filling of performance appraisal and submission to the DSC for confirmation	CAO, PHRO	Immediately	100% positions submitted for confirmation considered	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
	100% Consideration of positions submitted for disciplinary actions		Constitute the rewards and sanctions committee	CAO, PHRO	Immediately	100% positions submitted for disciplinary actions considered	
Newly recruited staff didn't access the payroll within two months	All newly recruited staff access the salary payroll not later than two months after appointment		Timely issuance of appointment letters, timely deployment and acceptance letters from the appointed staff Timely acquisition of the IPPS from MoPS	CAO, PHRO	Immediately	Newly recruited staff access the salary payroll not later than two months after appointment	
Retirees accessing pension within two months of retirement not	Ensure Retirees access pension within two months of retirement		Pre-retirement sensitization and training Start preparing the retirement files/documents	CAO, PHRO	Annually	Retirees accessing pension within two months of retirement	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			months before retirements				
<b>Social and Environmental safeguards</b>							
The LG integrates environmental and social management and healthy safety plans in the contract bid documents for all projects	Integration of environmental and social management and healthy safety plans in the contract bid documents for all projects	of	Provide bills of quantities a statement to consider Environmental and Social Management and Health and Safety Plans on all BoQs	Environmental Officer		environmental and social management and healthy safety plans integrated in the contract bid documents for all projects	
Proof of Landownership	Ensure that all projects are implemented on land where LG has proof of ownership	Recruitment of a Land officer	In the event of lack of landownership, agreements with Land owners should be	Land Officer, Environment Officer, CAO	As when need arises	Proof of Land ownership availed	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			<p>availed to carry out the projects</p> <p>Have MoU with other stakeholders' bodies i.e. Churches if donations are to be, made on their land</p>				
Absence of Environment and Social Mitigation certificate form completed but the Environmental Officer and CDO	Ensure that all projects have Environment and Social Mitigation certificate	LG have and Mitigation	Ensure that the environmental and social management and health safety plan Certificates are attached to the bid documents and a copy kept at the District	Environmental Officer, CDO, CAO	ASAP	Environment and Social Mitigation Certificates for Projects in place	
All contract payments certified prior did not include environmental and social clearance by EO	Contract payment certified prior environment and social clearance	payment include prior environment and social clearance	All contract payments cleared with the Environmental Officer	Environmental Officer, CAO	Immediately	Prior environment and social clearance Contract payment	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Absence of monthly inspection reports by the Environmental Officer and CDO	Ensure that all projects are monitored monthly and a report is in place	After environmental monitoring, sensitization exercise and screening exercise are executed reports should be prepared	ASAP	Environmental Officer, Forest Officer, Natural resource, Land officer, physical Planner	certificated include	Monthly reports in place	
<b>Revenue Mobilization</b>							
Budget Realization fell below the Planned Local revenue	Ensure realization of the planned Local revenue	Budget of the Local revenue	Come up with strategies to increase revenue collected	CFO, CAO	By August, 2020	Budget realization of planned Local Revenue	
			Uncollected revenue to be taken back to council for re-voting or writing off the Local revenue in				

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			accordance to the available guidelines Budget revision in the event that budget realization begins to seem impossible				
<b>Procurement</b>							
Bid documents and contract registers not prepared for all investment/infrastructure i.e. only 36.8%	Prepare documents for all investment/infrastructure, and registers procurement activity files	bid for all infrastructure and contract and procurement activity	Mobilize departments to submit input from activities housed under their departments in time Prepare bid documents for all investment, and contract registers and procurement activity files place	CAO, PO User Department, Contractor	August 30, 2020	Bid documents prepared	
There is inadequate information / project	Works for projects clearly labelled (site boards)	projects (site boards)	Site boards should clearly indicate: the name of the project, contract value, the	Contract Manager, PO	immediately	Site boards adequately labelled	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
information on all investments			contractor, source of funding and expected duration				
<b>Financial Management</b>							
Detailed updated register and asset	Updated Register in 3 categories as outlined on pages 167-168 of the Local Governments Financial and Accounting Manual 2007	Assets	Recording the assets on the IFMIS- Master Data and the Manual Book	CFO, stores officer	Immediately asset acquisition	Asset register update	Done
<b>Governance, Oversight, Transparency and Accountability</b>							
The LG lacks a governance organ i.e. Political Leadership	Formation of the District Council to meet and discuss service delivery issues	Carry out elections		MoLG & Electoral Commission	By February, 2021	Functional District Council in place	
There is no designated person to coordinate response to	Designate an officer to coordinate responses to feedback(grievance/co mplaints)	Nominate an officer to the CAO		CAO	Immediately	Grievances/ complaints and feedback	




Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
back(grievance/complaints) from the LG			Put in place Suggestion box Develop a Client charter Carry out Barazas			responded to	
There is no specified system for recording, investigating and responding to grievances	Ensure that Grievances and complaints are recorded, investigated and responded to		A specified system for recording, investigating, responding to grievances should be put in place which should be displayed at LG offices and made publicly available Make the suggestion box known to the public	CAO	Immediately	Transparency in the LG	
There was no evidence of communications of guidelines, circulars	Ensure Communication and explanation of guidelines, circulars		Letters/ written circulars forwarding	CAO, Clerk to Council and HoDS	Immediately	guidelines, circulars and policies issued by	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
and policies issued by the national level to LLGs	and policies issued by the national level to LLGs	the communications to the LLGs Copies of Correspondences to that effect should be kept on file for references	Hold meetings, use radio programmes and disseminate the communication from the national level to the LLGs			the national level to LLGs communicated	
There was no evidence produced to prove that the LG conducted discussions (e.g. barazas, radio programmers etc..) with the public to provide feed-back on	Conduct discussions (e.g. barazas, radio programmes etc.) with the public to provide feed-back on status of activity implementation	Hold community for a or meetings to discuss issues affecting service delivery in the district i.e. the role of the citizen	CAO, the District Chairperson	Quarterly	Public discussions held		



Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
status of activity implementation			<p>Reports/action points from the meetings held on file</p> <p>Communication can be made through the District Chairperson's State of the District Address</p> <p>Through budget conferences</p>				
<b>Educational Performance</b>							
Failure to fill all positions of school inspectors as per staff structure	Recruit and substantively fill school of inspectors' position as per staff structure	Fill substantively the positions of; DEO, Senior Inspector of Schools, Senior Education Officer,	Submit position in the departmental recruitment plan to HRM Submission of vacant position to HRM	HRM, DEO	Immediately	Inspector of schools substantively filled	



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
LG Department recruitment plan for Primary Teachers and School Inspectors was not submitted to the HRM department	Inspector of School and Education Officer Ensure a recruitment plan for filling vacant positions to HRM	Staff analysis to identify vacancies Make a submission of a recruitment plan to HRM	DEO, CAO, HRM	Immediately	Recruitment plan submitted	A recruitment plan for primary school teachers was submitted to HRM
Appraisals of all primary head teachers and school inspectors not in place	Timely appraisal of school inspectors and assessment of head teachers	Develop performance agreements and performance plan respectively Carryout appraisals/performance reports at the end of FY for inspectors and end of academic year for school teachers	DEO, CAO	June, 2020 and December, 2020 respectively	Appraisals for school inspectors and Head teachers in place	Some headteachers have submitted their appraisal forms for academic year 2019



Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
The LG did not Communication of guidelines, policies and circulars received by MoES	Dissemination of guidelines, policies and circulars received by MoES		Through forwarding circulars to Head Teachers of Schools Hold disseminating meetings Keep copies of circulars that are distributed	DEO	When ever received	guidelines, policies and circulars received by MoES Disseminate d	
Failure to submit all school inspection reports to MoES Timely	Submission of all school inspection reports submitted to MoES Submit school inspection reports to the Directorate of Education Standards MoES and keep a copy in your inspection file		Send the reports both online and in hard copies Keep a copy of the acknowledgment of receipt of the report from MoES	DEO, District Inspection Reports	Thrice a year	School inspection report submitted to MoES	
No evidence of School inspection reports discussed and recommendations made	School inspection reports discussed and recommendations made for corrective actions		Hold meetings to discuss inspection reports Prepare minutes/action plans	DEO, District Inspection Officers	Thrice a year	School Inspection reports discussed and	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			arising from the meetings Ensure the recommendations are implemented			recommendations Made	
No Minutes to confirm that the inspection recommendations were followed up	Recommendations from the inspection report followed up		Ensure that the inspections recommendations are implemented through getting feedback from the Head teachers	DEO, DIOS	Thrice a year	Inspection school reports followed up	
Ensure that all primary schools have functional SMCs	Functionalise all primary school SMCs		Fully constituted SMCs, hold meetings, discussions on budget	DEO	Thrice a year	Primary school SMCs functionalised	
Publicization of all schools receiving non-wage recurrent grants not made	Publicise all schools receiving non-wage recurrent grants		By posting on public notice boards	DEO	Immediately	Schools receiving non-wage recurrent grants publicised	

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Issue	Proposed (What)	Modality (How)	Responsible (Who)	When	Output	Progress
Late Submission of input into the LG procurement plan	Timely Submission of input into the LG procurement plan with all technical requirements	Submissions should be made by 30 <sup>th</sup> April	DEO	By 30 <sup>th</sup> April	Timely Submission of input into the LG procurement plan	
Late submission of annual and quarterly performance reports to the Planner	Timely submission of annual and quarterly performance reports to the Planner	Submissions should be made by 15 <sup>th</sup> July, 2020 and by the second week of the subsequent quarter	DEO	By 15 <sup>th</sup> July and by the second week of the subsequent quarter	Timely submission of annual and quarterly performance reports to the Planner	
Failure to respond to queries raised by Internal Audit and provide information on the status of implementation of audit finding	Responses provided to queries raised by Internal Audit and information provided on the status of implementation of audit finding	Write reports/letters responding to the queries and provide status on implementation of recommendations issued	DEO	Quarterly	Internal Audit Queries responded to	

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Issue	Proposed (What)	Modality (How)	Responsible (Who)	When	Output	Progress
No evidence that dissemination and promoted adherence to gender guidelines	Dissemination and promotion of gender guidelines	<p>Meetings held at the district headquarters</p> <p>Issue Circulars to head teachers</p> <p>Gender guidelines issued and explained on how to manage sanitation for girls and PWD in primary schools</p> <p>Issue Circulars to head teachers i.e. on how senior women/men teachers should provide guidance to girls and boys to handle hygiene, reproductive health and life skills</p> <p>Special need person should be bought on board while disseminating</p>	DEO, Gender Focal Person/CDO	Thrice a year	Gender guidelines disseminated	



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Issue	Proposed (What)	Modality (How)	Responsible (Who)	When	Output	Progress
Failure to disseminate guidelines on environmental management	Dissemination of guidelines on environmental management	In collaboration with the environmental department issue and disseminate environmental management guidelines	DEO	Thrice a year	Environmental guidelines disseminated	
No evidence of Compliance with the mitigation plan by construction sites	Ensure compliance of the mitigation plan by construction sites	The environmental officer and community development officer visit the sites to check whether the mitigation plans are compiled with	Environmental Officer, DEO	Regularly	Mitigation plan compiled with	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
<b>Health Performance</b>							
LG Department comprehensive recruitment plan for Primary health care workers was not submitted to the HRM department	Submission of a comprehensive recruitment plan for filling vacant positions to HRM	Staff analysis to identify vacancies Make a submission of a recruitment plan to HRM	DHO, CAO, HRM	Immediately	Recruitment plan submitted		
Failure to appraise all the Health Centre IVs and Hospital in-charge and ensure performance appraisals for HC III and II in-charges	Appraisal of All health facilities in-charges for the previous year	Mobilise all Health Facilities In-Charges to Develop and prepare performance reports and performance appraisals Keep copies on file	DHO	By July, 2020	All Health facilities in charges are assessed annually		

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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
<p>There is no evidence that the DHO has effectively communicated and explained guidelines, policies, circulars issued by the national level Through forwarding circulars to Health Facility in charges</p>	<p>Communication and Dissemination of guidelines, policies and circulars issued by the national level to the health facilities</p>	<p>Write forwarding letters the guidelines, policies and circulars issued by the national level to the health facilities</p> <p>Keep copies of circulars that are distributed/disseminated and receipt of correspondences made</p>	<p>DHO</p>	<p>annually / Whenever received</p>	<p>guidelines, policies and circulars received by MoES Disseminated</p>	
<p>Inadequate Support of district health facilities</p>	<p>Supervision of 100% of HC IVs and District Hospitals (including PNFPs receiving PHC grant) at least once a quarter by the DHT/MHT</p>	<p>Conduct quarterly supervision visits</p> <p>Prepare Monitoring and support supervision reports</p>	<p>DHO</p>	<p>Quarterly</p>	<p>District Hospitals (including PNFPs receiving PHC grant) at least once a quarter by the DHT/MHT supervised</p>	



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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
	Support supervision to district health services	The DHT/MHT ensure that Health Sub District Conduct Quarterly Support supervision to lower health units III and II Reports should generate and keep on file	DHO	Quarterly	Lower level health facilities supervised	
Failure to meet and discuss the all results / reports of support supervision	Discussion of the results/reports of the support supervision and monitoring visits, used to make recommendation for corrective action and followed up	Hold 4 meetings and deliberate on results/reports of the support supervision and monitoring visits. Use the reports to make recommendation for corrective action and follow up  Minutes from the meetings should be in place and on file	DHO	Quarterly	4 Quarterly supervision reports discussed	




Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Failure to show that recommendations from supervisory reports were followed up	Ensure recommendations followed up and specific activities undertaken for correction	that recommendations are specific and undertaken	develop a systematic corrective action plan based on recommendations from the support supervision reports	DHO	Immediately	a systematic corrective action based on recommendations from the support supervision reports in place	
Health facilities and Hospitals have non-functional HUMCs/Boards	Ensure that Health Unit Committees and Hospital Board are operational/functioning		Regular meetings held and discussions of budget and resource issues, challenges faced and recommendations	DHO	Quarterly	HUMC functionalized	
Failure to publicize health facilities receiving PHC non-wage recurrent grants	Publicise all health facilities receiving PHC non-wage recurrent grants e.g.		Through posting on public notice boards, LG website, take photos or any other media sources availed	DHO	Immediately	All health facilities receiving PHC non-wage recurrent	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Late submission of the health input into the LG procurement plan to PDU	Timely submission of the health input into the LG procurement plan to PDU that cover all investment items in the approved sector annual workplan	Ensure the health input into the LG-PP is submitted by April 30 <sup>th</sup> for the current FY	DHO	April 30 <sup>th</sup>	The health input into the LG-PP Submitted on time	grants publicised	
Failure for the Health Department to submit the procurement request form (PP Form 5) along with the LG procurement plan to PDU	Ensure timely submission of the Procurement request form (PP Form 5)	Ensure the submissions to PDU are made by 1 <sup>st</sup> Quarter of the FY	DHO	July, 2020	Submissions to PDU made on time		
Late submission of annual and quarterly performance reports to the Planner	Timely submission of annual and quarterly performance reports to the Planner	Submissions should be made by 15 <sup>th</sup> July, 2020 and by the second week of the subsequent quarter	DHO	By 15 <sup>th</sup> July and by the second week of the	Timely submission of annual and quarterly		

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
The Internal Audit was not provided with a report on the status on implementation of Audit finding	Provide information to the internal audit on the status of implementation of all audit findings and recommendations	Act on the internal Audit recommendations Write / respond to internal audit with a write up/ report on action taken if any. Keep copies of correspondences on file	DHO	Quarterly	Internal Audit recommendations/ findings responded to	performance reports to the Planner	
There was no documented evidence that LG/DHO actively issued sanitation guidelines in writing.	Dissemination of guidelines on how to manage sanitation in health facilities including separating facilities for men and women	Prepare and send out a letter/circular to all health in-charges clearly spelling out the sanitation guidelines Onsite inspection of the sanitation places	DHO	Immediately	Sanitation guidelines disseminated		



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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
No evidence that screening of Healthy facility infrastructure projects was undertaken	Ensure that guidelines environmental management disseminated compiled with	the on are and	In collaboration with the environmental officer, all health facility infrastructure projects are screened before approval for construction using the checklist for screening of projects in the budget guidelines and where the risks are identified, mitigation actions applied  A report produced on the findings and recommendations	DHO	ASAP	Guidelines on environmental management are disseminated and compiled with	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
<b>Water Performance Measures</b>							
Failure to submit accurate/consistent data lists/reports of water facilities as formats provided by MOWE	Submitting of accurate/consistent data lists/reports of water facilities as formats provided by MOWE	Provide a List of water facility consistent with both sector MIS reports and PBS	Water Officer, CAO	By 30 April	Accurate data lists submitted		
Late submission of input in the LG's procurement plan complete with all technical requirements to PDU to cover all items in the approved Sector Annual workplan and budget	Timely Submission of input in the LG's procurement plan complete with all technical requirements to PDU to cover all items in the approved Sector Annual workplan and budget	Compile a list that covers all investment items in the approved sector annual workplan and budget in time and submit as your input to PPDU	Water Officer	30 <sup>th</sup> April	Input in the LG's procurement plan submitted		
Late submission of annual and quarterly performance reports to the Planner	Timely submission of annual and quarterly performance reports to the Planner	Submissions should be made by 15 <sup>th</sup> July, 2020 and by the second week of the subsequent quarter	DHO	By 15 <sup>th</sup> July and by the second week of the	Timely submission of annual and quarterly performance		



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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
No evidence on implementation of Internal Audit report Recommendations	Implementation of Internal Audit recommendations		Submit written audit recommendation responses and remain with a copy on file	Water officer	Quarterly	Audit Queries responded to	
Failure to engage communities in the WSS programmes i.e. Bukakaire village had requested for a water source but they were not considered	Consideration of community application for water/public sanitation facilities as per critical requirements		Ensure Water and sanitation committees that are functioning and regularly meet evidenced by collection of O&M funds, carrying out preventative maintenance and minor repairs, facilities fenced and an M&E plan Ensure payment of community contribution of 200,000/= by the	Water Officer, CAO	Regularly	Community engagement in the WSS programmes	Bukakaire village was never considered last year so they couldn't pay community contribution but they have been considered for FY2019/2020

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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
Lack of evidence that environmental screening for all projects and or EIAs were conducted	Conduct environmental screening for all projects and EIAs for all WSS projects	In collaboration with the Environmental Officer conduct EIAs for all WSS projects Prepare reports of the EIAs undertaken	Water Officer, Environmental Officer, CDO	As and when needed	Environmental screening for WSS projects carried out	
	Follow up support provided in cases of unacceptable environmental concerns	In collaboration with the environmental officers, issues arising from the ELA reports identified during the screening process, support is rendered to rectify the problem	Water Officer, Environmental Officer, CDO	As and when need arises	Environmental concerns followed up on	

## **GENERAL CHALLENGES**

1. Lack of District council and other statutory bodies i.e. LG-PAC, DSC, Land Board
2. Inadequate storage facilities for example book shelves, cupboards to safe custody of records
3. Poor Record management
4. Under Staffing in all departments
5. Limited office space
6. Inadequate resources for the support supervision component
7. Shortage of vehicles in the district hindering supervision and monitoring
8. Hostile environments/citizens making it hard for the Natural Resources Department to carry out its function
9. Poor planning for Procurements i.e. for BoQs low quotations
10. Some HoDs were not available during the assessment period

## **GENERAL RECOMMENDATIONS**

1. The district should expedite the process of putting in place the District council and other statutory bodies i.e. LG-PAC, DSC, Land Board
2. The departments of Environment and Social Development should actively support other departments to mainstream environmental and social safeguards in their planned activities
3. Procurement and Contract Management concerns and issues should be brought to the attention of all HoDs especially timely preparation and submission of Procurement Plans
4. MoLG should hold continuous engagements with LGs to support them in areas they have gaps
5. All HoDs should endeavor to attend in person to the assessors during the LGPA exercise
6. Record keeping should be improved on in all Departments to make it easy to provide evidence to the assessors
7. The District Local Government should carry out a mock assessment before the assessors come to ensure all the relevant documents and performance measures are readily available and addressed respectively.
8. The CAO should appoint a team to coordinate the assessment exercise in the district
9. The DLG should prioritize the recruitment of all HoDs
10. There is urgent need to recruit the Head of Human Resources in the District to coordinate the HR function.



10. The Performance Appraisal exercise should be given the attention it deserves
11. MoFPED and line ministries should harmonize the Reporting, budgeting guidelines and format to avoid inaccuracies and inconsistencies in data

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