



THE REPUBLIC OF UGANDA

**BUHWEJU**

**DISTRICT LOCAL GOVERNMENT**

**Local Government Performance Improvement Plan**

**2019/20**

**JUNE 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

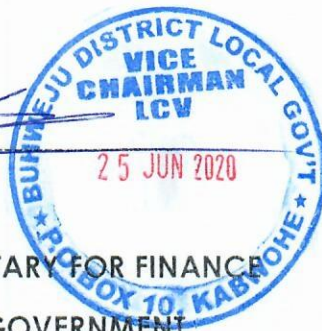


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TRICHARD MWESIGWA MAGINGO  
FOR CHIEF ADMINISTRATIVE OFFICER  
BUHWEJU DISTRICT LOCAL GOVERNMENT  
June, 25<sup>th</sup> 2020



BISHANGA ROGERS RWOZI  
VICE CHAIRPERSON/SECRETARY FOR FINANCE  
BUHWEJU DISTRICT LOCAL GOVERNMENT



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ERAMU PASCAL  
Team Leader of the National Resource Pool  
June, 25<sup>th</sup> 2020

## 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 ..... 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.

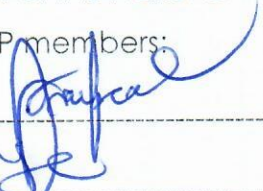


The Ministry of Local Government (MoLG) has constituted the Local Government Performance Improvement Task Force (LGPITF) composed of representatives from the relevant Ministries, Departments and Agencies (MDAs). The LGPITF has reviewed the Local Government Performance

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

### 1.2 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 Buhweju District Local Government and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. ERAM PASCAL ----- 
2. EDIDAH BUSINGYE ----- 
3. JUMA MOSES ----- 
4. NUWAGABA BENSON ----- N.B.

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.

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**CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY BUHWEJU DLGMC**

<b>Issue</b>	<b>Proposed (What)</b>	<b>Activity</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
<b>Accountability Requirements</b>						
The LG submitted late the Annual Performance Report for the previous FY 2018/2019 on 9/9 2019.	The DLG will submit timely performance reports.	HODs will closely coordinate and provide reports in time for submission.	HODs, Planning Unit	Quarterly , Annually	Reports submitted timely.	
Late Submission of the quarterly budget performance reports during FY 2018/2019	Submit quarterly reports are per the mandatory imelines	Compile and submit reports	HODs and Planner	Quarterly and Annually	Reports prepared and submitted in time	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<b>Crosscutting Performance Measures</b>						
The DLG did not have a physical development plan.	The DLG, does not have a Physical Development. Recruitment of District Planner is on going.	Suitable candidates has identified for the job await appointment and deployment.	CAO, PHRO	By the end ofg the 1 <sup>st</sup> quarter	Physical Planner recruited. Draft physical development plan in place by	
No evidence of submission of 4 sets of minutes of Physical Planning Committee to the Mbarara zonal office and MoLHUD	Quarterly meetings to held and minutes made and submitted to Mbarara Zonal Office and MLHUD.	By holding meetings, schedules of meetings prepared and adhered to.	CAO, Physical Planner	Quarterly	Quarterly meetings held, minutes on file.-	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Inconsistence in infrastructure investments and the physical Development Plan, consistence	DLG will have a draft physical development plan to guide infrastructure and investments.		Physical planning committee to Guide Physical development planning.	CAO, and Physical development Committee.	Quarterly	Planned infrastructure, investment.
Project profiles not developed as per LG planning guidelines	Project profiles will be developed following planning guidelines.		Planner will involve all HODs to follow planning guideling.	CAO, Planner, HODs.	At the beginning of the planning cycle in September.	Authentic Project Profiles.
The Statistical Abstract with disaggregated data was not availed neither was	Annual Abstract Gender data and discuss it in TPC.	To develop a statistical Abstract in TPC.	TPC Meetings held and Gender disaggregated data discussed.	Planner	Quarter 1	Statistical abstract developed, discussed and disseminated

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
it discussed in the TPC meeting.						.
No that evidence that all investment projects in the previous FY were completed within approved budget – Max. 15% plus or minus of original budget	DLG will adhere to complete investment projects and ensure absorption of budgets as approved.	By starting procurement processes in time.	CAO, PDU, HODs	As and when projects are implemented.	All projects completed as approved.	
No evidence that all the HoDs were appraised in the FY 2018/2019. Out of	All HODs to be appraised.	Filling of performance agreements, and appraisal	CAO, PHRO, HODs.	Annually	All HODs appraised and Performance	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
the 11 HoD only 6 were appraised			forms to be done. Staff appraised.			reports submitted, filed.
Staff who retired did not a ccesspension payroll within 2 months.	All retired staff to access pension payroll within 2 months of retirement.		To capture data in Time.	CAO, PHRO	As and when staff retire.	Pensioners access payroll within 2 months.
There was decrease in local revenue performance over the two years	Proper assessment of local revenue sources and enforcement of collection to be done.		Proper projections of local revenues shall be done and enforcement.	CFO, Revenue Officer.	Beginnin g of planning cycle and quarterly	Increased local revenue over years.
Whereas Council had revenue budget to collect in FY 2018/2019 Shs 146,450,000= it collected shs	Proper assessment of local revenue sources and enforcement of collection to be done.		Proper projections of local revenues shall be done and	CFO, Revenue Officer.	Beginnin g of planning cycle and quarterly	Realistic budgeting done.

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
representing 59% performance with a variance of 41% which is outside the allowable range of +/- 10%.			enforcement.			
No evidence that the district remitted 65% share of collected LST to the LLGs	Remit 65% share of LST to LLG as mandated.	Remittance and effective transfers.		CAO, CFO	By 3 <sup>rd</sup> Quarter	LST Remittance done.
The DLG did not have a Senior Procurement Officer in post.	Recruite SPO	Advertise and recruit.		CAO, PHRO, DSC.	FY, 2020/21	SPO recruited and deployed.
Late preparation of Bid documents by the LG	Timely preparation of bid documents.	To be done by August.		PDU, HODs	August	Bid Documents prepared timely.



Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Implementation of the audit findings by the internal audit through the quarterly reports were not timely addressed by both Council and the LGPAC.	Timely responses to the Internal Audit findings.	Conduct meetings with HODs and discuss audit findings.	CAO, IA, HODs	Quarterly	IA findings responded to timely.	
No evidence that internal audit reports for the previous FY werereviewed and followed up in time by LGPAC.	Avail IA responses to LGPAC in time.	Timely submissions of IA reports to LGPAC	CAO	Quarterly	IA responses reviewed and discussed.	
The Assets Register was in place but did not reflect	Assets Register will be prepared and reflect values for the assets,	Inventory committee to coordinate with	PAS, CFO	By June	Updated Assets	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
values for the assets, depreciation information, ownership information and not comprehensively up dated as required.	depreciation information, ownership and comprehensively up dated	HODs and have asset registers updated.				Registers.
No evidence that LG responds to feedback (grievance/complaints)	Designate a person to respond to feedback ; grievances/complaints.	Provide registers for grievances, complaints, and suggestion boxes.	CAO	July	Feedback responded to.	
There was no clear system of recording, investigating and/or recording grievances at the DLG.	Clear system of recording, investigating and/or recording grievances	A Committee shall be formed to handle.	CAO, Committee.	July	Clear system of recording, investigating greivances put in place.	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>No evidence that the LG had published the Payroll and Pensioner Schedule on public boards and other means:</p>	<p>Payroll and Pension Schedules shall be displayed on Public notice boards and other means:</p>	<p>Display public boards on notice</p>	<p>PHRO</p>	<p>Monthly</p>	<p>Payroll and Pension Schedules displayed</p>	
<p>No evidence that the procurement plan and awarded contracts and amounts are published:</p>	<p>Procurement plan, awarded contracts and amounts shall be published</p>	<p>Display public boards on notice</p>	<p>PDU</p>	<p>As and when there contracts are awarded.</p>	<p>Procurement plan, awarded contracts and amounts Displayed.</p>	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
No evidence of publishing performance assessment results much as had been discussed in the TPC meeting.	The DLG to publish performance assessment results	Publish	Planner	As and when assessment results are released	Performance assessments results published.	
No evidence that the HLG had communicated and explained guidelines, circulars and policies issued by the	The HLG will communicate and explain guidelines, circulars and policies issued by the Central Government level to LLGs	Through TPC meetings, dissemination of guidelines, circulars and policies, through writing letters	CAO, HODs	As and when guidelines, circulars and policies are received	Guidelines, circulars and policies disseminated	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
national level to LLGs						
Evidence that the LG integrates environmental and social management and health and safety plans in the contract bid documents	Integrate environmental, social management, health and safety plans in the contract bid documents	Screening all projects.	EO, HODs, PDU.	CAO, DNRO, HODs, DLG Chairperson.	During planning and implementation.	All projects Screened.
No evidence of ownership of land where the projects were implemented	Secure ownership of land for projects before implementation.	Secure customer certificates, titling land,		As and when projects are	Ownership of land where projects are implemented	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
by the LG			MOUs, agreements,		undertaken.	secured.
No evidence that all completed projects had Environmental and Social Mitigation Certification Forms completed and signed by the Environmental Officer and CDO	All projects to have Environmental and Social Mitigation Certification Forms	completed	Certification forms will be filed Environmental Officer and CDO	EO, CDO	As and when projects are implemented.	Certification forms filled
No evidence that the contract payment certificates included environmental and social clearance	No payment before environmental Clearance.		Undertake Inspections and Monitoring to ensure compliance.	CAO, CFO, EO	As and when projects are implemented.	Payments with environmental clearance.

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
No evidence of quarterly reports to prove reporting by the environmental officer and CDO monthly	Ensure reports by environmental Officer are in place.	Monitoring by environmental Officer	Monitor and produce reports.	HODs, CDO, EO	Quarterly	Monitoring reports in place.

**Educational Performance**

No evidence that the LG had deployed a Head Teacher and minimum of 7 teachers per school.	Recruitment of Head teachers and Teachers.	Advertise, conduct interviews, appoint and deploy.	CAO, DSC, DEO, PHRO.	FY, 2020/21	Head Teacher and Teachers recruited.
	Conduct appraisals to School Inspectors.	DEO to write to School Inspectors to fill appraisal forms,	DEO, PHRO, DIS	July	All School Inspectors appraised.

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>only 3 out of the 10 Head Teachers for the sampled schools had been appraised</p>	<p>Conduct appraisals to Head Teachers.</p>	<p>Write to the Head Teachers and SAS to fill appraisal forms, avail themselves and conduct appraisals.</p>	<p>CAO, DEO, SAS, PHRO.</p>	<p>July</p>	<p>All Head Teachers appraised.</p>	
<p>There was no evidence that the LG Education department held meetings with primary school head teachers, to discuss guidelines,</p>	<p>Hold meetings to communicate and explain guidelines, policies and circulars.</p>	<p>Conduct meetings.</p>	<p>DEO</p>	<p>When circulars, guidelines are received.</p>	<p>guidelines, policies and circulars Disseminated.</p>	



Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>circulars issued.</p>						
<p>There was inadequate evidence that the sector had submitted procurement input to the Procurement Unit that cover all investment items in the approved Sector annual work plan and budget on time by April 30th:</p>	<p>Procurement plan to be submitted on time.</p>	<p>Submit procurement plan by 30<sup>th</sup> April,</p>	<p>DEO</p>	<p>By 30<sup>th</sup> April</p>	<p>Procurement plan submitted on time.</p>	
<p>Quarter 4 quarterly performance reports for the previous FY</p>	<p>Submit quarterly reports in time.</p>	<p>Prepare reports in time.</p>	<p>DEO</p>	<p>Mid July</p>	<p>Quarterly reports submitted on time.</p>	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
2018/2019 was submitted late to the planning unit.						
Two queries from OAG report had not been responded at the time of assessment	Respond to queries timely.	Respond to OAG queries.	Respond to the queries.	CAO, CFO, DEO	Annually	Responses to OAG's made on time.
No evidence that LG Education department in collaboration with gender department had issued and explained guidelines on how to manage sanitation for girls and PWDs in primary schools:	Collaborate with Gender department to explain guidelines on how to manage sanitation for girls and PWDs in primary schools.	Conduct routine inspection, support supervision, meetings with senior women and men on how to manage sanitation for girls and PWDs	DEO, Gender dept.	Termly	Guidelines explained.	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
No evidence that the LG Education department in collaboration with Environment department had issued guidelines on environmental management to the schools or no minutes of meetings explaining any guidelines	Collaborate Environment department to explain to guidelines on environment management.	with to issue on	Issue guidelines. in primary schools.	CAO, DEO, EO.	Termly	Guidelines issued.
No evidence of any screening done on infrastructure projects implemented in FY	Screen infrastructure projects.	all	Avail screening from MoES	DEO, EO.	July	Infrastructure projects screened.

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
2018/2019  No evidence that the Environmental Officer and Community Development Officer visited any site despite projects being implemented in the FY 2018/2019		Site visits to be made.	Conduct site visits and hold meetings.	DEO, CDO, EO.	During implementation of the projects.	Monitoring reports and minutes on file.
<b>Health Performance</b>						
Only 5 out of 10 Health In-charges sampled representing 42% out of the LG 12 Health Centres had	In charges of LG Health centers to be appraised.	Appraisal forms filled and appraisal interviews conducted.	DHO, PHRO.	Bi annual and annually	LG Health centers in-charges appraised.	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>been appraised</p>						
<p>No evidence that the health department had deployed health workers in line with the lists submitted with the budget. The list of staff submitted on PBS was not availed for review</p>	<p>Provide the current PBS staff list in line with the current work station.</p>	<p>Extract the PBS staff list from the system.</p>	<p>DHO.</p>	<p>Quarterly</p>	<p>Updated PBS staff list provided in line with the current staff lists.</p>	
<p>No evidence that the DHO communicated all guidelines, policies and circulars issued by MOH to</p>	<p>Communication policies, guidelines and circulars issued by the central Government to Health Facilities.</p>	<p>Conducting DHMT quarterly meetings</p>	<p>DHO</p>	<p>Quarterly</p>	<p>Policies, guidelines and circulars communicated.</p>	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>health facilities in FY2018/19. No distribution list or acknowledgement</p>						
<p>No evidence that the DHT had supervised Nsilka HCIV and other facilities at least once in a quarter.</p>	<p>Supervise HSD</p>		<p>Conducting support supervision to HSD.</p>	<p>DHT</p>	<p>Quarterly</p>	<p>HSD Supervised.</p>
<p>No evidence presented that supervision reports were discussed and recommendations made. There were no supervision reports.</p>	<p>Provide separate supervision reports for DHT supervision and have them discussed.</p>		<p>Conducting DHT meetings to discuss supervision reports.</p>	<p>DHT</p>	<p>Quarterly</p>	<p>Supervision reports discussed and recommendations made.</p>

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>With no supervision reports discussed and documented recommendations, there was no evidence of follow up on "recommendations." There were no monitoring reports or follow up of any action plans.</p>	<p>Follow up of recommendations.</p>	<p>Proper follow of DHT recommendations.</p>	<p>DHT</p>	<p>Quarterly</p>	<p>DHT recommendations followed up.</p>	
<p>No evidence that the department submitted a procurement plan to PDU. Whereas this was requested, it was not availed to the</p>	<p>Procurement plans shall be submitted to PDU.</p>	<p>Generation and submission of procurement plan.</p>	<p>DHO.</p>	<p>Annually</p>	<p>Procurement plans submitted.</p>	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
assessment team for review						
Quarter performance report to planning unit was done in September, which was a late submission.	4	Timely submission of quarterly reports.	Generation and submission of quarterly reports on time.	DHO.	Quarterly	Quarterly reports submitted on time.
The Internal Auditor raised five queries during FY 2018/2019 out of which one was followed up and cleared.		All IA reports to be responded to.	Through submission of responses to PAC and Council.	DHO.	Quarterly	IA reports discussed.
No evidence that the HUMC had minimum prescribed female gender composition		Guidelines on female gender composition of 30% on HUMC to be followed.	Issuing guidelines to Council,	of DHO	Upon expiry of current appointments	30% gender composition guidelines adhered to.



Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
of 30%.						
There were no new guidelines issued during the FY2018/19. For the facilities visited, both Nsilika HCIV and Karungu HCIII.	Guidelines sanitation issued.	on to be	Issuance of sanitation guidelines through DHMT meetings.	DHO.	When availed.	Sanitation guidelines issued.
There was only one project screened in Health but this project did not have a screening date and the reporting date.	Project screening of health projects to be done and indicated.	of	Through screening of Projects.	EO, DE.	Whenever there is a project.	Screening and proper reporting of exercise done.
The environmental officer and community development	Site visits to be done by the EO, DCDO.	Conducting site visits.	EO, DCDO.	As and when there is a	Site visit conducted. Reports on	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>officer never Failure to visit the sites to check whether the mitigation plans were complied with by the Environmental Officer and DCDO because of facilitated in terms of transportation</p>					project.	file.

**Water Performance**

<p>Out of UGX 379,201,000 Water sector budget for FY 2018/19 only UGX 98,770,000 was allocated to S/C</p>	<p>Increase the allocation of water grant to subcounties below the district water to atleast 60%.</p>	<p>Budgeting for more funds to sub counties bellow the district water</p>	<p>DWO, Planner.</p>	<p>During budgeting process.</p>	<p>Increased water coverage in sub counties below the district water</p>
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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>with coverage below district average of 54%; This budget proportions gave only 26% of funds to S/Cs way below district water coverage % required</p>			coverage.			coverage.
<p>No evidence that the contract manager prepared a management plan and conducted monthly site visits for the different WSS infrastructure</p>	<p>Ensure preparation of contract management plan and conduct monthly visits.</p>	<p>Through inspection and supervision.</p>		DWO	Monthly	<p>Contract management plans in place. Monthly reports on file.</p>

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
projects as per the contract management plan:						
No evidence of contractor handover of all completed WSS facilities:	Handover completed projects.	all	Through commissioning.	CAO, DEC, RDC	As and when projects are completed.	Handover and Commissioning done.
Quarter 4 performance report to the planning unit came in September,	Submit performance reports in time.	Compilation and submission.	DWO	Quarterly. Annually		Performance reports submitted in time.
The Internal Auditor raised five queries during FY 2018/2019 out of which one was followed up	Respond to IA reports in time	Follow audit guidelines	DWO	Quarterly		Audit queries responded to.

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
and cleared. The four queries were still outstanding						
No Information on tenders and contract awards (indicating contractor name /contract and contract sum) displayed on the District notice boards:	Procurement information to be displayed on the notice board.	to be displayed on the notice board.	Display	PDU, DWO.	Whenever there are contract awards.	Information on tenders, contracts awards displayed.
No Evidence that there was follow up support provided in case of unacceptable environmental concerns due to	Provide follow up support to unacceptable environmental concerns.	up to unacceptable environmental concerns.	Provide budget for follow up activity.	DWO, Planner.	Beginning of the budgeting cycle.	Follow up done.

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
<p>lack of facilitation to visit the projects</p> <p>No evidence that construction and supervision contracts had a clause on environmental protection since the Environmental Officer could not produce monitoring reports for the projects</p>	<p>A clause on environmental protection included in the plan.</p>	<p>Ensure environmental are provided for during the planning process.</p>	<p>DWO, EO</p>	<p>During planning process</p>	<p>Environment issue planned for.</p>	

**General challenges**

1. Hard to reach Nature of the LG
2. Lack of consistent and reliable service providers