



Bukedea Local Government

Local Government Targeted Performance Improvement Plan 2018/19

List of Contents

SIGNATORY PAGE	1
1. INTRODUCTION.....	3
1.1 BACKGROUND	3
1.2 PROCESS FOR DEVELOPMENT OF THE PIP	3
1.3 AGREED NEXT STEP	4
2. ACTIONS TO BE UNDERTAKEN BY THE LG.....	5
3. ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM NRP	ERROR! BOOKMARK NOT DEFINED.
4. REQUESTED ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM OTHER AGENCIES.....	15
5. MONITORING AND REPORTING	16

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

Kumaketch Oluba Charles

Chief Administrative Officer – Bukedea District Local Government

Date: 16th August 2018

Eramu Pascal

Team Leader for Bukedea District National Resource Pool

Date: 16th August 2018

Okwir Micheal

For District Chairperson

Date: 16th August 2018

1. Introduction

1.1 Background

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

The Office of the Prime Minister coordinated a country wide Local Government Performance Assessment exercise during January and February 2018 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 <http://budget.go.ug/budget/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 13-17 August 2018 as a collaborative effort between the Local Government and the following members of the NRP

- Mr Pacal Eramu – MoLG - team leader
- Mr Bamwoze Paul - MoH
- Mr Hendrik Visser, ODI PA/CB
- Ms Monica Amuha ODI health

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
- Subsequent amendments and signing of the agreed Performance Improvement Plan.

1.3 Agreed Next Step

Our local government is committed to implementation of the agreed action points outlined in section 2.

The National Resource Pool is committed to support the local government to implement the actions

The Ministry of Local Government will 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

2. Actions to be undertaken by the LG and supported by NRP

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
A. Human Resource Management					
1. 7 HOD are not substantively filled (DHO, DPO, SPO, HoAudit, District Engineer, DNRO, DCO)	fill up vacant positions as per directive from MoFPED and MoPS	Analyze wage bill to identify funds Update salaries based on the new salary structure Advertise and recruit	CAO, DSC, HR	Before end of 2 nd Quarter 18/19	All HoD substantively recruited
2. vacant position in various departments; Education, Health, Planning, Production, DCO, Administration (new sub counties)	Analysis of the wage bill 18/19 to cater for provision for vacant posts in various departments	Analyze wage bill to identify funds Advertise and recruit where there is a wage bill provision	CAO, HoD, DSC, HR, Planning	Before end of 2 nd Quarter 18/19	Vacant post filled where there is a wage bill provision
3. Staff not appraised as per requirements	Review and institute procedures for staff appraisal	<ul style="list-style-type: none"> • CAO to issue circular on mandatory Staff appraisal for all staff • CAO to request MoPS for support in performance reports, agreements and appraisals 	CAO HR, NRP	Before end of 1 st Quarter 18/19	All staff appraisals conducted, signed and filed

		<ul style="list-style-type: none"> • Provide capacity to HoD and staff on appraisal procedures and hands-on processes. • Cascade appraisal processes to all lower LG staff with support from HR • Maintain staff appraisal check list and tracking system 	HOD, HR, HOD, Sub-county chiefs HR		
4. High staff attrition in primary schools	Control high staff attrition rate	<ul style="list-style-type: none"> • DSC to be sensitized on control of attrition • Mentor and counsel teachers • Interest parent to provide staff incentives e.g. housing • Expedite process of transfer of service by other teachers to the district to bridge the gap • Analysis of incoming and outgoing staff including gender issues 	CAO, DSC DEO, SMC	Ongoing	High Staff attrition minimized
5. Non-functional lower LG management committees	Functionalize all lower LG committees (SMC, PTA, HMC, Water user committees, etc)	<ul style="list-style-type: none"> • Nomination and appointment of members • Vetting of members • Orientation and induction on the roles • Conduct regular meetings and document all proceedings 	CAO, DEO, DHO, SAS, HF in-charges	End of Q2 18/19	Functional committees

		<ul style="list-style-type: none"> • Follow up on actions with district leadership • Ensure HMC meet on quarterly (1st & 2nd week of every quarter) basis and reports submitted by 15th day to CAO 			
6. Human resource audit	Conduct human resource audit of all staff in the district on payroll	Physical verification and headcount of all staff at district and lower LG	CAO, HR, Planner, Internal audit	End of Sept 18	Human Resource Audit conducted
7. Modalities of Leave application and approval	Ensure compliance to leave application, approval and bonding processes	<ul style="list-style-type: none"> • Issue circular on leave application, approval, and bonding process • Review current leave status of staff (leave without pay, unapproved leave, prolonged leave etc.) • Ensure strict adherence to leave roster and develop leave tracking matrix 	CAO, HR, HOD	End of Aug 18	All staff adhering to leave application and approval processes

8. Absentism	Minimize habit of not attending to duty	<ul style="list-style-type: none"> • Strict enforcement of signing of daily attendance • Analyze attendance data weekly and sanction habitual absentees 	HOD, HR, Heads of Lower LG	Ongoing	Staff Absentism minimized
9. Rewards and Sanctions not fully constituted	Operationalize the Rewards and Sanctions Committee	<ul style="list-style-type: none"> • Replace members of R&S committee who left • Committee to develop guidance on areas of rewards and sanctions • Promote regular rewards and recognition of deserving staff • Ensure timely reporting and follow up on recommendations for both sanctions and rewards 	CAO, HR	End of Q1 18	Functional R&SC
10. Career development, training and internal promotions	Promote staff training as a major HR skills development plan	<ul style="list-style-type: none"> • Orientation and mentoring of new staff on the concepts of decentralization 	MoPS	End of Q4 18/19	Number of staff trained and promoted

		<ul style="list-style-type: none"> • Conduct regular guidance and training on career development for staff • Provide opportunity for internal promotion on attainment of higher qualifications 	HR, Training committee, Planner		
11. Hard to reach points	Improve access to hard to reach points in the district	<ul style="list-style-type: none"> • CAO to provide justification and evidence to MoPS on inclusion and provision for hard to reach points 	CAO, MoPS	End of Aug 18	Hard to reach points in Bukedea district considered
12. Retirement and access to Pension	Expedite process of exit management for retirees and their benefits	<ul style="list-style-type: none"> • Update information and verification procedures for retirees • MoPS to act on submissions from district on harmonization of DOB on file and in the IPPS system 	HR, MoPS, MoFPED	End of Q2 18	Retirees access pension payroll on clocking retirement
13. District Service Commission (3/5 members)	Full constitution of the DSC	<ul style="list-style-type: none"> • Fill membership of the DSC 	DEC, PSC	End of Q1 18	Fully constituted DSC
B. Physical Planning and Development					

1. Physical development plan (2015/16 -2020)	Update the PDP to include new projects (e.g. NUSAF3, UWEP, YLP, Resilience) and exclude completed projects	<ul style="list-style-type: none"> • Hold discussions in the TPC meetings to align the PDP • Approve updated version of PDP 	CAO, Planner, HOD, DEC	End of Q1 18	Updated PDP
2. Physical planning committee not operational	Operationalize the Physical Planning Committee	<ul style="list-style-type: none"> • Appoint PPC members • Develop clear ToRs for the committee • Hold regular meetings with clear action areas • Ensure implementation of the recommendations 	CAO, PPC	End of Q1 18	Functional Physical Planning Committee
3. Delays in submission of quarterly and annual work plans and budget	Ensure timely submission of work plans by HoD to PU and Planning unit to MoFPED	<ul style="list-style-type: none"> • Establish standard procedure for submission and receipt of WP by departments • Reorient departments on PBS formats • Extract simplified versions of WP for the councilors 	Planner, HoD, MoFPED	End of Q1 18	Timely submission of work plans
4. Failure to balance off with PBS due to system glitches	Ensure PBS system challenges are addressed	<ul style="list-style-type: none"> • LG to request for regular support from MoFPED • Provide more frequent support and training to LG on how to handle PBS system issues 	CAO, Planner, MoFPED	End of Q1 18	Errors in PBS minimized and acted upon

5. Project Profiles	Develop and consolidate project profiles	<ul style="list-style-type: none"> • HoD to provide information on ongoing projects • Include issues of gender equity, environment and HIV/AIDS • PD to develop complete project profiles for all ongoing projects and developments 	Planner, HoD	End of Aug 18	Project profiles developed and consolidated
6. Annual statistical abstract not develop	Develop the annual statistical abstract	<ul style="list-style-type: none"> • Planner to develop/provide template for collecting critical information from HoD • HoD to provide information and statistics to PD • PD to consolidate critical information into the statistical abstract 	HoD, Planner	End of Aug 18	Annual statistical abstract developed
7. Budget execution	Prepare reports on budget execution	<ul style="list-style-type: none"> • Prepare budget execution quarterly reports as guided by circular from MoFPED 	Planner	Quarterly	Timely reports submitted
C. Administration, Audit, Finance and Procurement					
1. Documentation of TPC minutes	Improve documentation of TPC meeting minutes	<ul style="list-style-type: none"> • TPC meeting minutes prepared, signed and adopted for each meeting 	CAO	Ongoing	TPC minutes documented and acted upon

		<ul style="list-style-type: none"> Follow up on recommendations and actions 			
2. Dissemination of policy and administrative circulars	Ensure policy guidelines and administrative issues are timely disseminated to HoD and lower LGs	<ul style="list-style-type: none"> Strengthen registry Document process of dissemination in meetings and take copies to registry Hold and minute discussions on policy guidelines and administrative issues at various management meetings 	CAO, HoD	Ongoing	Policy and administrative circulars disseminated
3. Accountability and community feedback	Conduct regular Baraazas and radio programs on accountability and community feedback	<ul style="list-style-type: none"> Provide and file reports on baraazas and radio programs held Ensure involvement of all key stakeholders 	DEC, RDC, CAO, HoD	Quarterly basis	Timely reports on accountability and community feedback
4. Delays in response to Internal Audit reports	Ensure timely response and action on internal audit reports as per requirements	<ul style="list-style-type: none"> Timely discussion and response to internal audit reports Prepare management response and action on recommendations of the internal audit reports 	TPC, Lower LG, LGPAC	Quarterly	Timely response to internal audit queries
5. Asset management	Ensure there is an updated assets and investments register	<ul style="list-style-type: none"> Designate an inventory and assets manager to regularly update all assets and inventory into the register 	CAO, District Engineer,	Quarterly	Updated assets and inventory register

		<ul style="list-style-type: none"> • Assets and inventory register updated on quarterly basis 	Inventory officer		
6. Challenges with Revenue mobilization and remittances to lower LGs	Streamlining revenue mobilization and remittances in line with LG Act	<ul style="list-style-type: none"> • Ensure service providers adhere to contracts and obligations to revenue remittances • Institute and document sanctions on non-adherent service providers • District LG to balance and document remittances to and funds retained from to lower LG 	CAO, CFO,	End of Q1 18/19	Revenue mobilization streamlined in accordance with the LG Act
7. Challenges in the procurement processes	Ensure timely compliance to procurement regulations, procedures and processes	<ul style="list-style-type: none"> • Orient all actors on the procurement cycle • Maintain a register to track timely submission of all procurement requests • Provide timely logistics to facilitate procurement processes (notice board, non-refundable fees, allowances for contracts and evaluation committees) • Ensure BoQs and certificates are compliant with environmental, gender, 	CAO, PDU, HoD	End of Q1 18/19	All stakeholders compliant to procurement regulations, procedures and processes

		<p>HIV/AIDS issues and other human rights issues. (1% of contract sum)</p> <ul style="list-style-type: none"> • Project monitoring and approval should be conducted by all stakeholders (Project manager, Environment, Gender, HIV/AIDS, PDU) 			
d. Information and Records Management					
1. Inadequate information and records management	Ensure timely documentation/archiving, information sharing and accurate and consistent records management	<ul style="list-style-type: none"> • CAO to write to HoD to appoint focal persons for information and records management • HoD to designate responsible officer for records and information management • Conduct training on ICT to improve information and records management • All departments to maintain proper filing, documentation and retrieval system of 	HoD, Head of registry	Ongoing	Timely management of all records and information in the district.

		<p>relevant information (minutes, quarterly, semi-annual, annual reports, and supervision/inspection reports etc.)</p> <ul style="list-style-type: none"> • Follow up and implement recommendations from support supervision/inspections 			
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4. Requested Actions to be undertaken with support from other Agencies

Issue	Proposed Activity (What)	Responsible (Who)

5. Monitoring and Reporting

The LG and NRP team shall jointly develop a quarterly report on progress of agreed activities.