



**THE REPUBLIC OF UGANDA**

# **HOIMA DLG**

**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



CHIEF ADMINISTRATIVE  
OFFICER  
25 JUN 2020 ☆  
HOIMA DISTRICT  
LOCAL GOVERNMENT

**Lukwago Anthony Martin / Chief Administrative Officer**

Hoima / 25<sup>th</sup> June 2020



**Kakoraki Fredrick/ District Vice Chair Chairperson**

Hoima / 25<sup>th</sup> June 2020



**Kagga Andrew / Principal Assistant Secretary**

Hoima / 25<sup>th</sup> June 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 between September and December 2019 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 24th to 25th June, 2020 as a collaborative effort between Hoima District Local Government and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. Kaggwa Andrew
2. Mwambu Wycliffe
3. Ansimire Beth
4. Ahumuza Samuel

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 of proposals on actions to be 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 Chapter 2.

Ministry of Local Government commits to development of a detailed action plan for follow up on agreed actions as outlined in chapter 2 and communicate this in writing to the local government .

The Ministry of Local Government commits to supporting the LG in implementing the agreed actions in chapter 2.

**CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY HOIMA DLG**

<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
<b>Accountability Requirements</b>					
Non adherence of submission deadline for responses on the Auditor General's report for FY 2017/18. Submission was made on 23rd May, 2019 REF.CR/252/2 instead of end February 2019	Compile and submit responses to issues raised in the Auditor General's report by end of February	Convene meetings with all Heads of departments to provide responses	CAO, Hof	February 2021	Responses to issues raised in the Auditor General's report submitted and acknowledgment of receipt available before end February 2021
<b>Crosscutting Performance Measures</b>					
Absence of a Physical Development Plan for the District to guide implementation of infrastructure projects.	Development of a Physical Development Plan for the District	Mobilise funds to finance development of the plan, Hold consultations with all stakeholders on development of the plan	CAO, Physical Planning Committee	FY 2021/22	Approved Physical Development Plan
Absence of Action Area Plans for FY 2018/19.	Development of Action Area Plans for each FY	Fasttrack development of the PDP to guide development of Action Area Plans for each FY	CAO, Physical Planning Committee	FY 2021/22	Approved Area Plans

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No evidence of discussion of project profiles included in the AWP by T.P.C	Discussion of all project profiles by T.P.C	Schedule discussion of project profiles in T.P.C meetings	CAO, District Planner	July 2020	Minutes of TPC Meetings where project profiles were discussed
Absence of TPC Minutes approving Annual Statistical Abstract	Secure approval of Annual Statistical Abstract by TPC	Schedule discussion of Annual Statistical Abstract in a T.P.C meeting	District Planner, DCDO	July 2020	Minutes of TPC Meeting where the Annual Statistical Abstract was discussed
Failure to substantively fill position of Head of TLED Department According to the approved staff structure by MoPS dated 20th June 2017 Ref No. ARC/135/306/01).	Recruitment of Head of TLED Department	Declare vacant position, Undertake wage analysis to establish availability of wage, Seek clearance to recruit from MoPS, undertake the Recruitment Process	CAO, PHRO	Nov 2020	-Position of Head of TLED Department filed -DSC Minute appointing Head of TLED Department
Failure to appraise DCDO and Ag.DCO for FY2018/19	Appraise all HoDS	Provide appraisal forms to all HoDS, Fill appraisal forms and have them signed by the Supervisor	CAO, PHRO	July 2020	Duly signed appraisal forms of all HoDS on their personal files
Failure to access all retired staff on the pension payroll within 2 months after retirement	Accessing all retirees on the pension payroll within two months after retiring	Keep track of all staff, employment records, Ensure officers retiring in a FY have all the required documents on their Personal files 6 months to retirement date, Process files of retirees on IPPS immediately after retirement	CAO, PHRO	Continuous	New retirees on the pension payroll 2 months after retirements



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
The LG OSR for FY 2018/ declined by 38.4%. The decrease in revenue was attributed to the split of the district to create Kikuube district.	Enhance OSR mobilisation	Identify new tax sources, Compile and update tax payers register, undertake tax payment enforcement	CAO, HoF	Continuous	Increment in OSR
Local Revenue shortfalls- collection ratio of 84% which was 16.0% short of the target- allowable range of +/-10%.	Enhance Local Revenue	Accurately project Local revenues, identify new tax sources, Compile and update the tax payers registers, undertake tax payment enforcement	CAO, HoF	Continuous	Increment in Revenue collection ratio
Failure to provide evidence on LST remittances to all the 7 Sub counties – Assessor erroneously captured an additional SC that doesn't belong to the District	Document all LST remittances	Document and communicate LST remittances	CAO, HoF, PHRO	Quarterly	-Letter communicating LST remittances and any other revenues, IFMS statement showing remittances LR
No substantive Senior Procurement Officer.	Recruitment of Senior Procurement Officer.	Declare vacant position, Undertake wage analysis to establish availability of wage, Seek clearance to recruit from the MoPS, undertake the Recruitment Process	CAO, PHRO	Nov 2020	-Position of Senior Procurement Officer filled -DSC appointing Senior Procurement Officer
Delay to prepare bid documents for all infrastructural projects –LG didn't comply with the August 30th deadline.	Preparation of bid documents before 30 <sup>th</sup> August	Preparation of Procurement Plan Adequately provide funding to undertake the	CAO, HPDU	July/August 2020	All bid documents prepared

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Absence of an updated contract register and complete procurement activity files for all procurements -Rehabilitation of 4 boreholes was not reflected	Update contract register and complete procurement activity files for all procurements	procurements  i. Appoint Contractor Managers ii. Keep track of progress of implementation of all procurements/Contracts iii. Monitor progress of all contracts iv. Update contract register and complete procurement activity files for all procurements	CAO, HPDU, Contractor Managers	Continuous	Updated registers and complete procurement activity files for all procurements
Absence of Substantial Senior Internal Auditor.	Recruitment of Senior Internal Auditor	Declare vacant position, Undertake wage analysis to establish availability of wage, Seek clearance to recruit from MoPS, undertake the Recruitment Process	CAO, PHRO	August 2020	-Position of Senior Internal Auditor filled  -DSC Minute appointing Senior Internal Auditor
Lack of evidence on review of IA Quarter 4 report by the PAC.	Review of IA Quarter 4 report by the LGPAC	Schedule LGPAC meetings to review all Quarterly IA reports	CAO, HIA, Clerk to Council, Secretary LGPAC	Quarterly	4 Quarterly LGPAC reports produced and submitted to Council for review

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Absence of an updated asset register	Regularly updating the asset register	Avail list of all new assets acquired. Supervise the Stores Officer responsible	CAO, HoF	Continuous	Updated asset register
Lack of evidence of a specified system for recording, investigating and responding to grievances which should be displayed at LG offices and made publically available	<ul style="list-style-type: none"> <li>i. Develop a communication strategy</li> <li>ii. Put in place a grievance handling mechanism</li> <li>iii. Appoint a committee to handle grievances</li> <li>iv. Put up suggestion boxes</li> </ul>	<ul style="list-style-type: none"> <li>i. Plan and budget for development of a communication strategy.</li> <li>ii. Undertake stakeholder consultations</li> <li>iii. Formulate a communication strategy.</li> <li>iv. Formulate a grievance handling mechanism</li> <li>v. Committee to handle grievances</li> </ul>	CAO, HRM, DCDO	August 2020	<ul style="list-style-type: none"> <li>An approved communication strategy</li> <li>An approved grievance handling mechanism</li> </ul>
No evidence that the LG-PDU published performance assessment results for FY2017/18	Publish performance assessment results for all years	<ul style="list-style-type: none"> <li>i. Convene meetings of HoDS to discuss the assessment results. Submit the report to Council for consideration.</li> <li>ii. Avail results to all staff and on all notice boards and website</li> </ul>	CAO, District Planner, Clerk to Council	February every year	Performance assessment results for all years displayed on all Noticeboards and website
Underutilization of funds budgeted for gender activities 85% was spent yet a minimum of 90% is recommended	Implement all planned gender related activities	<ul style="list-style-type: none"> <li>i. Adequately plan and budget for gender activities.</li> <li>ii. Utilize all funds.</li> </ul>	CAO, Gender focal officer, HoF	Quarterly	90% of gender funds utilized

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<p>No screening reports and ESMPs for projects under education and health.</p> <p>Failure to Screen projects in the water sector by the environmental officer</p>	<p>Undertake EIA for all infrastructural projects</p>	<p>iii. implement all activities</p> <p>i. Plan and Budget for screening activities, CAO, provides funding for Screening activities</p> <p>ii. Undertake Screening activities</p>	<p>CAO, Environmental Officer</p>	<p>Quarterly</p>	<p>EIA Reports available before project implementation commences</p>
<p>Non inclusion of ESMPs in the bid documents of infrastructural projects.</p>	<p>Inclusion of ESMPs in the bid documents of all infrastructural projects.</p>	<p>support all HoDS in developing project specifications to ensure Environmental concerns are taken care of</p>	<p>HoDS, Environmental Officer, HPDU</p>	<p>July/August every year</p>	<p>ESMPs included in all bid documents of all infrastructural projects.</p>
<p>Lack of proof of ownership of land where District infrastructural projects are located</p>	<p>Formalise land ownership where District infrastructural projects are located or being implemented</p>	<p>i. Secure land agreements</p> <p>ii. Process land titles for district land</p> <p>iii. Consent forms being used</p>	<p>CAO, District Land Officer</p>	<p>Continuous</p>	<p>i. Signed document MoUS</p> <p>ii. Land titles processed for land where district projects are being implemented</p>
<p>Lack of Environmental and Social Mitigation Certifications for infrastructural projects .</p>	<p>Carry out Environmental and Social Mitigation screening for all infrastructural projects .</p>	<p>i. Embedde Environmental and Social Mitigation screening in all bid documents, Undertake EIA</p> <p>ii. Involve</p> <p>iii. Environmental officer</p>	<p>District Engineer, DCDO, Environmental Officer, HoF</p>	<p>Continuous</p>	<p>Environmental and Social Mitigation Certificates issued for all infrastructural projects</p>

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Contract payments not including prior environmental and social clearance. All the payment vouchers sampled did not have, attached to them, environmental and social clearance certifications.	Issue Environmental and Social Mitigation clearances for all Infrastructural projects .	and DCDO in implementation of all projects  i. Embedde Environmental and Social Mitigation screening in all bid documents, Undertake EIA ii. Involve Environmental officer and DCDO in implementation of all projects iii. Prepare Environmental and Social Mitigation Clearances iv.	District Engineer,DCDO, Environmental officer,HoF	Continuous	Environmental and Social Mitigation Clearances issued for all Infrastructural projects before payment
Absence of Environmental and Social monitoring reports all infrastructural projects	Undertake Environmental and social monitoring	Schedule monitoring visits	CAO, DCDO, Environmental Officer	Monthly	Environmental and monitoring reports produced
<b>Educational Performance</b>					

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Vacant positions for inspectors of schools	Develop recruitment plan Recruit Inspectors of Schools	Study the staff structure, Compile recruitment plan Declare vacant positions, Undertake wage analysis to establish availability of wage, Seek clearance to recruit from MoPS, undertake the Recruitment Process	CAO, PHRO, DEO	August 2020	An approved recruitment plan Position of Inspectors of Schools filled -DSC Minute appointing Inspectors of Schools
Non appraisal of one of the Inspectors	One of the Inspectors Nyamahunge Carolyne had only worked for two months couldn't have been appraised				
Non appraisal of 8 sampled Head Teachers	Sign performance agreements for Headteachers	SAS Provides performance agreements for signing to all Headteachers,	CAO, PHRO, SAS, all Headteachers	January 2020	Duly signed performance agreements of all Headteachers on their personal files
No meetings with head teachers to explain and sensitize them on policies, guidelines, circulars issued.	Hold meetings with head teachers to explain and sensitize them on policies, guidelines and circulars issued.	Convene meetings with head teachers to disseminate policies, guidelines and circulars issued. Include discussion of policies, guidelines and circulars issued on the meeting agenda. Prepare minutes and file them	DEO	Termly	Meeting minutes indicating discussion on issued policies, guidelines and circulars

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Failure to inspect all Schools in the District	Schedule an Inspection Programme Undertake inspection of all Schools	Recruit additional School Inspectors Plan and budget for Inspection of all Schools Provide adequate funds for inspection Inspect all Schools	DEO, Inspectors	Termly	Approved School Inspection reports
No evidence that the LG department of education submitted school inspection reports to DES.	Submit school inspection reports to DES.	Produce inspection reports Deliver inspection reports to DES.	DEO, Inspectors	Termly	Acknowledgement of receipt of School Inspection reports by MoES/DES
Late submission of procurement input by the Education Department	Prepare Procurement Plan before 30th April	Draw priority list Compile the priorities	DEO	March	Approved Departmental Procurement Plan in place by end April
No evidence of issuance and explanation of guidelines on management of sanitation for girls and PWDs.	Issue and explain guidelines on management of sanitation for girls and PWDs.	Issue & explain guidelines on management of sanitation for girls and PWDs. Communicate to all Headteachers about guidelines on management of sanitation for girls and PWDs.	DEO, DHO, Gender Focal Officer,	Termly	Acknowledgement Letters Communicating guidelines on management of sanitation for girls and PWDs. Minutes of the meeting in which guidelines on

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
		PWDs. Hold meetings to explain the guidelines			management of sanitation for girls and PWDs were discussed
SMC gender disparities	Fully constitute SMCs ensuring that 1/3 of the members are female	Communicate to Boards of Governors on fully reconstituting SMCs ensuring that 1/3 of the members are female	DEO, Boards of Governors	July 2020	New nominations of SMC Members
<b>Health Performance</b>					
Failure to appraise all Health Centres in charges	Appraise all Health Centres in charges	Provide appraisal forms to all Health Centres in charges Fill appraisal forms and have them signed by the Supervisor	CAO, PHRO,DHO	July 2020	Dully signed appraisal forms of all In charges on their personal files
No provision of budget preparation information to health In charges.	Provide budgeting guidance to health In charges.	Disseminate the Budget call Circulars and Health Sector grant guidelines to all Incharges Involve Incharges in budgeting conferences	DHO, District Planner	September, March	Budget preparation information provided to health In charges.
Inadequate Supervision of Health Centres	Supervision of Health Centres	Plan and budget for Supervision of Health Centres Schedule Supervision of	DHO	Quarterly	Approved Supervision reports



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No evidence to show that the reports were discussed at department level.	Discuss all the supervision reports at departmental level	Health Centres Undertake regular supervision	DHO	Monthly	Signed minutes Meeting
Recommendations in reports not followed up and no specific activities undertaken for correction	Follow up on implementation of recommendations made in reports	Extract recommendations Assign Officers to follow up Report on actions taken on the recommendation	DHO	Monthly	Approved Report on actions taken on the recommendation
Non functional Health committees	Re-orient Health Committees on their roles and ToRS	Hold meetings with members of Health Committees	DHO	July 2020	Signed Minutes of the meeting with Health Committees
No evidence provided as to when the department submitted its Annual and Quarterly Performance Reports for the FY 2018/19 to the Planner for consolidation.	Document submission of quarterly and annual reports to planner	Generate departmental report off PBS and submit it to the Planner	DHO	Quarterly	Acknowledgement of receipt of submission of quarterly and annual reports by Planning Unit
Gender disparities in Health Unit Management Committees	Reconstitute Health Unit Management Committees	Ensure that HUMCs regular meet and have a record of discussion filed	DHO	Quarterly	

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
There was no evidence to show that guidelines to manage sanitation in health facilities.	Issue guidelines to manage sanitation in health facilities	Develop guidelines to manage sanitation in health facilities Communicate the guidelines to the in charges	DHO, DWO	July 2020	Acknowledgement of receipt of guidelines from in charges
No evidence of environmental screening for infrastructure projects.	Undertake environmental screening for infrastructure projects.	Laise with the Environment Officer to conduct environmental screening for infrastructure projects.	DHO, Environmental Officer	Continuous	EIA reports for all infrastructure projects
No evidence of environmental and social monitoring both from the Environment Officer and the Community Development Officer.	Undertake environmental and social monitoring	Plan and budget for environmental and social monitoring Schedule environmental and social monitoring visits Produce environmental and social monitoring reports	DHO, Environmental Officer, DCDO	Continuous	Approved Environmental and social monitoring reports
No evidence to show that guidelines on medical care waste were issued.	Issue guidelines on medical care waste management	Develop guidelines to manage medical care waste Communicate the guidelines to the in charges	DHO	July 2020	Acknowledgement of receipt of guidelines from in charges

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<b>Water Performance</b>					
Under allocation of funds to Subcounties with least safe water coverage	Allocate 100% of water budget to Subcounties with least safe water coverage	Review budget allocation in the department	CAO,DWO	November 2020	At least 50% of water budget Subcounties with least safe water coverage
Inconsistence in the reported safe water coverage numbers DLG -74%, MoWE-72%	Reconcile the safe water coverage numbers	Identify inconsistencies where are and rectify them	DWO	July 2020	Reconciled safe water coverage numbers
33% allocation of water sources to targeted Sub counties whose safe water coverage is below the district safe water coverage of 74%.	Allocate more water sources to targeted Sub counties whose safe water coverage is below the district safe water coverage of 74%.	Priorise allocation of more water sources to targeted Sub counties whose safe water coverage is below the district safe water coverage of 74%.	CAO,DWO	November 2020	Increased allocation of water sources to targeted Sub counties whose safe water coverage is below the district safe water coverage of 74%.
Inconsistence in data contained in reports submitted on MIS and the hard copy delivered to MoWE.	Reconcile data contained in all reports	Keep and always update records of all water projects implemented	DWO	Continuous	An updated record of all water projects implemented
Late submission of procurement input by the Water Department	Prepare Procurement Plan before 30th April	Draw priority list Compile the priorities	DWO	March	Approved Departmental Procurement Plan in

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No community application forms for public water facilities or minutes for the Financial Year 2018/19.	Sensitise communities on procedures to benefit from public water facilities	Hold meetings with communities in need of the services	DWO, Water User Committees	Continuous	place by end April Minutes of Meeting with communities Application forms filled
No screening forms for the planned and implemented WSS projects such as the the three stance latrine at wagesa market.	Undertake EIA for all WSS projects	Plan and Budget for screening activities, CAO, provides funding for screening activities Undertake Screening activities	CAO, Environmental Officer,DWO	Quarterly	EIA Reports available before and during project implementation
Lack of evidence of monitoring reports to prove that the recommended environmental mitigation measures were put in place.	Undertake follow up monitoring visits to all facilities under construction	Schedule monitoring visits	CAO,DWO, DCDO, Environmental Officer	Monthly	Environmental monitoring reports produced
Lack of provision for a stance for PWDs at Wagesa RGC facility	Construct RGC facilities catering for PWDs	Review all designs of RGCs before implementation to provide for PWDs	DE, DWO,DCDO	July 2020	RGC facilities catering for PWDs

## **General Challenges**

1. No funds to ensure development of a Physical Development Committee and the Action Area Plans
2. Lack of monitoring and supervision reports as evidence of activities carried out e.g. Education, Gender, Environment, Health and Water, among others
3. Lack of evidence of minutes of meetings e.g. water user committees, SMCs, Meetings with Head Teachers, DHTs
4. Failure to adhere to deadlines especially Work plans and reports by HoDs
5. Inadequate preparation for the assessment exercise by HoDs
6. Failure to disseminate important information e.g. guidelines, policies and circulars to LLGs and other stakeholders
7. Failure to involve DCDO and Gender Focal Persons in the implementation of Projects

## **General Recommendations**

1. MoLG should liaise with OPM and MoWE to review the scoring criteria in places with donor support in the Water Sector especially on safe water coverage
2. The District should conduct mock assessment before September 2020
3. Assessors should avoid mistakes e.g. including Sub Counties that are not located in the District being assessed
4. Assessors should consider consent forms as proof of ownership for land onto which DLG Projects are located