



**THE REPUBLIC OF UGANDA**

# **KASANDA DISTRICT LOCAL GOVERNMENT**

**Local Government Performance Improvement Plan**

**2019/20**

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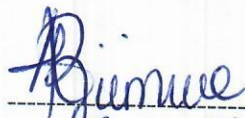
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SIGNATORY PAGE

- 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

  
CAO ISEWANKAMBO   
Place /date

  
Chairperson MPO NYA  her for works.  
Place /date

  
Asumwe ROSEMARY  
Team Leader of the National Resource Pool / official GoU title  
Place /date 25/6/2020

## 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 FY 2019/2020 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.

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 June 2020 as a collaborative effort between Kasanda District Local Government and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. Asiimwe Rosemary
2. Kizito Simon
3. Joseph .Majanga. Aloo
4. Nalwanga Flora

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 KASANDA DISTRICT LOCAL GOVERNMENT

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<b>Accountability Requirements</b>					
<b>Crosscutting Performance Measures Planning, budgeting and execution</b>					
The physical planning Committee is not fully constituted.	Adequate preparation for Assessment.	Conduct a mock Assessment and follow up on the results. Effective record keeping	Planner Physical Planner	End July 2020	The physical planning is constituted and appointment letters in place.

	<p>Non submission of Physical Planning Committee (PPC) Minutes</p>	<p>Have atleast four sets of minutes in place</p> <p>Send a soft copy to MoLHUD</p>	<p>Have invitation letters on file</p> <p>Attendance lists</p> <p>Ensure the PPC holds meetings with well discussed minutes</p> <p>Online submission of minutes through email</p>	<p>CAO, Physical Planner,</p>	<p>By 30<sup>th</sup> June 2020</p>	<p>PPC operational and Functional</p>
	<p>No approved District Physical Development Plan</p>	<p>Develop and have in place an approved District Physical Development Plan</p>	<p>Follow guidelines</p> <p>Lobby for funding from MoLHUD</p> <p>Minutes of Council to show approval</p>	<p>CAO, Physical Planner,</p>	<p>Continous</p>	<p>District Physical Development Plan developed</p>
	<p>No Action Area Plan</p>	<p>Develop an Action Area Plan</p>	<p>Follow guidelines</p> <p>Lobby funding from MoLHUD</p> <p>Minutes of Council to show approval</p>	<p>CAO, Physical Planner,</p>	<p>Continous</p>	<p>Action Plan Developed</p>



	The project profiles not discussed in the TPC meeting.	Develop project profiles for all investments as per the LG Planning guideline	Holding of TPC meeting and capture issues with evidence of minutes Profiles of projects signed and approved	All HoDs Planner	monthly	Project profiles in place and discussed in the TPC.
	Annual statistical abstract with Gender disaggregated data was not available.	Discussion of the statistical abstract in TPC meeting	Discussions on Gender disaggregated data should be reflected in the minutes	Planner	By 30 <sup>th</sup> June 2020	Annual statistical Abstract in place.
	Not all projects for that FY completed within the budget.	All projects should be completed within the budget	Sharing changes within the budget and work plan with MoFPED Evidence of receipt by MoFPED	CAO Planner	As soon as changes are made	All projects completed within the budget.
	There was no specific budget for O&M	Profile all list of assets in need of maintenance	At least 80% specific expenditure for O&M should be	All HoDs Planner	By 30 <sup>th</sup> June	At least 80% expenditure on O&M

	Plan and budget for Operation and maintenance.	availed.			
<p><b>n</b> <b>ement</b> <b>Resource</b></p> <p>HoDs were not appointed and sed. Only the DHO CDO posts out of ) were substantively</p>	Fill all Heads of Department positions and appraise them.	<p>Accelerated promotions as per the Public Service Standing Orders for those officers with the required qualifications but not enough experience</p> <p>Seeking guidance from Public Service Commission on accelerated promotions</p> <p>Appraisal files</p>	CAO, PHRO, DSC	September 2020	All critical positions and HoD positions filled



variation of (39.3%)		tax payers				
Non remittance of share of local revenue to LLGs.	Mandatory Remittance of share of local revenues to LLGs.	Share of revenues as mandated.	CAO CFO	Quarterly	Mandatory remittance of local revenues to LLG done.	
<b>Procurement and contract management</b>						
No evidence that all projects that appear in the procurement plan are covered in the annual work plan.	All projects in the annual workplan should appear in the procurement plan. Take a keen interest in analyzing the preliminary report.	The annual work plan and procurement plan in place.		By 30 <sup>th</sup> Apirl	All projects appear in the procurement plan and annual workplan.	
Bid documents and contract registers not prepared for all investment and no procurement activity files in place	Take a keen interest in analyzing the preliminary report.	Access to the internet	CAO Planner SPO	Before the actual results are published.	Bid documents prepared Contract registers prepared Procurement activity files	

Lack of an updated contract Register and complete procurement activity files for all procurements.	Creation of an updated contract Register and complete procurement activity files for all procurements.	Effective record keeping on file	SPO	Continuous	Contract Register and complete procurement activity files in place.
There was no substantive Senior Internal Auditor	Recruitment of a substantive Senior Internal Auditor	Display of the shortlisted Applicants	CAO PHRO	End of July 2020	Senior Internal Auditor in place
<b>Governance, Oversight, Transparency and Accountability</b>					
No person is designated to coordinate the feedback/complaints provided by citizens.	Take keen interest in analysing the preliminary report.		CAO		An Officer to respond to the feedback/complaints provided by citizens in place.
Lack of a specified system for recording, investigating and responding to grievances from the citizens	Put in place a specific system for recording, investigating and responding to grievances from the citizens	Develop a System for recording, investigating and responding to grievances from the citizens recording, investigating and responding to	CAO, HoDs	immediate	System for recording, investigating and responding to grievances from the citizens recording, investigating and responding to

			grievances from the citizens developed			grievances from the citizens developed
		Formation of client charter				
<b>Social and environmental safe guards</b>						
Money spent on gender mainstreaming activities was 63% which is below the minimum requirement of 90%	spend 90% support sectors on gender mainstreaming	Collection of more revenue and spend atleast 90% on gender.	Gender Focal Person CFO			Atleast 90% has been spent on gender mainstreaming activities.
Non integration of environment and social management plans into the contracts and bid documents.	Integrate environment and social management plans in the bid documents.	Involve the District Environment Officer when preparing specifications or BOQs	CAO, DNRO, Head PDU D/Environmental officer	continuous		Environment and social management plans integrated in the bid documents.
Implementation of government projects on unsecured land (no proof of ownership).	Secure land for all Government Projects	Process land titles and acquire land agreements for public land in the district. Bring copies of	CAO, District Engineer,	continuous		Government projects implemented on secured land.

	<p>Completed projects without Environmental and social mitigation certification form fully completed and signed by the Environmental Officer.</p>	<p>Complete the social environment mitigation certification forms and get them signed.</p>	<p>Heads of department support the Environment Officer and DCDO. Discussions should be done in the TPC on environmental and social mitigation measures.</p> <p>Before implementation, the project document should clearly state environment and social mitigation certificate as part of the contract agreement</p>	<p>Environmental officer, CAO, contract managers All HoDs</p>	<p>Continuous</p>	<p>Certification of environment and social mitigation in place</p>
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	<p>No Monthly reports in place that include completed checklist, deviations observed with pictures and corrective actions taken.</p>	<p>Prepare Monthly reports and include completed checklist, deviations observed with pictures and corrective actions to be taken. Monthly visits</p>	<p>Prepare Monthly reports and include completed checklist, deviations observed with pictures and corrective actions to be taken. Intergrated work planning</p>	<p>DCDO, Environmental Officer</p>	<p>monthly</p>	<p>Monthly reports include completed checklist, deviations observed with pictures and corrective actions taken in place</p>
<p><b>Education performance</b></p>	<p>Some positions were not substantively appointed and appraised. Only two inspectors were substantively appointed instead of 3.</p>	<p>Fill all vacant positions and appraise them.</p>	<p>Shortlisting</p>	<p>CAO PHRO DSC</p>	<p>By July 2020</p>	<p>All critical positions and HoD positions filled</p>
<p>No recruitment plan submitted to HRM.</p>	<p>Submission of a recruitment plan</p>	<p>Fill position of primary teachers and school inspectors.</p>	<p>DEO PHRO</p>	<p>DEO PHRO</p>	<p>BY 30<sup>th</sup> June 2020</p>	<p>Recruitment plan in place and submitted</p>



				Have evidence on file signed and stamped.		CAO, District Planner and the DEO.	By 15 <sup>th</sup> July	Timely submission of Annual performance reports
	Delayed submission of the sector Annual performance reports to the planning unit for consolidation.	Preparation of annual and quarterly reports in time	Regular reminders by the District Planner	Review the approved work plan and submit procurement requirements in the format prescribed by PDU.	DEO	DEO H/PDU	By 30 <sup>th</sup> April	Procurement requirements submitted to PDU
	No Submission of procurement requirements to PDU	Compile all the procurement requirements of the department and submit to PDU	Timely provision of information. Records on file	Have evidence of file	DEO		Quarterly	Status provided on Implementation of audit findings
	No information provided to internal audit on the status of implementation of all audit findings	Provision of information to the internal audit department.	Acknowledgements by Internal Auditor					
	No monitoring reports	EMP plans	Integrated		District		Quarterly	Detailed field

showing environment and social mitigation measures	developed and sites visited	planning with other Departments Field photos of sites visited Monitoring reports	Environment Officer, DCDO	monitoring reports in place
<b>Health Performance</b>				
Some positions were not substantively appointed and appraised. Staffing level stands at 51% less than the minimum 60%.	Fill all vacant positions of the Department and ensure they are appraised on time.	Lobbying for more funds for wage Follow up on wage request.  Accelerated promotions as per the Public Service Standing Orders for those officers with the required qualifications but not enough experience. Ensure effective	CAO PHRO DSC DHO	All critical positions and HoD positions filled

Appraisal of staff stands at 30%.	Appraisal of all staff	record keeping of appraisal records with Human resource and Registry.		By 30 <sup>th</sup> June 2020.	All staff Appraised.
No comprehensive recruitment plan	Submit a comprehensive recruitment plan to HRM covering all vacant posts of primary health care workers	Submit and follow up on the recruitment plan. Retain a copy of submission which is stamped.	DHO	By 30 <sup>th</sup> June	Recruitment plan submitted
Non dissemination of guidelines, policies, circulars from the national level to health facilities.	Disseminate guidelines, policies, circulars from the national level to health facilities.	Development of a system for recording issued documents Ensure the health facility keeps records of the guidelines on file.	DHO	continuous	Guidelines, policies, circulars from the national level disseminated to health facilities.
In accurate data concerning health facilities PHC funds	Inducting the staff on data management.	Mentoring DHT meetings	DHO Health Unit	continuous	Accurate data in place

	Inconsistent quarterly meetings for all Units management committees	Hold the four mandatory HUMC Meetings	Meetings with minutes Training HUMC	DHO Health Unit In-charges	Quarterly	HUMC meetings held			
	Failure to discuss supervision and monitoring visits reports and make recommendations	discuss supervision and monitoring visits reports and make recommendations	Present and discuss 4 quarterly reports on supervision and monitoring visits and actions on recommendations taken	DHO	Quarterly	4 quarterly reports on supervision and monitoring visits and actions on recommendations taken			
	Late submission of Annual Performance Report to the planning unit	Timely submission of Annual Performance Report to the planning unit	Start the process early Have evidence of on line submission Effective record keeping	Planner, DHO	By 15 <sup>th</sup> July	Timely submission of Annual Performance report			
	Gender composition of HUMUC as per guidelines not met.	Guidance and inducting them on composition	Meetings Training workshops	DHO	By August 2020	Gender composition of HUMUC achieved.			

<p>Non Issuance of sanitation guidelines to health facilities including separation of toilet facilities for PWDs, Men and Women</p>	<p>Issue a circular on sanitation in health facilities</p>	<p>Issue and explain the guidelines on sanitation in health facilities.</p>	<p>DHO</p>	<p>immediate</p>	<p>Sanitation guidelines Implemented</p>
<p>Non-compliance with the guidelines on environmental management.eg healthy infrastructure projects not screened before approval for construction using the checklist for screening of projects in the budget guidelines</p>	<p>comply with the guidelines on environmental management.eg healthy infrastructure projects not screened before approval for construction using the checklist for screening of projects in the budget guidelines</p>	<p>Issue, explain and comply with the guidelines on environmental management.eg healthy infrastructure projects not screened before approval for construction using the checklist for screening of projects in the budget guidelines</p>	<p>DHO District Environmental Officer</p>	<p>continous</p>	<p>guidelines on environmental management complied with</p>
<p>Non dissemination and compliant of guidelines on environmental management</p>	<p>Comply and disseminate guidelines on environmental management</p>	<p>Disseminate guidelines on environmental management</p>	<p>District Environmental Officer, DHO</p>	<p>continous</p>	<p>guidelines on environmental management disseminated</p>

No information provided to internal audit on the status of implementation of all audit findings.	Provision of information to the internal audit department.	Timely provision of information. Keep evidence on file	DHO	No information provided to internal audit on the status of implementation of all audit findings	Information on Internal Audit findings provided.
Late Submission of procurement requirements to PDU( procurement plan and procurement request forms)	Compile all the procurement requirements of the department and submit to PDU  Deadlines need to be followed	Review the approved work plan and submit procurement requirements in the format prescribed by PDU.  Ensure the procurement forms are duly signed and originate from the DHO's office.	DHO	By 30 <sup>th</sup> April every year for procurement plan and first quarter for procurement request.	Timely submission of procurement requirements to PDU
No evidence on medical waste management	Issue clear guidelines on medical waste management.	Issue guidelines and disseminate with evidence	DHO	continous	Medical waste managed.
No compliance on Gender on health unit management	Induction and guidance of	Meetings Training	DHO Health Unit	September 2020	Gender composition

committee membership.( minimum 30%)	HUMCs	workshops	in charges	realised in all HUMCs
<b>Water and Environment performance</b>				
Targeting sub counties with better safe water coverage and leaving out those that were below the district average of 20.3%	Prioritize allocation of water facilities beginning with those with poor coverage	Record those areas with low water yields in the affected sub counties and submit proposals to any development partners for funding	DWO	Sub counties with low safe water coverage prioritized
Inconsistences in progress reports with information contained in the sector MIS reports	Prepare accurate/consistent data	Prepare accurate/consistent data	DWO	Accurate/consistent data submitted
	Prepare a list of water facility which is consistent with both sector MIS reports and PBS.	Prepare a list of water facility which is consistent with both sector MIS		list of water facility which is consistent with both sector MIS reports and PBS in place.
			continuous	

			reports and PBS.				
Delayed submission of inputs in the district procurement plan.	Submission of procurement requests.	Timely compilation of wish lists	DWO	By 30 <sup>th</sup> April			
WSS sampled projects were not labelled with all the requirements	Label all projects and indicate contractor and source of funding.	Engraving of projects	SPO	Immediate		Full labelling done	
There was lack of display of contract information, Annual workplan, budget, water Grant releases and expenditures.	There is need for clear display of information on District notice board	Display of all information. Procure notice board	DWO	After award	contract information, annual workplan, budget, water releases and expenditures displayed.		
WSS facilities visited didn't have functional committees	Train the WSS committees on	Terms of reference for the	DWO	continous	Functional committees in		



		their roles	committees must be put in place. Minutes of meetings WSS facilities maintained			place.
	Gender composition(at least 50%) of water and sanitation committees not observed	Training WSCs in gender composition and equity. Encourage women in various for a take up leadership roles	Meetings Training workshops	DWO	Continuous	Gender composition observed.
	<b>Financial management and reporting</b>					
	Delayed submission of the sector annual performance report to the planning unit for consolidation	Timely preparation and submission of annual and quarterly reports	Regular reminders by the District Planner	CAO, DWO, District Planner	By 15 <sup>th</sup> July	Quarterly and Annual report submitted on time
	Not all Sanitation projects were constructed as per design.	Construct projects as per the BOQs	Through monitoring ensure the BOQs are	DWO	Continuous	Sanitation projects constructed as per design.

		followed		
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### General challenges

- District had no funds to support the development of a Physical Plan
- Inadequate wage for recruitment.
- Revenue collection affected by quarantine of cattle movement due to foot and mouth disease.
- Political announcements at the Central have disrupted local revenue collection.
- There was no prioritization on expenditure on gender issues.
- Alleged misreporting on the side of the assessors.
- The frequent changes of IPFs by Ministry of Finance Planning and Economic Development leading to discrepancies between the approved budget and expenditure.
- MoFPED controlling Local revenue and sending it late and less to Local Governments.
- Poor record keeping affected performance in all the sectors.
- Inadequate preparation of the district for the National Assessment exercise.
- Laxity by some staff.
- Failure to support the Environment Officer in Certification and screening of projects.
- Assessment team spending less time with the Local Government staff.

### **General Recommendations**

- Changing some parameters especially where the LG has made some effort for example; pension management, filling of critical posts(HoDs), Titling of land, Development of a Physical Development Plan.
- Refresher training should be conducted by the District for the staff on the assessment process and manual.
- Improvement in record keeping.
- District to communicate to the assessment team before the results are published on changes/queries in the assessment report before publishing of final results.
- Assessment team should spend more time in LGs.

- Effective communication of preliminary results in order to ease appeal within the stipulated timelines.
- Ministry of Lands Housing and Urban Development to support Local Governments in the area of developing physical development plans and titling all Government land given the high costs involved.
- Political interference from the centre and Local Government level in the area of revenue collection should be minimized.
- District should prioritize certification of all projects.
- Conducting Internal Assessment by the District before National assessment.

#### **MDAS**

- Ministry of Lands Housing and Urban Development should support Local Governments in the area of developing a physical development plan given the high cost involved.
- Government under Ministry of Finance Planning and Economic Development should increase pension and wage management in Local Governments.
- MoPS and MoFPED should provide more wage to enable LGs recruit more staff.
- MoWE should provide adjustments in guidelines for construction of WSS in water stressed areas which can not be supported by the current borehole technology. Valley dams should be promoted in such areas. A case in point in Mannyogaseka S/C in Kassanda DLG.
- Ministry of Finance Planning and Economic Development should communicate timely changes in reporting requirements
- MoGLSD should offer continuous sensitization for women in taking up leadership roles.
- Government through MoFPED should increase funding to LGs to ensure efficient and effective service delivery.

