



**THE REPUBLIC OF UGANDA**

# **Kikuube DLG**

**Local Government Performance Improvement Plan**

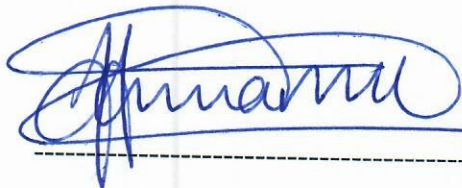
**2019/20**

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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



Moses Chuna Kapolon

**Ag. Chief Administrative Officer**

**Kikuube District Local Government**

**14<sup>th</sup> June 2020**

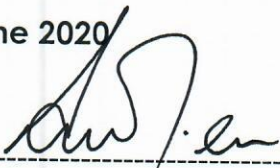


Hon. Twinamujuni Kazini Francis

**District Chairperson**

**Kikuube District Local Government**

**14<sup>th</sup> June 2020**



Andrew Kaggwa / Principal Assistant Secretary

**Team Leader of the National Resource Pool / official GoU title**

Place /date

## CHAPTER ONE: INTRODUCTION

### 1.1 Background

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

The Office of the Prime Minister coordinated a country wide Local Government Performance Assessment exercise from September to 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 26th to 29th January, 2020 as a collaborative effort between Kikuube 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. Ansiimire Beth
4. Ahumuza Samuel

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 implement the agreed action points outlined in Chapter 2.

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

CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY DLG

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<b>Accountability Requirements</b>					
Kikuube District was not in existence in FY 2017/2018. The indicator was not applicable.					
<b>Crosscutting Performance Measures</b>					
Absence of a functional Physical Planning Committee in the Previous FY 2018/19 since the district had just been created.  The Committee had not been approved and appointed by council.	Secure approval of the Physical Planning Committee from the Council	<ul style="list-style-type: none"> <li>Submission of the proposed members to the Council</li> <li>Approval of the nominated members by the Council</li> </ul>	CAO, Physical Planner	Quarterly	A Functional Physical Planning Committee
No evidence was provided about the minutes of Physical Planning Committee submitted to MoLHUD since the committee was not functional the previous financial year and held its first sitting on 31 <sup>st</sup> October/2019	Submission of the Minutes of the Physical Planning Committee to MoLHUD	<ul style="list-style-type: none"> <li>Convening quarterly Meetings of the Physical Planning Committee</li> </ul>	CAO and Physical Planner	Quarterly	Minutes of the Physical Planning Committee sittings submitted to MoLHUD
The district did not have a Physical Development Plan	<ul style="list-style-type: none"> <li>Finalize and secure approval of the Physical Development Plan</li> <li>Ensure consistency of all infrastructure investments to be PDP</li> </ul>	<ul style="list-style-type: none"> <li>Mobilize funds to finalize development of the PDP</li> <li>Hold consultations with stakeholders to the development of the Plan</li> </ul>	CAO and Physical Planner	Preferably by Sept 2020	An approved Physical Development Plan

			<ul style="list-style-type: none"> <li>Finalize and secure approval of the Physical Development Plan</li> <li>The Physical Planner to ensure that all infrastructure investments are consistent with the PDP</li> </ul>				
There was no Action Area plan	Develop and approve Action Area Plan consistent with the PDP	Fast track the development of the PDP to guide the development of the Action Area Plan	Physical Planning Committee	Preferably by Sept 2020	An approved Action Area Plan		
Lack of Annual Statistical Abstract	Compilation of annual statistical abstract with gender disaggregated data for presentation to the TPC	Collect, compile, analyse and tabulate gender disaggregated data for presentation to the TPC	District Planner and the DCDO	Aug 2020	An approved Annual Statistical Abstract		
Failure to complete planned investment projects in the previous FY	Implement and complete planned investment projects	Adhere to the AWP by fast-tracking the procurement processes and provide adequate finances in the budget for the projects	TPC and Head of Procurement	Sept 2020	<ul style="list-style-type: none"> <li>All planned projects completed and commissioned</li> <li>Project Completion reports</li> </ul>		
Failure to fill all HoDs positions substantively.	Recruitment of the vacant 9 HoDs positions.	<ul style="list-style-type: none"> <li>Declaring to the DSC</li> <li>Seeking clearance from MoPS</li> <li>Carryout a wage analysis to establish availability of funds</li> </ul>	Head of HR and CAO	July 2020	All vacant HoDs positions filled		



Failure to appraise all the 10 Heads of departments during the Previous FY, as per the guidelines of MoPS.	<ul style="list-style-type: none"> <li>Appraise all the 10 HoDs</li> <li>Adhere to the MoPS Performance Management Process</li> </ul>	<ul style="list-style-type: none"> <li>Issue a circular on the Performance Management Process</li> <li>Follow up with HoDs.</li> <li>Institute sanctions to non-compliant HoDs</li> </ul>	PHRO and CAO	August 2020	All HoDs appraised
Failure to recruit all the declared and approved vacancies by the DSC	Consider and fill all declared vacant positions	<ul style="list-style-type: none"> <li>Constitute DSC/ use a DSC of another DLG</li> <li>Recruit and fill all declared vacant positions</li> </ul>	CAO and PHRO	By March of every year	All declared and approved vacancies filled with a Minute from DSC
Non confirmation of recruited staff	Submit all recruited staff to the DSC for confirmation	Monitor their due dates for confirmation	CAO, PHRO and Secretary DSC	As and when they are due	All staff due for confirmation are confirmed with a Minute of confirmation
Failure to timely access the salary payroll (within two months)	Timely access of the newly recruited staff on the salary payroll within two months of recruitment	Development of a recruitment plan ensuring that the recruitment process is completed by March every year	CAO, PHRO	Within two months of recruitment	All newly recruited staff access salary payroll within two months of recruitment
Failure to access retired staff to the pension payroll within two months after retirement.	Timely access of retired staff on the pension payroll within two months after retirement	<ul style="list-style-type: none"> <li>Keep track of all staff employment records</li> <li>Ensure Officers retiring in a FY have all the required documents on their</li> </ul>	CAO, PHRO	Within two months of retirement	All retired staff access the pension payroll within two months of retirement

Ensure increase in the LG OSR significantly	Increase LG OSR significantly	<ul style="list-style-type: none"> <li>personal files six months to retirement</li> <li>Process files of retirees on IPPS immediately after retirement</li> <li>Identify new tax sources</li> <li>Compile and update tax payer register</li> <li>Undertake tax payment enforcement</li> </ul>	CFO	Immediate	Significantly increased LG OSR
Local revenue shortfalls above allowable range of +/- 10%	Enhance LR collection within the allowable range of +/- 10%	<ul style="list-style-type: none"> <li>By making informed Local revenue projections</li> <li>Identify new tax sources</li> <li>Compile and update tax payer register</li> <li>Undertake tax payment enforcement</li> </ul>	CFO	Continuous	Adequate Revenue Local
Non remittance and lack of evidence of remittance of LST and other LRs to LLGs.	Ensure remittances are done as per the LGA and keep evidence of such remittances to the LLGs	<ul style="list-style-type: none"> <li>Prepare Letter showing remittances</li> <li>Generate IFMS statement showing remittances</li> <li>Sign cheque leafs effecting remittances</li> </ul>	CFO	quarterly	<ul style="list-style-type: none"> <li>LLGs remittances effected</li> <li>Evidence of remittances to LLGs kept</li> </ul>
Expenditure on the allowances and emoluments of the Council higher than 20% of the OSR	Adhere to the provisions of the LGA governing expenditure on allowances and emoluments to the	<ul style="list-style-type: none"> <li>Ensure expenditures on the allowances and emoluments to the Council are not</li> </ul>	CAO, CFO	Quarterly	Expenditure on the allowances and emoluments of the

	Council (not more than 20% of the OSR)	more than 20% of the OSR <ul style="list-style-type: none"> <li>In case the expenditure on allowances and emoluments is above the 20%, the District should seek formal approval from the Minister in charge of Local Governments</li> </ul>			Council within 20% of the OSR
Unfilled structure in the PDU – No Procurement Officer recruited	Substantively fill the Procurement Officer vacancy	Declare the position of Procurement Officer for filling to DSC	PHRO	Immediately (if wage is available)	Capacity to manage procurement function enhanced
Delayed preparation of bid documents for all investment/ infrastructure by August 30 <sup>th</sup> of the current FY.	PDU should prepare bid documents for infrastructural projects by August 30 <sup>th</sup> of the current FY.	Preparation of a procurement plan and adequate provision of funds for the projects	H/PDU and CFO	July/ August	Bid documents timely prepared as per the deadline
Incomplete/ un-updated procurement activity files and contract register	Complete and continuously update contract register and procurement activity files	<ul style="list-style-type: none"> <li>Appointing Contract Managers</li> <li>Monitoring progress of procurements and contracts</li> <li>continuously update contract register and procurement activity files</li> </ul>	CAOs/ H/PDU/ Contract Managers/	Continuous	Complete/ updated procurement activity files and contract register
Absence of a LGPAC	<ul style="list-style-type: none"> <li>Constitute a LG PAC</li> <li>Consideration of internal audit reports by the LGPAC and Council</li> </ul>	<ul style="list-style-type: none"> <li>Nominations to and approval by the Council</li> </ul>	CAO/ Council, Clerk to Council	Quarterly	A fully constituted and functional LGPAC

Non submission of internal audit reports to LGPAC	Submit internal audit reports to LGPAC	<ul style="list-style-type: none"> <li>Discuss internal audit reports and make recommendations by the LGPAC, Management and Council</li> </ul>	H/IA	Quarterly	<ul style="list-style-type: none"> <li>Internal audit reports submitted and discussed by LGPAC</li> <li>Recommendations on queries made</li> </ul>
Lack of an updated assets register	Regularly update the assets register to include all LG assets	<ul style="list-style-type: none"> <li>Avail a list of all new assets acquired</li> <li>Supervise the accountant responsible</li> </ul>	CAO/CFO	Continuous	Updated assets register
No designated person appointed to coordinate and respond to feedback	Appoint a focal person to coordinate and respond to feedback	Appoint a focal person to coordinate and respond to feedback	CAO	Immediate	<ul style="list-style-type: none"> <li>A designated person appointed to coordinate and respond to feedback</li> </ul>
There was no system in place to record, investigate and respond to grievances	<ul style="list-style-type: none"> <li>Develop a complaint/ feedback mechanism</li> <li>Develop a communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>Plan and budget for the development of a Communication Strategy taking care of a complaint/ feedback mechanism</li> <li>Undertake stakeholder consultations</li> </ul>	CAO	Immediate	<ul style="list-style-type: none"> <li>An approved communication strategy</li> <li>An approved complaint/ feedback mechanism</li> </ul>

There was no evidence of displayed payroll and pensioners schedule on the notice board	Print and display payroll and pensioners schedule on the notice board	<ul style="list-style-type: none"> <li>Formulate the Communication Strategy</li> </ul>	CAO, PHRO	Monthly	payroll and pensioners schedule on the notice board displayed
There was no evidence that the L.G published the LG - PDU performance assessment since it was the districts first time to be assessed	Publish performance assessment results on all noticeboards and the website	<ul style="list-style-type: none"> <li>Convene meetings of HODs to discuss the assessment results</li> <li>Submit the report to Council for consideration</li> <li>Avail results to all staff and on all noticeboards</li> </ul>	CAO, D. Planner, Clerk to Council	February every year	Performance Assessment of all years displayed and on the website
Underutilization of funds budgeted for gender activities less than the minimum 90% budget utilization required.	Implement all planned gender activities	<ul style="list-style-type: none"> <li>Adequately plan and budget for gender activities</li> <li>utilize all funds allocated for gender activities</li> </ul>	CAO, Gender focal person	Quarterly	At least 90% of gender funds utilized
ESMPs not included in bid Documents.	Include ESMPs in bid documents for infrastructure projects	<ul style="list-style-type: none"> <li>Review bid documents to include ESMPs in infrastructure projects</li> <li>Support HODs in developing project specifications to include environmental concerns are taken care of.</li> </ul>	HoDs, Environmental Officer, H/PDU	July/ August	ESMPs included in bid documents

Lack of proof of ownership of land where District is implementing the Projects	Formalize land ownership where District projects are being implemented	<ul style="list-style-type: none"> <li>Secure MoUs for donated land</li> <li>Process land titles where District projects are being implemented</li> </ul>	CAO, District Land Officer	Continuous	<ul style="list-style-type: none"> <li>Land titles processed for land where District Projects are being implemented</li> <li>Signed MOUs for land where District Projects are being implemented</li> </ul>
Lack of environmental and social mitigation certification for infrastructure projects.	Carryout environmental and social mitigation screening	<ul style="list-style-type: none"> <li>Embed environmental and social mitigation screening in all bid documents</li> <li>Involve the District Environment Officer and the DCDO in all District Projects</li> </ul>	D. Engineer, D. Environment Officer, DCDO	Continuous	Environmental and social mitigation certificates issued for all infrastructure projects.
Absence of monitoring reports on Environmental and Social concerns for Infrastructure Projects	Undertake environmental and social monitoring of Infrastructure Projects	Schedule monitoring visits by the DCDO/ D.E.O	D.E, DCDO, DEO	Monthly	Monitoring reports on Environmental and Social concerns for Infrastructure Projects produced
<b>Educational Performance</b>					
Unfilled structure for primary school teachers within the wage provision.	Fill all the vacant primary teaching positions	Declare all vacant teaching positions to the DSC	DSC, DEO, PHRO	By May of every Calendar year	All the vacant primary teaching positions filled

Vacant positions for Inspectors of Schools	Develop the recruitment plan for the Inspectors of Schools	Declare the two positions to the DSC for recruitment	CAO, PHRO, DSC	By August 2020	All vacant positions for Inspectors of Schools filled
Failure to conduct non appraisal of head teachers and inspector of schools	Appraise head teachers and inspector of schools	<ul style="list-style-type: none"> <li>Sign performance agreements with the SAS for head teachers</li> <li>Sign performance agreements with the DEO for School Inspectors</li> </ul>	SAS, DEO, PHRO	Jan of every year for Head Teachers August for Inspectors of Schools	All head teachers and inspector of schools appraised
Non discussion of Education guidelines and circulars from the centre	Disseminate and discuss Education guidelines and circulars from the centre	Include discussion of the Education circulars and guidelines as an agenda item	DEO	Termly	Education guidelines and circulars from the centre disseminated and discussed
Failure to inspect all schools and produce inspection reports	inspect all schools and produce inspection reports	<ul style="list-style-type: none"> <li>Develop an inspection schedule to cover all schools</li> <li>Provide adequate funds for the inspection function</li> <li>Filling the vacant position of the inspector of schools</li> </ul>	School Inspectors, DEO, CFO, D Planner	Termly	All schools inspected and inspection reports produced
Failure to show evidence that the educational committee met to discuss service delivery issues in the education sector	Convene Educational Committee meeting	Prepare and file minutes of the education committee meeting	Secretary to the Committee, Clerk to Council	Quarterly	service delivery issues in the education sector discussed
Presentation of education sector issues to the council	Compile and present education sector issues to the council	Analyse inspection reports prepared by the DIS and other issues raised by stakeholders	Secretary to the Committee, Clerk to Council, the DEO, DIS	Quarterly	Education sector issues presented to the council

Failure to make timely submissions of Education Sector procurement inputs to Procurement Unit	Compile and submit Sector procurement inputs to Procurement Unit	Analyse and develop procurement requirement for the Sector	DEO	By 30 <sup>th</sup> April	Sector procurement inputs submitted to Procurement Unit timely
There was no evidence that the education department submitted the annual and quarterly performance reports for the previous FY to the planner	Submit and produce evidence of submission of the annual and quarterly performance report for the previous FY to the planner	Prepare a loose minute for acknowledgement for the Planner and put it on file	DEO, D.P	Quarterly (15 <sup>th</sup> of the month following the end of the quarter) Annually (By 15 <sup>th</sup> July)	Education Sector quarterly and annual reports timely submitted
There was no evidence provided on status of implementation of all Audit findings in the LG Education Department.	Implement internal audit recommendations	Prepare implementation reports	DEO	Quarterly	internal audit recommendations implemented and evidence of implementation produced
There was no evidence that the LG Education department issued guidelines on environmental management.	Issue environmental management guidelines to all schools (tree planting, waste management, environmental clubs)	<ul style="list-style-type: none"> <li>Preparing circulars for the environment</li> <li>Keep record of issuance of environment circulars</li> <li>Discussing environmental issues during termly meetings</li> <li>Keep a record of discussion</li> </ul>	DEO, Environment Officer	Termly	environmental management guidelines issued
<b>Health Performance</b>					



Unfilled structure for the health sector	Fill all the vacant positions in the health sector within the available wage	Declare all vacant Health Sector positions to the DSC	DSC, DHO, PHRO	By May of every Calendar year	All the vacant Sector positions filled
Failure to appraise all Health facility in charges	Appraise all Health facility in charges	<ul style="list-style-type: none"> <li>Sign performance agreements with the DHO</li> </ul>	DHO, PHRO	July/ August	All Health facility in charges appraised
There was no evidence to show that meetings were held with In charges.	<ul style="list-style-type: none"> <li>Hold regular meetings with Health facility in charges</li> <li>Keep record of the discussions</li> </ul>	Develop and circulate a schedule of meetings to all health facilities in charges	DHO	Quarterly	Meetings held, minutes prepared and filed
There was no evidence to show that the quarterly support supervision reports are discussed	<ul style="list-style-type: none"> <li>Conduct quarterly support supervision exercises</li> <li>Prepare supervision reports</li> <li>Discuss supervision reports in meetings</li> <li>Keep a record of discussion</li> </ul>	Include discussion of the supervision reports on the agenda for meetings with all health facilities in charges	DHO	Quarterly	Supervision reports discussed and recommendations implemented
There was no evidence to show that recommendations are followed up.	Discuss and follow up recommendations of the supervision reports		DHO	Quarterly	Recommendations of supervision reports implemented
There was no evidence that the committee responsible for health met and discussed service delivery issues since it was not yet in place	Convene Health Committee meeting to discuss service delivery issues	Prepare and file minutes of the Health committee meeting	Secretary to the Committee	Quarterly	service delivery issues in the Health sector discussed
There was no evidence of the health sector committee submitting issues that required council approval	Compile and present Health sector issues to the council	Analyse supervision reports and other issues raised by stakeholders	Secretary to the Committee, the DHO	Quarterly	Health sector issues presented to the council
Failure to hold Health Unit Management Committee meetings	<ul style="list-style-type: none"> <li>hold quarterly Health Unit Management Committee meetings</li> <li>Keep record of discussions</li> </ul>	<ul style="list-style-type: none"> <li>Develop a schedule for the HUMCS</li> <li>File minutes</li> </ul>	DHO	Quarterly	quarterly Health Unit Management Committee

Failure to make timely submissions of health Sector procurement Plan to Procurement Unit	Compile and submit health Sector procurement plan to Procurement Unit	<ul style="list-style-type: none"> <li>Analyse and develop procurement requirements for the Sector</li> <li>Submit and receive acknowledgement</li> </ul>	DHO	By 30 <sup>th</sup> April	Sector procurement plan submitted to Procurement Unit timely	meetings held and minutes filed
Non submission of the LG PP Form 1 to PDU	Prepare and submit Sector Procurement Plan using LG PP Form 1 to PDU	Fill LG PP Form 1	DHO	1 <sup>st</sup> Quarter	Sector procurement plan submitted to Procurement Unit using Fill LG PP Form 1	
There was no record of the department submitting the Health sector annual performance report for the previous FY 2018/2019 and quarterly reports to Planner during FY 2018/2019:	Submit and produce evidence of submission of the annual and quarterly performance reports for the previous FY to the planner	Prepare a loose minute for acknowledgement by the Planner and put it on file	DHO, D.P	Quarterly (15 <sup>th</sup> of the month following the end of the quarter) Annually (By 15 <sup>th</sup> July)	H Sector Quarterly and annual reports timely submitted	
There was no evidence provided on status of implementation of all Audit findings in the LG Health Department.	Implement internal audit recommendations	Prepare implementation reports	DHO	Quarterly	internal audit recommendations implemented and evidence of implementation produced	
Lack of evidence to show issuance of guidelines to manage sanitation in health facilities	Develop and issue guidelines to manage sanitation in facilities in health facilities	Keep a register as evidence of issuance of guidelines	DHO	Annually	guidelines to manage sanitation in facilities	

They need to carryout environmental screening for health projects if any in a FY	<ul style="list-style-type: none"> <li>Carryout environmental screening including mitigation measures</li> <li>Fill and file the environmental checklist used during the screening as evidence</li> </ul>	<ul style="list-style-type: none"> <li>Involve the environmental officer/ DCDO in all health projects</li> </ul>	DHO, Environment Officer	As need arises	Environmental screening done and evidence kept on file
The Environmental Officer and the CDO did not get the opportunity to screen because of lack of projects in the Department.	<ul style="list-style-type: none"> <li>Involve the environmental officer/ DCDO in all health projects</li> </ul>	Using relevant checklists to keep evidence	DHO, Environment Officer, DCDO	As need arises	Environmental Officer/ DCDO involved in screening of all health projects
Lack of evidence to show issuance of guidelines on medical waste management	<ul style="list-style-type: none"> <li>Develop and issue guidelines</li> <li>Keep a record of issuance</li> </ul>	Keep a register as evidence of issuance of guidelines	DHO	Annually	Guidelines on medical waste management developed and issued
<b>Water Performance</b>					
Failure to carryout affirmative action to two sub counties (Kabwoya and Kyangwai) whose safe water coverage is below 57%	Develop a targeted work plan for the two sub counties below the District average	Significantly increase safe water coverage budget allocation for the two sub counties	DWO and DP	Immediate	Safe water coverage for the two sub counties increased significantly
Failure to implement the approved District safe water coverage work plan (3/13).	Adhere to the approved annual work plan for District safe water coverage	Significantly allocate Sector grants for District safe water coverage	DWO and DP	Immediate	Approved annual work plan for District safe water coverage adhered to

Inconsistent data submitted to MoWE using the annual report and on the MIS	Reconcile data in the annual report and that on the MIS	Frequently update the MIS data to ensure consistency with the annual report	DWO	Quarterly/ Annually	Accurate and consistent data submitted
Failure to make timely submissions of Water Sector procurement Plan to Procurement Unit	Compile and submit Water Sector procurement plan to Procurement Unit	<ul style="list-style-type: none"> <li>Analyze and develop procurement requirements for the Sector</li> <li>Submit and receive acknowledgement</li> </ul>	DWO	By 30 <sup>th</sup> April	Sector procurement plan submitted to Procurement Unit timely
Absence of hand over reports for WSS facilities from the contractor to the district authorities	Ensure that contractors prepare and submit duly signed handover reports for WSS facilities	Making handover reports part of requirements for final payments to be effected	CAO, DWO	Upon completion of the projects	Handover reports prepared, duly signed and filed
There was no record indicating that the department submitted the annual performance report for the previous FY 2018/2019 and all four quarterly reports	Submit and produce evidence of submission of the annual and quarterly performance reports for the previous FY to the planner	Prepare a loose minute for acknowledgement by the Planner and put it on file	DWO, D.P	Quarterly (15 <sup>th</sup> of the month following the end of the quarter) Annually (By 15 <sup>th</sup> July)	Water Sector Quarterly and annual reports timely submitted
Failure to show evidence that the Water Council Committee met to discuss service delivery issues in the Water Sector	Convene Water Council Committee Meeting	Prepare and file minutes of the Water Committee Meeting	Secretary to the Committee	Quarterly	Service delivery issues in the Water sector discussed
There was no evidence of the Water Sector Committee submitting issues that required council approval	Compile and present Water Sector issues to the Council for consideration/ approval	Analyze supervision reports and other issues raised by stakeholders	Secretary to the Committee, the DWO	Quarterly	Water sector issues presented to the council
Incomplete labelling and signage of WSS facilities	Fully label and capture all relevant information regarding the facilities (including source of funding)		DWO	As and when	All WSS facilities fully labelled

<p>There was no any community application for water projects/ public sanitation facilities of the FY 2019/2020 were not accessed.</p>	<p>Sensitize communities to contribute and request for WSS and public sanitation facilities for their villages</p>	<p>Conduct water user committee meetings</p>	<p>DWO</p>	<p>During BFP preparation</p>	<p>Communities sensitized on water sources management</p>
<p>Failure to carryout environmental screening for all WSS projects</p>	<ul style="list-style-type: none"> <li>• Carryout environmental screening for all WSS Projects</li> <li>• Fill and file the environmental checklist used during the screening as evidence</li> <li>• Produce reports for the environmental screening</li> </ul>	<ul style="list-style-type: none"> <li>• Involve the environmental officer/ DCDO in all health projects</li> </ul>	<p>DWO, Environment Officer, DCDO</p>	<p>As need arises</p>	<p>Environmental screening done and evidence kept on file</p>

evidence of follow up support towards environmental concerns	towards concerns <ul style="list-style-type: none"> <li>Produce monitoring reports</li> </ul>	environmental officer/ DCDO in all health projects	Environment Officer, DCDO	arises	produced
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construction of RGC facilities	PWDS	for RGC facilities that cater for PWDS	DCDO, DWO	arises	catering for PWDS constructed
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## **General Challenges**

1. Lack of a Council – The District still has an interim Council
2. Inadequate staffing
3. Inadequate transport to facilitate inspections
4. Lack of adequate office space
5. Failure to attract candidates for Critical Positions
6. Lack of monitoring and supervision reports as evidence of activities carried out e.g. Education, Gender, Environment, Health and Water, among others
7. Lack of evidence of minutes of meetings e.g. water user committees, SMCs, Meetings with Head Teachers, DHTs
8. Failure to adhere to deadlines especially Work plans and reports by HoDs
9. Inadequate preparation for the assessment exercise by HoDs
10. Failure to disseminate important information e.g. guidelines, policies and circulars to LLGs and other stakeholders
11. Failure to appoint contract Managers for Projects which is contrary to the PPDA regulations
12. Failure to involve Environment, DCDO and Gender Focal Persons in the implementation of Projects
13. District spending more than 20% of Local Revenue on Council emoluments.

## **General Recommendations**

1. MoLG should liaise with OPM to review the scoring criteria in order to provide for some scores in case the LG has attempted to fill some positions at a certain percentage.
2. The Communication Officer should develop communication strategy for the District
3. CAO with support from PDU should ensure that all the projects have Contract Managers appointed and monitoring reports produced
4. The District should conduct mock assessment before September 2020
5. Assessors should avoid mistakes e.g. including Sub Counties that are not located in the District being assessed (some Sub Counties of Masindi where appearing in the assessment report of Kikuube).