



## Kumi Municipal Local Government

### Local Government Targeted Performance Improvement Plan 2018/19

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## Signatory Page

- I confirm that this plan has been developed jointly in accordance with process described in chapter 1,
- I commit to support the implementation of agreed actions

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Chief Administrative Officer/Town Clerk

Name and Date

-----  
Team Leader of the National Resource Pool / official GoU title  
Name, Date and Official Title

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District Chairperson / Mayor  
Name and Date

## 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 [www.budget.go.ug/budget/LGPAs](http://www.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 most of the 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 13-16 August 2018 as a collaborative effort between the local Government and the following members of the NRP

- James Mugisha – Senior Health Planner, Ministry of Health (Team Leader)
- Mark Kajubi – Senior Statistician, Uganda Bureau of Statistics
- Emmanuel Ogwang, Economist, Ministry of Finance, Planning and Economic Development
- Emmanuel Ssewankambo, Consultant, Overseas Development Institute – Budget Strengthening Initiative

The development of this Performance Improvement Plan is based on the following:

- Analysis of the final and complete version of Kumi Municipal 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 proposed actions to be undertaken by: (i) the LG with support from the NRP team/MDAs; and (ii) forwarded to Ministries, Departments and Agencies.
- Review and refinement the of draft proposals by the TPC and Executive
- Signing of the agreed Performance Improvement Plan.

The PIP took into consideration the specific actions already completed by the LG following the previous LG assessment.

### 1.3 Agreed Next Step

Kumi Municipal Local Government commits to implement the agreed action points outlined in section 2.

The members of the National Resource Pool under the leadership of Ministry of Local Government commits to support Kumi Municipal Local Government to implement the agreed actions as indicated in section 2.

The Ministry of Local Government commit to table the issues raised by the local government to the respective Ministries, Departments and Agencies through the Local Government Performance Improvement Task Force (section 3) and communicate the agreed action to the local government during the quarterly progress review meetings.

## 2. Actions to be undertaken by the LG with support from the NRP

No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
A)	<b>Administration and Human Resource Management</b>					
1.	<p><b>Kumi MLG has many critical vacant positions.</b></p> <ul style="list-style-type: none"> <li>Only one HoD (MEO) is substantively recruited and all other HoDs are acting.</li> <li>Even many other staff are in acting capacities.</li> <li>Wage amounting to UGX 574,196,777 was unutilized and returned in FY 2017/18. There is a risk of losing this wage due to lack of absorption capacity.</li> </ul>	Kumi MLG should urgently prioritize the filling of critical staff especially HoDs	<p>a) Conduct a wage bill analysis for 2018/19 to re-validate availability of wage.</p> <p>b) For FY 2018/19 <u>restructure</u> and based on available wage: (i) review the skills and competencies of the existing staff and appoint appropriately – match skills to job holders; and (ii) negotiate with Kumi DLG to assign staff to the MLG.</p> <p>c) For 2019/20 prioritize the key positions and include them in the recruitment plan.</p> <p>d) Write to PS MoPS copy to MoFPED seeking a no objection to recruit.</p> <p>e) After receiving a no objection, commence the recruitment process in 2018/19.</p>	<p>a) SHRO and TC (MoPS)</p> <p>b) TC, TPC in liaison with CAO, DSC (MoLG)</p> <p>c) TPC, MEC and Council</p> <p>d) TC</p> <p>e) TC</p>	<p>a) August 2018</p> <p>b) October 2018</p> <p>c) By Sept 30, 2018</p>	<p>a) Restructuring completed – existing staff with the requisite skills appointed to the proper positions.</p> <p>b) Key positions not filled included in the recruitment plan for 2019/20</p>

No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
2.	<b>Poor Management of staff on study leave</b> <ul style="list-style-type: none"> <li>Medical Officers in Kumi HC IV study leave are not properly managed creating a vacuum in health service delivery.</li> </ul>	Regularize study leave	a) Liaise with the DLG and analyze the terms and conditions for staff on study on leave. b) Based on the analysis make the appropriate administrative actions.	a) SHRO and TC b) TC	a) August 2018 b) Sept. 2018	Study Leave of Staff Regularized
3.	<b>Newly recruited and staff in acting positions are not inducted on roles and responsibilities – e.g.</b> <ul style="list-style-type: none"> <li>Municipal Health Officer</li> <li>School inspector not inducted</li> <li>Superintendent of Works not inducted</li> <li>Environment Officer</li> <li>Senior Physical Planner</li> <li>Etc...</li> </ul>	Induct staff on roles and responsibilities	a) Write to MoPS seeking for support regarding staff induction e.g. through the Civil Service College b) Attach staff to other LGs c) Provide hands-on support to the respective staff regarding the performance of the respective duties	a) TC b) TC c) d) NRP to send staff with relevant experience e)	a) August 2018 b) Oct. – Dec. 2018	Staff properly inducted on roles and responsibilities
4.	<b>Limited understanding of the rationale and value of performance appraisals</b> <ul style="list-style-type: none"> <li>Many staff and supervisors do not see the value for appraisal</li> <li>Senior Assistant Town Clerks who are responsible for appraising Head Teachers are not oriented on appraisal processes like target setting among others</li> </ul>	<b>Ensure that all staff are objectively and timely appraised</b> <ul style="list-style-type: none"> <li></li> </ul>	a) SHRO ensure that staff performance appraisal for 2017/18 are completed before restructuring. b) Ensure that staff performance appraisals are conducted for FY 2018/19 as per stipulated timelines.	a) SHRO, TC, HoDs and Division Town Clerks b) TC and HoDs	a) August 2018 b) June 2018	All staff are objectively and timely appraised and submission made to MoPS.

No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
5.	<p><b>Most of the staff have inadequate skills to execute critical functions e.g.</b></p> <ul style="list-style-type: none"> <li>• PBS</li> <li>• IFMIS</li> <li>• School Inspection</li> <li>• Functioning of the MHT</li> <li>• Environmental and Social safeguards</li> <li>• Etc...</li> </ul>	Formal request for support to respective MDAs under the umbrella of the National Resource Pool	a) Cross-department/ individual learning  b) Provision of hands-on support and mentoring: <ul style="list-style-type: none"> <li>a) PBS and IFMIS</li> <li>b) School Inspection – the requirements and process of inspection</li> <li>c) Functioning of the MHT.</li> <li>d) Environmental and Social safeguards</li> </ul>	a) TPC  b) Relevant MDAs <ul style="list-style-type: none"> <li>a) MFPED and MoLG</li> <li>b) MoES</li> <li>c) MoH</li> <li>d)</li> </ul>	October 2018	Staff equipped with skills to execute critical functions
6.	<b>Delay for retiring staff to access pension</b>	Ensure that retiring staff access pension on time.	a) Compile a list and sensitize staff due to retire on the process and requirements for accessing pension. b) Start the process in time (at least six months) c) Make monthly follow-up with MoPS on progress of retirees. d) Make periodic updates to the pensioners with evidence.	a) SHRO (NRP – MoPS)  b) SHRO  c) SHRO (MoPS)  d) SHRO	Sept. 2018	All retiring staff accessing pension on time

No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
<b>B</b>	<b>Physical and Development Planning</b>					
7.	<b>Outdated and partial Physical Development Plan</b> <ul style="list-style-type: none"> <li>The current PDP is expiring in 2018 and does not cover the areas beyond the former Town Council Boundaries (annexed areas are not covered)</li> </ul>	Update/develop the Physical Development Plan <ul style="list-style-type: none"> <li></li> </ul>	a) Make a case/proposal for funding to develop the PDP. b) Write a request to PS/ST MoFPED copying MoLHUD to fund the development of the PDP c) Follow-up the funding request	a) SPP and TC (MoLHUD) b) TC c) TC (MoFPED)	a) Sept 2018 b) Oct 2018	Funding for developing the Physical Development Plan
8.	<b>Physical Planning Committee formed but not fully constituted</b> <ul style="list-style-type: none"> <li>Physical Planner in private practice and Architect missing</li> <li>Lack of clarity/duplication on the roles of Building Control Committee and Physical Planning Committee</li> </ul>	Support the Physical Development Planning Functionality	a) Source for the Physical Planner in private practice and Architect. b) Orient the new PDP Committee members on their roles c) Arrange peer learning with a MLG having a functional Physical Planning Committee for benchmarking	a) SPP and TC in liaison with MEC b) SPP and TC c) TC	a) Sept. 2018 b) Oct. 2018 c) Start Oct. 2018	Functional Physical Planning Committee
9.	<b>Kumi MLG has no Statistical Abstract</b>	Prepare the Statistical Abstract <ul style="list-style-type: none"> <li></li> </ul>	a) Request UBOS to provide support for the compilation of the Statistical Abstract. b) Orient TPC and MEC on rationale and process of compilation of the Statistical Abstract; c) Data collection and compilation	a) Planner, TC b) UBOS c) TC	a) Sept. 2018 b) Sept. 2018 c) Oct. 2018	Statistical Abstract submitted to UBOS.



No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
10.	<p><b>Most of the projects for Kumi MLG are constructed on land without land titles.</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	Support to survey and titling of land	<p>a) Make a case/proposal for funding to survey and title land.</p> <p>b) Write a request to PS/ST MoFPED copying MoLHUD to fund the survey and title land</p> <p>c) Follow-up the funding request</p>	<p>a) SPP and TC (MoLHUD)</p> <p>b) TC</p> <p>TC (MoFPED)</p>	<p>a) Sept 2018</p> <p>b) Oct 2018</p>	Funding to survey and title land.
<b>C)</b>	<b>Revenue, Financial Management, Procurement and Contract Management</b>					
11.	<p><b>Limited local revenue collection</b></p> <ul style="list-style-type: none"> <li>• Out of date property valuation roll</li> <li>• Limited revenue collection capacity at the divisions</li> </ul>	Enhance local revenue collection in the Municipality	<p>a) Make a case and request for funding to MoFPED copy to MoLHUD to value properties</p> <p>b) Make arrangements to start collecting and remitting to the Bank all payable fees notably building, medical examination for food handling etc.</p>	<p>a) Treasurer, TC (LGFC)</p> <p>b) Treasurer, all HoDs, TC</p>	<p>a) Sept, 2018</p>	<p>a) Funding secured for property valuation</p> <p>b) Increase in revenue collected</p>
12.	<p><b>Revenue is not shared between MLG and Divisions as well as the respective wards and cells</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	Share revenue between MLG and Divisions as well as the respective wards and cells as provided by the law.	<p>a) Explain the revenue sharing arrangements</p> <p>b) Discuss and agree revenue sharing and use modalities with the respective LGs and administrative units</p>	<p>a) TC</p> <p>b) TC, Mayor, Division Chairpersons</p>	<p>a) Sept 2018</p> <p>b) Sept. 2018</p>	Share revenue between MLG and Divisions as well as the respective wards and cells as provided by the law.

No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
13.	<b>Lack of an updated Asset Register</b> •	Update the Asset Register	a) All HoDs furnish the inventory officer what is in their custody	a) Treasurer and Inventory Officer	a) Aug. 2018	Updated Asset Register
14.	<b>MLG not properly budgeting for O&amp;M</b> • No clear guidance on how to budget for O&M	Properly budget for O&M in 2019/20 estimated	a) O&M integrated in the Departmental Plans	a) HoDs	a) June 2019	O&M integrated in 2019/20 budget estimates
15.	<b>Poor procurement and contract management practices</b> • Operations of the PDU, TEC and Contracts Committee not streamlined • MEC is not availed with resources to monitor projects	• Streamline operations of the PDU, TEC and Contracts Committee	a) Sensitize all stakeholders involved in procurement and contract management on their roles and relationships: PDU, TEC; Contracts Committee; Project Manager, Contracts Manager	a) TC	a) Sept 2018	
<b>D)</b>	<b>Governance Issues</b>					
16.	<b>Uncordial relationship between Kumi MLG and Kumi District</b> • The MLG representative not yet included in the Statutory Bodies (LG PAC and Land Board) • The mandates of MLG and DLG are not adhered to as stipulated in the LG Act Cap 243. • Road equipment is not properly shared	Facilitate Cordial working relationship between Kumi MLG and Kumi District	a) Analyze the cause and identify solutions to address the issues with a view to amend the strained relationship. b) Facilitate dialogue with all stakeholders in the two entities	a) CAO and TC as well as Chairperson and Mayor b) CAO, TC	a) Sept 2018	Cordial working relationship between Kumi MLG and Kumi District

No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
17.	Incomplete sharing of assets between Kumi MLG and Kumi District LG including conflict over land ownership	Facilitate agreement on asset sharing arrangements	a) Request MoLG to facilitate dialogue b) Facilitate dialogue on sharing of assets between Kumi District and Kumi MLG	a) CAO and TC b) MoLG	a) Sept. 2018 b)	Asset sharing agreement arrangements agreed
18.	<b>A strained relationship between the elected leaders and technical staff</b> <ul style="list-style-type: none"> <li>• Limited reporting by the technical staff to the elected leaders</li> <li>• No meeting schedule for elected leaders</li> </ul>	Improve working relationship between the elected leaders and technical staff	a) Induction to clarify roles and relationships between the elected leaders and technical staff b) Improve administration and reporting: (i) hold regular departmental meeting; (ii) weekly Senior Management meetings where clear targets are set and reported on; (iii) monthly TPC Meetings; (iv) monthly department reports to TC; (v) monthly reports by TC to MEC c) Continuous team building exercises	a) MoLG b) TC c) (MoLG. MoPS)	a) Oct. 2018 b) Sept. 2018 c) Oct. 2018	Working relationship between the elected leaders and technical staff improved

No.	Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output(s)
19.	<b>Limited sharing of information</b> <ul style="list-style-type: none"> <li>Between the elected leaders and technical staff (across the MLG)</li> <li>To the public</li> </ul>	Improve communication and transparency	a) Strengthen the operation and use of the Registry. b) Use innovative and cost effective ways of disseminating information beyond display on notice boards e.g. organize barazas, create WhatsApp group for elected leaders etc. c) Develop a Client Charter d) Ensure the use of the shared information	a) SHRO b) TC (MoFPED) c) TC (MoPS) d)	a) Start Oct. 2018	Improved transparency
20.	<b>Functioning of oversight Committees</b> <ul style="list-style-type: none"> <li>School Management Committees (SMCs) are new and not inducted on their roles</li> </ul>	Induct SMC on their roles	a) Follow up with Initiative for Social and Economic Rights (ISER) regarding support to orientation of SMC. b) Orient the SMCs on their roles and responsibilities.	a) MEO	a) Oct. – Dec 2018	All SMCs inducted on their roles
21.	Limited appreciation and implementation of environmental and Social Safe Guards	Integrate environmental and Social Safe Guards in work plans and during implementation	a) Sensitize TPC, MEC and public on Environment and social safeguards b) Involve the Environment Officer and Community Development in implementation of projects	a) Environment Officer and CDO b)	a) Sept. 2018	Environmental and Social Safe Guards in work plans and during implementation

#### 4. Issues Raised by the Local Government to be undertaken by the respective MDAs

Issue	Proposed Activity (What)	Responsible (Who)
Delay to verify and clear pensioners	Advocate for complete decentralisation of pension management	MoPS

## 5. Monitoring and Reporting

The LG and NRP team shall jointly write a quarterly report on progress regarding implementation of agreed activities using the format below.

Issue	Activity (What)	Modality (How)	Responsible (Who)	Expected output	Progress