



THE REPUBLIC OF UGANDA

KYOTERA DISTRICT LOCAL GOVERNMENT

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

Suitanburigo Nankw...

CAO
Place /date



~~*[Signature]*~~

Chairperson *Patrick Kisekweo Patrick*
Place /date



Asimwe

Team Leader of the National Resource Pool / official GoU title
Place /date *23/06/2020 - Kyotera .*

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 F/Y 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.

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 of June 2020 as a collaborative effort between Kyotera 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 Malanga
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 KYOTERA DISTRICT LOCAL GOVERNMENT

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Accountability Requirements					
There was no evidence for submissions of responses to status of the implementation of the Internal Auditor General's recommendations for the F/Y 2017/18.	Provision of information to the PS/ST on the status of implementation of the Internal Auditor General's findings.	Timely submission through Email	CFO	30 th April of every Financial Year.	Status of implementation of Internal Auditor General's recommendations submitted.
Crosscutting Performance Measures					
Planning, budgeting and execution					
No approved District Physical Development Plan	Develop a District Physical Development Plan	Putting in place a physical development plan	Physical Planner, DNRO	3 rd quarter 2020/2021 F/Y	District Physical Development Plan developed

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No evidence of expenditure of at least 80% of the O&M budget for infrastructure in the previous FY	spend atleast 80% on O&M	Follow the buget	All Heads of Departments	F/Y 2020/2021	Expenditure on O&M realised to a tune of 80%
Human Resource management					
Some HoDs were not substantively appointed, i.e. D/Engineer,DEO,D/Planer,D/Commerical Officer	Fill all Heads of Department positions.	Head hunt for qualified Officers to fill the hard to fill positions Accelerated promotions as per the Public Service Standing Orders for those officers with the required qualifications but	CAO, PHRO, DSC	Immediate After adversting three times.	All critical positions and HoD positions filled

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Non recruitment of all posts submitted to the DSC	Timely consideration of all submissions to DSC	not enough experience	DSC, CAO, DHRO	immediate	All posts for recruitment considered
Delayed access of new staff to the payroll. (not later than 2 months after appointment).	To access new staff on payroll not later than two months after appointment.	All newly appointed staff accessed on payroll within two months after appointment	CAO, PHRO, MoPS CAO, MoPS, MoFPED	immediate	All new staff accessed on payroll.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Delayed access of pensioners (18) to the pension payroll	District to ensure pensioners access the pension payroll	Access of all Pensioners on payroll timely.			All pensioners access the Pension payroll
Revenue mobilization					
Less revenue was collected compared to what budgeted, revenue collection dropped by 2.2%	Collect the local revenue as budgeted	<p>Increase revenue collection supervision</p> <p>Make realistic budgets</p> <p>Sensitization of tax payers</p>	<p>CAO, CFO, Sub County Chiefs</p> <p>MoFPED</p>	1 st quarter 2020/2021	local revenue collected as budgeted

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
	<p>Have in place an updated revenue register</p>	<p>Not approving the units</p>	<p>District Chairperson, other political leaders</p>	<p>Immediate</p>	
<p>Under collection of revenue</p>	<p>Stop creation of Administrative units by political wing</p> <p>Up date revenue data base</p> <p>Readjustment in the budget</p>	<p>Have in place an updated Revenue register</p> <p>Do a revenue trend analysis</p> <p>Support from the LGFC, MoLG and MoFPED</p>	<p>CFO</p>	<p>1st Quarter 2020/2021</p>	<p>Increase in Revenue realised</p>
<p>Procurement and contract management</p>					

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Position of Procurement Officer not filled.	Re advertise the position of PO	Request authority from MoPS to recruit.	CAO PHRO	End of first quarter.	Procurement Officer in place
No updated contracts register and incomplete procurement files	Update the contracts register	Complete procurement activity files for all procurements	SPO	immediate	All files are complete
All works projects were not clearly labelled	All works projects should be clearly labelled.	Include the labeling costs in the BoQs	CAO, SPO	First quarter	All projects labeled
Financial management No evidence that the LGPAC had obtained status on implementation of all internal audit findings	Have evidence on file Ensure there is proper signing of minutes and reports.	Signed minutes and reports put on file.	PIA Clerk Council	On Quarterly basis	LGPAC minutes showing discussion on status on implementation of Internal Audit finding

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No discussion of the quarterly internal audit reports	Have evidence on file	Proper signing of minutes and reports	Clerk to Council	Quarterly	All quarterly Internal Audit reports discussed.
There is no maintained, detailed and updated Asset register.	Prepare the assets register as per the formats provided in the local government financial and accounting manual (LGFAM)	Obtain a list of assets from each department and capture them in their respective formats provided in the LGFAM	HoDs Inventory Officers	immediate	An updated Asset register.
Governance, Oversight Transparency and Accountability.					
No clear system of recording and responding to grievances.	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,	CAO, HoDs	immediate	System for recording, investigating and responding to grievances from the citizens

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
		investigating and responding to grievances from the citizens developed			recording, investigating and responding developed.
Performance assessment results and implications were not published.	Publish on all gazetted notice boards the performance assessment results	Establish notice boards Distribute for council in the meetings			
There are no conducted discussions with the public to provide feedback on status of activity implementation.	Discussions with the Public to provide feedback on status of activity on implementations on different foras,	Holding of radio talk shows, barazas where the public is provided with feedback on status of activity implementation. Keep records of attendance lists of barazza and photographs should be taken for	RDC CAO DEC		

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Social Environmental safeguards		accountability purposes.			
Budget for Gender activities (90%) was not implemented.	Plan, budget and execute 90% of the allocation to Gender activities.	Involvement of the Gender focal person and CDO in the planning, budgeting and execution of gender activities Strengthen women's roles and address vulnerability and social inclusion	Planner CDO Gender focal person.	immediate	90% Budget allocation on Gender spent.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
There is no proof of ownership by way of land title or agreement with land owners	Implement all Government projects on land where LG has proof of ownership	Get land acquisition with titles.	CAO Council	immediate	All projects are on titled land
No EIA screening carried out for activities, projects and plans and no plans for mitigation measures.	carry EIA for activities, projects, plans and plan for mitigation measures.	Plan and budget for EIA and mitigation measures. Include budget in the BOQs	CAO, DE, DNRO, Head PDU All HoDs	immediate	EIA for activities, projects and plans and plans for mitigation measures carried out
There was no evidence that environmental officer and CDO completed the monthly reports	Complete monthly reports as per guidelines	CDO and Environmental Officer to work hand in hand	CDO Environmental officer	immediate	Monthly reports

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Educational Performance					
Head teachers and school inspectors not appraised.	Appraise all the head teachers and District Inspectors per the regulations.	Signed appraisal form must be on file.	DEO	immediate	All head teachers and inspectors appraised.
There was no communication of guidelines, policies, circulars issued by the National level.	Communicate and disseminate all guidelines, policies and circulars	Timely distribution to all schools of all policies and circulars Records of distribution should be taken and kept as evidence.	DEO DIS	immediate	Guidelines, policies and circulars disseminated.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Late Submission of procurement requirements to PDU	Timely Compilation of all the procurement requirements of the department and submit to PDU	Review the approved work plan and submit procurement requirements in the format prescribed by PDU	DEO, H/PDU	30 th April every year	Procurement requirements submitted on time
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	CAO, District Planner and the DEO.	quarterly	Annual performance reports submitted
No dissemination of guidelines on how senior women/men provide guidance to girls and boys	Dissemination of guidelines	Ensure meetings are held and minutes with evidence capture dissemination of guidelines on how to handle hygiene, reproductive health and life skills to girls and boys.	CDO Gender focal person DEO	immediate	Guidelines disseminated

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Guidelines on environmental management like tree planting, waste management not issued.	Dissemination of guidelines	Ensure meetings are held and minutes with evidence capture dissemination of guidelines.	DEO Environment Officer	immediate	Guidelines disseminated
No evidence that the Environment Officer and CDO visited sites to check whether mitigation plans are compiled.	The designated officers should monitor and visit the sites Integrated planning for monitoring	Visit sites and monitor	CDO DEO Environment Officer	quarterly	Sites visited
Health Performance					
No recruitment plan	Submit a comprehensive recruitment plan to HRM	Compile and submit a recruitment plan to HRM	DHO	Before the beginning of the financial year.	With availability of wage, recruitment can always be done.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
14 Health unit in - charge not appraised	Timely Appraisal of Officers	Appraise all staff	DHO	immediate	All health unit in-charges appraised.
Sector didn't deploy health workers in line with the lists submitted with the budget for current FY.	Deploy health workers in line with the lists submitted.	Deployment should be done in line with the budget.	DHO	immediate	Health workers deployed
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	CAO, DHO	immediate	Guidelines disseminated
No supervision of health facilities in the district.	Supervision and monitoring 100% of HC IVs and district hospitals	Plan for effective support supervision of district health services quarterly. Have monitoring reports on file DHT to effectively support supervision to DHS	DHO	Quarterly support supervision	Supervision done

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
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	Supervision reports discussed
Previous recommendations were not followed up.	Need to follow recommendations	Minutes regarding recommendations should be kept on file as evidence.	DHO	immediate	Previous recommendations followed up.
Meetings with health facility in charges were not held.	Meetings with in charges must be held,	Minutes must be captured reflecting on the discussions	DHO In-charges of Health facilities.	immediate	Meetings with the Health In-charges held.
Late Submission of procurement request form	Timely submission of procurement request form (PPI)	Review the approved work plan and submit procurement requirements in the	DHO	By 30 th April of every year.	Timely submission of procurement requests done.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<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>format prescribed by PDU</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 D/ Environment Officer</p>	<p>immediate</p>	<p>Projects screened</p>
<p>No environmental and social monitoring conducted</p>	<p>Environmental and social monitoring should be carried out</p>	<p>CDO, Environmental officer should ensure they visit the sites and check whether the</p>	<p>CDO Environmental Officer DHO</p>	<p>immediate</p>	<p>Environmental and social monitoring conducted.</p>

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No contract management plans	All projects to put in place contract managers. Contract management plans must be in place	mitigation plans are compiled, Contract managers to ensure the plans are in place.	HoDs	immediate	Contract management plans in place.
Water Performance					
Delayed submission of the Procurement requisitions.	Timely preparation and submission requests.	Regular reminders by the District Planner	CAO, DWO, District Planner	By 30 th April	Timely submission made
There was no evidence of a prepared contract management plan to conduct monthly visits.	Contract manager should prepare a contract management plan.	Conduct monthly visits	Contract manager DWO	Monthly	Contract management plan in place.
Handover reports were lacking of completed facilities	DWO to prepare handover reports to show that all the completed facilities were handed over officially.	Handover reports to be prepared.	DWO	immediate	Hand over reports in place.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
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	Quarterly	All quarterly performance reports submitted in time.
AWP, Budget and the water development grant releases were not displayed on the notice boards as per the PPDA Act.	Display releases and expenditures on gazatted notice boards.	Timely display on notice boards.	DWO HoDS	Immediate	Display of releases and expenditure
Information on tenders and contracts awards wasn't displayed on the district notice boards	Display information.	Display information	DWO SPO	First Quarter 2020/2021	Contract information displayed.

General challenges

- Limited funding to Local Governments hence it affects budget realization.
- Constant budget cuts affect allocation to Operation and maintenance and other services.
- Interference by Central Government in revenue collection.
- Inadequate knowledge about the Assessment process and user manual.

General Recommendations

- Training of all staff, led by the Internal assessment team on the assessment manual in the first week of July.
- Create and enhance team work in the district.
- Waiver on stamp duty on land titling.
- Central Government should collect most taxes but give a share to the Local Governments.
- MDAs should coordinate activities they operate and implement in the district to avoid duplication of resources.

FOR MDAs

- Ministry of Local Government should take a stand and stop the creation of new districts, municipalities and other Administrative units to avoid strain of resources
- Ministry of Finance Planning and Economic Development should ensure that 50% of PAYE should be retrieved to Local Governments
- Government should increase funding to Local Governments especially the Non- Conditional Grants.