



**THE REPUBLIC OF UGANDA**

# **LYANTONDE DISTRICT LOCAL GOVERNMENT**

**Local Government Performance Improvement Plan**

**2019/20**

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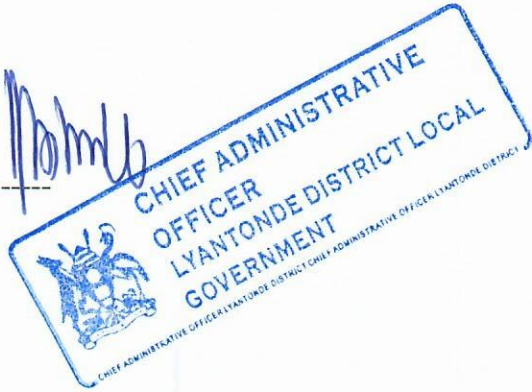
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**SIGNATORY PAGE**

- 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

LUBUUKA DAVID   
CAO  
Place /date 24/6/20 

Joseph   
Chairperson  
Place /date 24.06.2020

Asimwe  
Asimwe ROSEMARY  
Team Leader of the National Resource Pool / official GoU title  
Place /date 24/6/2020 Lyantonde

## 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 from June 2020 as a collaborative effort between Lyantonde 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 LYANTONDE DISTRICT LOCAL GOVERNMENT**

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<b>Crosscutting Performance Measures</b>					
<b>Planning, Budgeting and Execution</b>					
Non submission of Physical Planning Committee (PPC) Minutes to MoLHUD	Send a soft copy	Online submission through email	CAO, Physical Planner, DNRSO	Quarterly	PPC Minutes submitted
No approved District Physical Development Plan	Develop a District Physical Development Plan	Follow guidelines Follow up/ lobby with MoLHUD and other Development partners.	CAO, Physical Planner, DNRO, District Chairperson	4 <sup>th</sup> Quarter	District Physical Development Plan developed and approved
8 HoDs were not substantively appointed and all not appraised.	Fill the 8 Department positions and appraise them all of them.	Head hunt for qualified Officers to fill the hard to fill positions	CAO, PHRO, Sec. DSC, DSC	1 <sup>st</sup> Quarter 2020/21	All HoD positions and HoD filled and appraised

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
		Accelerated promotions as per the Public Service Standing Orders for those officers with the required qualifications but not enough experience			
Submissions for confirmation not considered 100% within the FY	Make submissions to DSC of all eligible staff for confirmation	Consider all cases	CAO, PHRO, Sec. DSC and DSC	By end of every FY.	All cases for confirmation considered
Submissions for all disciplinary cases considered	Make submissions for all disciplinary cases following the disciplinary procedure	Consider all cases	CAO, PHRO, Sec. DSC and DSC	By end of every FY	All cases for discipline considered
Delayed access of new staff to the payroll. (not later than 2 months	To access new staff on payroll not later than two months after	All newly appointed staff on accessed	CAO, PHRO	Within two months	All newly recruited staff have accessed



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
after appointment).	appointment.	payroll within two months after appointment		after office's acceptance of appointment	payroll within two months
Delayed access of pensioners to pension payroll	Pre-retirement sensitization and training	Sensitizing and guiding new staff on how to fill the forms.  Access of all Pensioners on payroll timely.	CAO, PHRO	Within two months from retirement	All pensioners have been accessed on pension payroll
Less revenue collected compared to what was budgeted	Collect the local revenue as budgeted	Increase revenue collection supervision	CAO, CFO, Sub County Chiefs, District	1 <sup>st</sup> Quarter 2020/21	local revenue collected as budgeted

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
i.e. there was a variation of (16.3%)		<p>Make realistic budgets</p> <p>Sensitization of tax payers</p> <p>Team work between the Technical staff and political wing in revenue collection.</p> <p>Disciplinary action taken against revenue distribution</p>	Chairperson		
Non remittance of the mandatory LLG share of local revenue	Remit the LLG share of local revenue as mandated.	Provision of evidence of full remittances at time of assessment Realistic budgeting	CFO Planner	Quarterly	Mandatory remittance of local revenue done

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Council expenditures on allowances and emoluments was higher than 20%	Expenditures on council allowances and emoluments should be within the 20% of the OSR collected .	Spend within the budget Collect more in order to spend more	CAO CFO Chairperson	By end of Financial Year.	Council expenditures within the budget allocation
Detailed project information on all investments lacking	Label all works projects clearly on site boards including name of project, contract value, the contractor, source of funding and expected duration.	Include the labeling costs in the BoQs Appointment of contractor managers should have the issue of labelling.	CAO, HoDs Senior Procurement Officer	Continuos	All projects labeled
<b>Financial Management</b>					
Lack of monthly and up to date bank reconciliations	Bank reconciliations made, Reconcile all district bank accounts on monthly basis.	Obtain a copy of a monthly signed bank statement from the bank, then make reconciliations with the cash	CFO CAO Sector Accountants	Monthly	Updated bank reconciliations

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No information provided to Council and LGPAC on the status of the implementation of internal Audit Findings	Share to Council and LGPAC on the status of implementation of internal Audit findings	book LGPAC should hold quarterly Audit meetings and discuss reports and share findings. Ensure functionality of the LGPAC Improvement in record keeping	LGPAC PIA Clerk to Council	Quarterly	Information provided to Council and LGPAC on the status of the implementation of Internal Audit Findings.
No follow up on Audit recommendations	Follow up on Audit recommendations			immediate	Audit recommendations followed up
There is no maintained, detailed and updated Asset register.	Prepare the assets register as per the formats provided in the local government financial	Obtain a list of assets from each department and capture them in	HoDs	1 <sup>st</sup> Quarter	updated Asset register in place.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
	and accounting manual (LGFAM)	their respective formats provided in the LGFAM			
<b>Governance, oversight, transparency and accountability</b>					
No person designated to coordinate the feedback/complaints provided by citizens.	Designate an Officer to respond to the feedback/complaints provided by citizens.	Assign duties/Issue appointment letter to an Officer to respond to the feedback/complaints provided by citizens.	CAO	July 2020	An Officer to respond to the feedback/complaints designated
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 grievances from	CAO, HoDs	immediate	System for recording, investigating and responding to grievances from the citizens recording, investigating and responding

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
		the citizens developed			to grievances from the citizens developed
The LG Payroll and Pensioner Schedule on public notice boards is missing.	Payroll and Pensioner Schedule information pinned up on gazetted Public Notice boards	Payroll and Pensioner schedule pinned up on the gazetted notice boards, dated and signed as and when it comes in.	PHRO	Immediate	Pension payroll pinned up on gazetted notice boards
Procurement plan and awarded contracts not displayed on council notice board.	Pin up the procurement plan and awarded contracts on council notice Ensure publication of LG Performance Assessment results and implications.		SPO	1 <sup>st</sup> Quarter 2020/21	Procurement plan and awarded contracts displayed
There are no conducted discussions with the public to	Discussions with the Public to provide feedback on status of activity	Holding of radio talk shows, barazas where the	RDC CAO	Quarterly	Feedback provided to public

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
provide feedback on status of activity implementation.	implementations on different foras,	public is provided with feedback on status of activity implementation. Keep records of attendance lists of barazza and photographs should be taken for accountability purposes.	DEC		
Social and Environmental safeguards			DEC		
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	Planner CDO Gender focal person.	By end of financial year	Expenditure above 90% realised.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
		Strengthen women's roles and address vulnerability and social inclusion			
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, DE, DNRO, Head PDU	1 <sup>st</sup> Quarter	Environment and social management plans integrated in the bid documents.
No EIA screening carried out for activities, projects and plans and no plans for mitigation measures.	Carried out EIA for activities, projects and plans and plan for mitigation measures.	Plan and budget for EIA and mitigation measures.  Include this budget in the BOQs	CAO, DE, DNRO, Head PDU	immediate	EIA activities, projects and plans for mitigation measures carried out



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Contracts payment certified did not include environmental and social clearance	Include environmental and social clearance in the contracts payment certified	Discussions should be held in TPC Environmental and social clearance be included in the contracts payment certified	District Environmental Officer, DNRO	Before any payment is effected	Environmental and social clearance included in the contracts payment certified
<b>Educational Performance</b>					
<i>Monitoring &amp; inspection</i>					
Head teachers not appraised	Appraise all the head teachers and District Inspectors per the regulations.	Signed appraisal form must be on file.	DEO	immediate	Head teachers 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	DEO DIS	immediate	All guidelines have been disseminated

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No meetings held by the education department	Effective communication and holding meetings with all primary school teachers.	<p>be taken and kept as evidence.</p> <p>Invitation letters for such meetings should be on record</p> <p>Minutes on file</p> <p>Attendance lists to that effect</p> <p>Distribution lists of the circulars on file signed by respective teachers.</p>	DEO	Quarterly	Meetings with primary school teachers held.
Failure to discuss school inspection reports	discuss school inspection reports and make recommendations	<p>Ensure meetings are organized and reports are discussed.</p> <p>Actions on recommendations taken.</p>	DEO	Immediate	School inspection reports discussed

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
		Minutes taken Attendance lists attached			
<b>Procurement and Contract Management</b>					
No Submission of procurement requirements to PDU	Compile 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 <sup>th</sup> April	Procurement requirements submitted
Delayed submission of the sector Annual performance reports to the planning unit for consolidation.	Preparation of annual and quarterly reports on time	Regular reminders by the District Planner Fill in three sets of each reports for record purposes	CAO, District Planner and the DEO.	Quarterly	Timely submission of annual and quarterly reports

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
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 person DEO	immediate	Meetings held and guidelines disseminated
Guidelines on environmental management are not disseminated and complied with.	Screen all Infrastructural projects before approval for construction using the checklist for screening of projects in the budget guidelines and also the mitigation actions	Screen all Construction projects using guidelines and include mitigation actions	DEO, District Environmental Officer	Immediate	Guidelines on Environment management are disseminated
<b>Health Performance</b>					
<i>Monitoring and supervision</i>					
Non dissemination of guidelines, policies, circulars from the	Disseminate guidelines, policies, circulars from the national level to health	Development of a system for recording issued	CAO, DHO	immediate	Guidelines , policies and circulars

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
national level to health facilities.	facilities.	documents			desseminated
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	Supervision and monitoring reports in Place
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, monitoring visits and actions on recommendations taken	DHO	Quarterly	Supervision and monitoring visits reports in place
Late Submission of procurement request	Timely submission of procurement request	Review the approved work plan and submit	DHO	30 <sup>th</sup> April	Timely submission of procurement

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
form	form(PPI)	procurement requirements in the format prescribed by PDU			requests
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	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	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	DHO, District Environmental Officer	immediate	Compliance to guidelines
<p><b>Water Performance</b></p> <p>Planning,budgeting and execution</p>					

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
There was monitoring of WSS facility	Monitoring of project investments in the sector	The department should carry out monitoring of project investments and have evidence on file.	DWO	Quarterly	Monitoring reports
Inconsistences in progress reports with information contained in the sector MIS reports	Prepare accurate/consistent data  Prepare a list of water facility which is consistent with both sector MIS reports and PBS.	Prepare accurate/consistent data  Prepare a list of water facility which is consistent with both sector MIS reports and PBS.	DWO DE	immediate	Accurate and consistent data in place
There are no handover reports for completed facilities	Ensure official handover of completed facilities	The DWO to have prepared handover reports	DWO Contractor	immediate	Handover 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	Timely submission of Annual and Quarterly reports
Wss projects not clearly labelled	District Water dept to ensure WSS projects are clearly labelled indicating the name of project and all data on construction.	Labelling of projects	DWO	immediate	All WSS Projects labelled

### General challenges

- District had no funds to support the development of a Physical Plan
- The District Service Commission was not fully constituted.
- Budget allocation for Pensioners was not sufficient.
- There was Political interference in the revenue collection.
- 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 guidelines set by Ministry of Finance Planning and Economic Development leading to late reporting.
- 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 of projects.

### **General Recommendations**

- 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.
- Ministry of Lands Housing and Urban Development to support Local Governments in the area of developing a physical development plan given the high cost 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.
- Ministry of Finance Planning and Economic Development should communicate timely changes in reporting requirements
- Ministry of Public Service to offer more support in the area of appraisal management.