



THE REPUBLIC OF UGANDA

NAMISINDWA DLG

Local Government Performance Improvement Plan

(PIP) FY2019/20

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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



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CAO

Place /date



Handwritten signature: Xaki James Dfala
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Chairperson

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Handwritten signature: Emmanuel Tyebisiwe

Team Leader of the National Resource Pool

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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 FY2018/19 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.

However due the COVID 19 Pandemic, the Teams conducting this exercise had to observe the Standard Operating Procedures laid out by GoU which limited the Number of Team members sent out to the LGs to two (2).

1.2 Process for Development of the PIP

This Performance Improvement plan was developed on the 24th June, 2020 as a collaborative effort between Namisindwa and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. Mr. Emmanuel Tugabiirwe Assistant Commissioner District Administration
2. Ms. Patricia Katushabe Assistant Secretary District Administration

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

Namisindwa District 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 and communicate this in writing to the Local Government.

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CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY NAMISINDWA DLG

Item	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
Accountability Requirements						
<p>Submissions to PS/ST on status the implementation of Internal Auditor General's findings</p>	<p>Prepare and submit timely status on implementation of Internal Auditor General's findings</p>	<p>CAO to write to responsible officers on the implementation of the Internal Audit reports</p> <p>When the Management letter is received, CAO should share it with the relevant officers</p> <p>Ensure Timely response to the Management Letter by the relevant departments</p> <p>Submissions should be made to the MoFPED website www.budget.go.ug</p>	<p>Internal Audit, HoDs, CAO</p>	<p>By 28th February according to the PFMA</p>	<p>Timely submission of reports on status of implementation of Internal Auditor General's findings</p>	

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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
Assessing Performing and Execution						
Planning, Budgeting and Execution						
LG lacks Physical Development Plan	Develop a District Physical Development Plan	In collaboration with the Resources Department prepare a District Physical Development Plan	Physical Planner,	Immediately	District Physical Development Plan developed	
LG didn't have an Action Plan	Prepare Action Area Plan for FY2019/2020	Follow guidelines	CAO, Physical Planner,	Immediately	Action Plan Developed	
Project profiles were developed	Preparation and development of Project profiles	Project profiles developed and discussed by the TPC for all investments in the AWP as per LG planning guidelines Discussions on project profiles in TPC meetings, annual reviews and budget conferences	TPC, HoDs	Immediately	Project Profiles Developed and discussed by TPC	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			and minutes captured				
Discussion of the Annual Statistical Abstract to the TPC	The Annual Statistical Abstract prepared and presented to the TPC to support budget allocation and decision making		Collection of data	CAO/Statistician	ASAP	Annual Statistical Abstract prepared and discussed	In process
Infrastructure projects implemented by the AWP and budget	Infrastructure projects implemented by the LG to be derived from the Annual Workplan and Budget approved by the LG council	Have an AWP in place	Ensure that all projects are picked from the AWP for implementation	CAO, HoDs	ASAP	Infrastructure projects implemented by the LG, derived from the Annual Workplan and Budget	
Human Resource Management							
LG has no Head of Department	Filling of all vacant HoDs positions	In the FY2020/2021 recruitment plan submissions to MoPS have been made for clearance to recruit		CAO, MoPS, PHRO	By September, 2020	Vacant HoDs positions filled	The LG has been cleared to recruit



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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			vacant positions HoDs Advertise the vacant positions Recruitment 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 not enough experience		By October, 2020 By January, 2021		
the assigned s lacked	Performance agreements and	HoDs signing the performance	HoDS, PHRO, CAO	July, 2020	Performance	Performance agreements	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Performance reports file	Performance reports by HoDs signed and on file	agreements with CAO at the beginning of FY	CAO assessing the HoDs by 31 st July, 2020			agreements signed by HoDs	for FY2019/20 were signed by HoDs
Newly recruited staff didn't access payroll within two months	All newly recruited staff access the salary payroll not later than two months after appointment	Mobilise the newly recruited to forward all the necessary documents in a timely manner	CAO, PHRO	Immediately		Newly recruited staff access the salary payroll not later than two months after appointment	
The Retirees of 2018/19 didn't access pension in two months retirement	100 % of Retirees to access pension within two months of retirement	Pre-retirement sensitization and training Start preparing the retirement files/documents 6 months before	CAO, PHRO	Immediately		Retirees accessing pension within two months of retirement	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			retirements Fully utilize the decentralized Pension Management System				
Environmental and Environmental safeguards							
Ensure that all LG projects have Environment and Social Mitigation certificates for all projects	Ensure that all LG projects have Environment and Social Mitigation certificates	Ensure that the Environment and Social Mitigation certificates are attached to the bid documents and a copy kept at the District	Environmental Officer, CDO, CAO	Immediately	Environment and Social Mitigation Certificates for Projects in place		
Ensure that the contract payment includes prior environmental and social clearance	Ensure that the contract payment includes prior environmental and social clearance	All contract payments cleared with the Environmental Officer	Environmental Officer, CAO	Immediately	contract payment certified includes prior environmental and social clearance		




Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Revenue Mobilization						
LG didn't Remit Mandatory LLG Revenues to the LLGs	Remit the Mandatory 65% of the Local Revenues to the LLGs	A meeting held with the Lower Accounting officers and the Higher LG accounting officers and discuss and agree on the allocation in accordance to the Local Government Act cap 243 section 85(4) When the revenue is shared keep the receipts on file	CFO, CAO	Quarterly basis	Local revenue remitted to the LLGs	Guideline has been received
ending more than Total on allowances emoluments	Ensure expenditure on council allowances with LGA cap 243 as amended	Ensure Spending of Total expenditure on council allowances and emoluments In the event that more than 20%	The District Chairperson, CFO, CAO	Quarterly	Local revenue administration, allocation and transparency	

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Objective	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			should be spent, authority/clearance will be sought from the Hon.MOLG			y	
Procurement							
documents and contract registers prepared for all investment/infrastructure i.e. only 12% the bid had prepared and	Prepare bid documents for investment/infrastructure, and registers procurement files	Mobilize departments to submit input from activities housed under departments in time	Timely Preparation of bid documents for all investment, and contract registers and procurement activity files place	CAO, PO User Department, Contractor	August 30, 2020	Bid documents prepared	Submissions from all departments has been done except for Internal Audit
Financial Management							
payments to suppliers	Timely payments of suppliers	Mobilize all the relevant documents for clearance of	CFO, Departments	User	immediately	Payments of suppliers made on	

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			<p>payments</p> <p>All stakeholders should carry out their functions in the stipulated time frame to avoid delays in payments</p> <p>Ensure there are no overdue bills e.g. procurement bills of over two months</p>			time	
Appointment of a substantive Senior Internal Auditor	Recruit a Senior Internal Auditor		Submission should be made to HRM for onward completion of the recruitment process in accordance to the available recruitment guidelines	CAO, HRM	Immediately	Senior Internal Auditor recruited	
Information on status of implementation of internal audit queries raised was	Sharing information on status of implementation of internal audit queries raised with the Council		Prepare Reports on Implementation on queries raised	CFO	Quarterly	status of implementation of internal audit	

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e	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
<p>availed to Council and LG PAC</p>	<p>and LG PAC</p>					<p>queries raised shared with the Council and LG PAC</p>	
<p>4 quarterly internal audits were not followed by LGPAC</p>	<p>The internal reports submitted to LG-Accounting Officer, LG PAC and LG PAC reviews them and are followed up</p>	<p>Audit</p>	<p>During council meetings, the internal audit reports are discussed and minutes/action plans from the deliberations put on file</p>	<p>CFO, Clerk to Council, CAO</p>	<p>Quarterly</p>	<p>internal Audit reports submitted to LG-Accounting Officer, LG PAC and LG PAC reviewed and followed up</p>	
<p>Asset register not updated</p>	<p>Updated Register details on buildings, vehicle, computers, etc.</p>	<p>Assets covering buildings, vehicle, computers, etc.</p>	<p>Recording the assets on the IFMIS- Master Data and the Manual Book as required by format in the LG assesses Manual as required</p>	<p>CFO, stores officer</p>	<p>Immediately</p>	<p>Asset register update</p>	<p>Done</p>

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Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
ernance, Oversight, Transparency and Accountability						
e is no ified system for rding, stigating and onding to rances	Ensure that Grievances and complaints are recorded, investigated and responded to	A specified system for recording, investigating, responding to grievances should be put in place which should be displayed at LG offices and made publicly available Make the suggestion box known to the public Put in place Suggestion box Develop a Client charter Carry out Baraza	CAO, PHRO	Immediat ely	Transparen cy in the LG	



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Title	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
payroll and pensioner schedule displayed/published in public notices	Publishing LG payroll and pensioner schedule	The LG payroll and pensioner schedule available on public notice boards and LG websites	CAO, PHRO	Immediately	Transparency in the LG		
Performance assessment results and its implications published	Publish and disseminate the LG performance assessment results and implications	Ensure that LG performance assessment results and implications published e.g. on the budget website for the previous year	CAO, Planner	Immediately	LG performance assessment results and implications published		
There was no evidence produced above that the LG conducted discussions (e.g. barazas, radio programmes etc..) with the public to provide feedback on status of activity implementation	Conduct discussions (e.g. barazas, radio programmes etc..) with the public to provide feedback on status of activity implementation	Hold community for a or meetings to discuss issues affecting service delivery in the district i.e. the role of the citizen	CAO	Quarterly	Budget Conference and talk shows are held		
		Reports/action points from the meetings					

Done

Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
		held on file				
icational Performance Measures						
Education artment itment plan for ary Teachers school ectors was not itted to the I department	Ensure a recruitment plan for filling vacant positions to HRM	Staff analysis to identify vacancies Make a submission of a recruitment plan to HRM Keep a copy of the submission on file	DEO, CAO, HRM	Immediat ely	Recruitmen t plan submitted	
ire to appraise primary school I Teachers	Timely appraisal of school and assessment of head teachers	Develop performance agreements and performance plan respectively Performance reports submitted at the end of academic year for school teachers	DEO, CAO	Decembe r, 2020	Appraisals for Head teachers in place	



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Objective	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
Ensure that all licensed schools have been inspected at least once per term and reports produced	Carry out inspection in registered schools When inspection is carried out, reports should be prepared Create inspection files	DEO, District Inspector of Schools	Per term, Thrice a year	Registered schools inspected		
Timely submission of all school inspection reports submitted to MoES	Submit school inspection reports to the Directorate of Education Standards MoES and keep a copy in your inspection file Keep a copy of the acknowledgment of receipt of the report from MoES	DEO, District Inspection Reports	Thrice a year	School inspection report submitted to MoES		
Recommendations from the inspection report	Ensure that the inspections recommendations are	DEO, DIOS	Thrice a year	Inspection school reports		

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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Recommendations followed up	followed up	Reports of Implementation status in place	implemented through getting feedback from the Head teachers			followed up	
Instances with reports/data for schools and pupils submitted to MoES	Submission of accurate and consistent reports/data for schools and pupils	Harmonise the data on both the EMIS and PBS to ensure accurate and consistent information/data	DEO		Immediately	Accurate and consistent reports/data for schools and pupils submitted	
Instances with reports/data for school enrolment and pupils submitted to MoES	Submission of accurate and consistent reports/data for school lists and enrolment	Undertake a physical head count of pupils	DEO, District Inspection schools		Immediately	Accurate and consistent reports/data for school lists and enrolment submitted	



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Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Submission of input into the LG procurement plan	Timely Submission of input into the LG procurement plan with all technical requirements	Submissions should be made by 30 th April	DEO	By 30 th April	Timely Submission of input into the LG procurement plan	
Submission of annual and quarterly performance reports to the Planner	Timely submission of annual and quarterly performance reports to the Planner	Submissions should be made by 15 th July, 2020 and by the second week of the subsequent quarter	DEO	By 15 th July and by the second week of the subsequent quarter	Timely submission of annual and quarterly performance reports to the Planner	
evidence that dissemination and promoted reference to gender guidelines	Dissemination and promotion of gender guidelines Gender guidelines issued and explained on how to manage sanitation for girls and PWD in primary	In collaboration with the Gender focal person hold Meeting held at the district headquarters Issue Circulars to head teachers i.e. on how senior	DEO	Thrice a year	Gender guidelines disseminated	




Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Disseminate environmental management	Dissemination of guidelines on environmental management	women/men teachers should provide guidance to girls and boys to handle hygiene, reproductive health and life skills Special need person should be bought on board while disseminating				
Disseminate environmental management	Dissemination of guidelines on environmental management	In collaboration with the environmental department issue and disseminate environmental management guidelines (tree planting, waste management) Formation of environmental clubs and environmental	DEO	Thrice a year	Environmental guidelines disseminated	



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e	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
evidence that infrastructure projects were approved before construction	Screening of all infrastructure projects before approval of construction	education	In collaboration with the Environmental Officer, ensure that all school projects are screened before approval for construction using the checklist for screening of projects in the budget guidelines	DEO, Environmental	Before approval of new projects	infrastructure projects before approval of construction screened	
evidence of compliance with mitigation plans	Ensure compliance of the mitigation plan by construction sites	The environmental officer and community development officer visit the sites to check whether the mitigation plans are compiled with	Environmental Officer, DEO	Regularly	Mitigation plan compiled with		




Objective	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
Health Performance Measures						
Health care department comprehensive recruitment plan for primary health care workers was not submitted to the Hospital department	Submission of a comprehensive recruitment plan for filling vacant positions to HRM	Staff analysis to identify vacancies Make a submission of a recruitment plan to HRM	DHO, CAO, HRM	Immediately	Recruitment plan submitted	
Ensure to appraise the Health care IVs and Hospital in-charge ensure performance appraisals for HC III II in-charges	Appraisal of All health facilities in-charges for the previous year	Mobilise all Health Facilities In-Charges to Develop and prepare performance reports and performance appraisals Keep copies on file	DHO	By July, 2020	All Health Facilities in-charges appraised	




Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
<p>There is no evidence that the DHO has effectively communicated and maintained guidelines, policies, circulars issued by the national level</p>	<p>Communication and dissemination of guidelines, policies and circulars issued by the national level to the health facilities</p>	<p>Through forwarding circulars to Health Facility in charges Keep copies of circulars that are distributed/disseminated and receipt of correspondences made</p>	<p>DHO</p>	<p>Whenever received/annually</p>	<p>guidelines, policies and circulars received by MoES Disseminated</p>	
	<p>Comprehensively Discuss and explain the guidelines, policies, circulars issued by the national level</p>	<p>Hold meetings with health facility in charges Minutes from the minutes prepared and kept on file</p>	<p>DHO</p>	<p>Quarterly</p>	<p>guidelines, policies, circulars issued by the national level discussed and explained</p>	
<p>Failure to meet and discuss all the reports of supervision to the DHT</p>	<p>Discussion of results/reports of the support supervision and monitoring visits, used to make recommendation for</p>	<p>Hold 4 meetings and deliberate on results/reports of the support supervision and monitoring visits. Use the reports to</p>	<p>DHO</p>	<p>Quarterly</p>	<p>4 Quarterly supervision reports discussed</p>	



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
<p>are to show that recommendations supervisory were followed up</p>	<p>corrective action and followed up</p>	<p>make recommendation for corrective action and follow up</p> <p>Minutes from the meetings should be in place and on file</p>				
<p>are to show that recommendations supervisory were followed up</p>	<p>Ensure recommendations are followed up and specific activities undertaken for correction</p>	<p>develop a systematic corrective action plan based on recommendations from the support supervision reports</p>	DHO	Immediately	<p>a systematic corrective action based on recommendations from the support supervision reports in place</p>	
<p>Health facilities and hospitals have non-functional ICs/Boards</p>	<p>Ensure that Health Unit Management Committees and Hospital Board are</p>	<p>Regular meetings held and discussions of budget and resource issues, challenges faced and</p>	DHO	Quarterly	HUMC functionalized	




Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
compliance to gender composition of the MC and notion of gender sensitive sanitation health facilities	Health Management Committee meet the composition as per guidelines	Unit (HUMC) gender	Ensure that 30% of the composition of the HUMC are women	DHO	ASAP	The gender composition as per guidelines met by HUMC	
There was no documented evidence that DHO had issued guidelines in	Dissemination of guidelines on how to manage sanitation in health facilities including separating facilities for men and women	of	Prepare and send out a letter/circular to all health in-charges clearly spelling out the sanitation guidelines Onsite inspection of the sanitation places	DHO	Immediately	Sanitation guidelines disseminated	
evidence that of facility structure was undertaken	Ensure that the guidelines on environmental management are disseminated and compiled with	the on are and	In collaboration with the environmental officer, ensure all health facility infrastructure projects are screened	DHO	ASAP	Guidelines on environmental management are	

e	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
evidence that on environmental are disseminated and complied with	Guidelines on environmental management disseminated and complied with	before approval for construction using the checklist for screening of projects in the budget guidelines and where the risks are identified, mitigation actions applied A report produced on the findings and recommendations				disseminated and compiled with	
evidence that on environmental are disseminated and complied with	Guidelines on environmental management disseminated and complied with	The environmental officer and community development officer visit the sites to ensure that environmental management disseminated and mitigation plans are complied with Reports from the	Environmental Officer, CDO, DHO	Quarterly		mitigation plans complied with	

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Item	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output	Progress
		visits prepared and keep on file for reference				
Water and Sanitation Performance						
are by the water department monitor all WSS facilities annually.	Monitoring of all WSS facilities annually to ensure functionality	Have a monitoring plan in place to ensure coverage of all projects Monthly monitoring of investments in the sector After monitoring has been done, reports should be prepared	Water Officer	Monthly	All WSS facilities monitored	
re to submit accurate/consistent lists/reports of facilities as provided by E	Submitting of accurate/consistent data lists/reports of water facilities as provided by MOWE	Harmonise the data on both sector MIS and PBS Provide a List of water facility consistent with both	Water Officer, CAO	By 30 April	Accurate data lists submitted	

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Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
Submission of input in the LG's procurement plan complete with all technical requirements to cover all items in the approved Sector workplan and budget	Timely Submission of input in the LG's procurement plan complete with all technical requirements to PDU to cover all items in the approved Sector Annual workplan and budget	sector MIS reports and PBS Keep a copy of submission	Water Officer	30 th April	Input in the LG's procurement plan submitted	Submissions were made to PDU
Preparation of a contract management plan	Preparation of a contract management plan and conducting monthly site visits for the different WSS infrastructure projects	Nominate an officer as a contract manager to CAO for approval	Water Officer	Immediately	Contract Management plan in place	
evidence on implementation of Internal Audit	Implementation of Internal Audit	Submit written audit recommendation and responses	Water officer	Quarterly	Audit Queries responded	

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e	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
rt mmendations	recommendations	Sharing information widely to the public to enhance transparency	remain with a copy on file	Water Officer	Regularly	Information shared	
evidence of information sharing notice boards	Conduct environmental screening for all projects and or EIAs conducted	Information on AWP, Budget and the water department releases/grants and expenditures displayed on district notice boards as per the PPDA Act	In collaboration with the Environmental Officer conduct EIAs for all WSS projects Prepare reports of the EIAs undertaken	Water Officer, Environmental Officer, CDO	As and when needed	Environmental screening for WSS projects carried out	
of evidence environmental screening for all projects and or EIAs conducted	Follow up support provided in cases of unacceptable environmental concerns	In collaboration with the environmental officers, issues arising from the EIA reports identified during the screening process, support is	Water Officer, Environmental Officer, CDO	As and when need arises	Environmental concerns followed up on		

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ie	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output	Progress
			rendered to rectify the problem				




GENERAL CHALLENGES

1. Inadequate Staffing in the LG
2. The bureaucratic nature of new staff accessing payroll
3. Some areas were scored zero with the right requirements
4. Some HoDs were not available during the assessment period
5. The LG was not given enough time by the assessors to provide the required evidence/information
6. Some planned activities and targets are affected by interventions from the center e.g. in the Water Sector

GENERAL RECOMMENDATIONS

1. The DLG should prioritize the recruitment of all HoDs
2. All HoDs should endeavor to attend in person to the assessors
3. For bureaucratic processes, ensure to start the process early to avoid delays
4. Record keeping should be improved on in all Departments to make it easy to provide evidence to the assessors
5. The Local Government should carry out a mock assessment before the assessors come to ensure all the relevant documents are readily available
6. The CAO should appoint a team to coordinate the assessment exercise in the district
7. There is need to harmonize data with line ministries e.g. in Water, Health and Education departments
8. The Performance Appraisal exercise should be given the attention it deserves
9. The departments of Environment and Social Development should actively support other departments to mainstream environmental and social safeguards in their planned activities
10. Procurement and Contract Management concerns and issues should be brought to the attention of all HoDs especially timely preparation and submission of Procurement Plans

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