

<b>MATRIX OF ISSUES ARISING FROM THE LOCAL GOVERNMENT BUDGET CONSULTATIVE WORKSHOPS FOR FY2021/22</b>				
<b>No.</b>	<b>Issue</b>	<b>Description of issue</b>	<b>Agreed Action</b>	<b>Responsible Center</b>
<b>BUDGET PREPARATION ISSUES</b>				
1.	Non-operationalization of New Cities	The Cities were created without adequate preparations like absence of establishment Structures and physical plans. The creation also led to changes in boundaries and shifting of some Administrative Units in the Districts where these cities were created; and thus, posing a risk of disruption to seamless service delivery. Examples included Schools whose budgets were in the DLG but have now been moved to the City.	There is need for MOPS and MOLG to provide City Administrative Structures.	LGs, MoLHUD, MoLG, MOPS
			The LGs should fast track Physical plans in consultation with MOLHUD	
			LGs should ensure that all Administrative Units that were affected by the demarcations of new Cities should be budgeted for under the new Cities	LGs, MoLG, MoFPED and UBOS
2.	Various requests for Budget adjustments	MOFPED continues to receive requests for budget adjustments outside the Law; especially virements beyond 10%. This is because some LGs do not properly prepare their budgets.	All Accounting Officers and respective cost centre managers should take keen interest in budget preparation process and ensure that they budget adequately. No budget adjustments outside the PFM Act 2015 will be allowed.	LGs
3.	Delayed issuance of Grant Guidelines by the relevant MDAs	Some MDAs issue guidelines after the budget has been approved and as such, LG budgets cannot be aligned to Government priorities.	MDAs should issue their respective guidelines by the 2nd BCC, and punitive measures shall be taken against Central Government AOs who do not issues guidelines on time.	Respective MDAs
			In the event that there are delays in issuance of new Guidelines, LGAOs should use the most recent Guidelines to finalize budget.	
4.	Non-adherence to Budget Grant Guidelines	It was noted that, some Local Governments do not budget using the issued guidelines partly due to late issuance and/or unavailability of new Guidelines;	LG Budgets that shall not be prepared in line with the issued Guidelines shall be rejected effective FY 2021/22.	LGs, all MDAs
			Accounting Officers that submit budgets that are not in line with the available Guidelines shall be apprehended including not being appointed as AO.	
<b>BUDGET EXECUTION ISSUES</b>				
5.	Delays in release of funds appropriated in Central Government MDAs for onward	Unlike funds which are directly appropriated in LG Votes, there are continued delays in the release of funds appropriate in Central Government MDAs for purposes of onward transfer to Local Governments	All MDAs with funds for Local Governments, should provide IPFs early enough to enable LGs program in their budgets and releases must be	LGs, all MDAs

	transfer to Local Governments	for example Uganda Road Fund. This leads to Unspent balances at the end of the FY as well as less attainment of envisaged physical works.	made early enough in line with Government release timelines to avoid having unspent balances.	
6.	Return of unspent funds at the end of the Financial Year	A number of LGs continue to return unspent funds to the Consolidated Fund at the end of the FY despite these monies being released by the 10 <sup>th</sup> day of the third Quarter.  In addition, requests for supplementary to utilize the unspent funds are sent late.	MoFPED shall no longer handle any issues related to unspent balances sent late and without clear reason. Otherwise all funds should be utilized within the FY of appropriation.  MoFPED was tasked to undertake a comprehensive review to address the various absorption bottlenecks in Local Governments.	LGs, MoFPED, all MDAs, Dev't Partners
7.	Unsatisfactory Management and Execution of contracts	Management and Execution of Public contracts is poor. This is evidenced by the recurrent late procurement, lack of progress reports, among others.	LG Accounting Officers should adequately provide for Investment service costs to ensure coordination, supervision as well as Monitoring and Evaluation of respective Investments.  They should also ensure that, all requisitions for procurements are submitted early enough to be cleared in time to avoid disruption to civil works  There should be proposer records kept relating to all contracts	LGs, all MDAs
8.	Unauthorized Financial agreements with Development Partners	Local Governments continue to actively engage with various Development Partners for off-budget support/donations and sign agreements without authorization by the Hon. Minister of Finance	In line with Sec 44 (3) (b) of the PFM Act 2015, LG Accounting Officers should inform the Minister of Finance the purpose of the grant and the remittance, deposit, and domestic disbursement of the monetary grant before the grant is remitted.	LGs, MOFPED, Dev't Partners
9.	Undeclared Donations, and off budget External Financing	At times, external resources are not captured in the budgets submitted under the PBS and IFMS, requiring adjustments during execution hence delaying service delivery.  In addition, some donors release funds without following Government budget process.	Dev't partners should align their release process with Government budget calendar to avoid unspent balances.  LGs should make reliable projections from respective MDAs and Development Partners and ensure that these are properly captured in respective LG budgets estimates in the Program Budgeting System (PBS).	LGs, all MDAs, Dev't Partners
10.	Limited transparency in Payroll Management	It was noted that, Accounting Officers do not display payroll on the notice boards nor publish salary or pension payments at the respective centers of service delivery	All Accounting Officers should regularly display lists of Officers receiving Salaries, Pensions and Gratuity for the respective periods of payment on cost center noticeboards. Secondly, pay-slips	LGs

			should be sent to Public Officers on a monthly basis.	
11.	Delayed/Nonpayment of Salary, Pension, and Gratuity Arrears	Despite MOFPED releasing all salary, pension and gratuity arrears by the first quarter of every financial year, a number of verified claimants are not been paid by the close of the FY2019/20. Attached is a list of claimants that had not been paid in time	This is not permissible and sanctions shall be taken against Accounting Officers, including withdraw of appointment.	LGs, MOFPED, MoPS
<b>OTHER CROSSCUTTING ISSUES</b>				
12.	Untimely responses to issues raised by Parliament to LGs	There are delays by LGs in responding to issues raised by Parliament in the PAC Reports.	LGs should provide information on a timely basis regarding the measures taken and policy actions to enable preparation of the Treasury Memorandum in response to issues raised in reports by Parliament.  In addition, the respective Accounting Officers shall be arraigned in Parliament to respond to respective queries	LGs, MoFPED, OAG, Parliament
13.	Lack of records and poor asset management	It was noted that, LGs do not have credible information relating to the full stock of public assets under their jurisdiction.  There is increased negligence in the management and maintenance of created public Assets, leading to dilapidation and reduced useful lifespan of created and/or acquired public Assets	All LG Accounting Officers should; <ul style="list-style-type: none"> <li>• Keep and maintain an updated Asset Management Register to ensure adequate information relating to the stock of public Assets under their jurisdiction; and</li> <li>• Manage and maintain assets and inventories under their respective votes</li> </ul>	LGs, MoFPED
14.	Lack of inadequate infrastructure in schools	Despite the current Government construction of 111 Seed Secondary Schools, through the UGIFT Programme, a number of schools continue to lack adequate classroom blocks  Given that the Government has planned an additional 115 new schools to be constructed in the next phase of UGIFT, enough provision should be made to provide adequate staff quarters. This is arising from the fact that some teachers sleep in designated classrooms and/or in dilapidated buildings while others stay too far from the school premises; which	Government should remodel the programme to focus on eliminating infrastructure needs in all public Schools  Ensure that the approved designs of the new Seed Secondary Schools adequately cater for accommodation of critical staff within the school premises, especially in rural areas.	MoE&S, LGs, MOFPED

		contributes to increased teacher absenteeism especially in times of adverse weather conditions.		
15.	Inadequate infrastructure and Equipment in Health Facilities	<p>Despite the ongoing Government upgrading of 146 Health center IIs to HC IIIs, through the UGIFT Programme, a number of Health facilities lack enough infrastructure to allow for optimal operations.</p> <p>Despite Government Commitment to equip all the over 200 facilities programmed for construction under the UGIFT programme, Health Center IVs (HCIVs) continue to lack adequate equipment like X-rays. This makes patient travel long distances to General Hospitals to access medical services, under the restrictive movements induced by the COVID-19</p>	<p>District Local Governments and the Ministry of Health should appropriately plan to construct adequate infrastructure, including medical staff houses and attendant facilities</p> <p>The Ministry of Health, in conjunction with the respective LGs should undertake a survey to establish the equipment gaps at all Health centers for purposes of informed decision making towards adequate equipping of all health facilities in the Country.</p>	MoH, LGs
16.	Staffing gaps at DLGs	<p>Most LGs have difficulty to attract and retain health workers in rural Health facilities, delayed recruitment for the upgraded UGIFT facilities.</p> <p>Local Governments have persistently failed to substantively fill all the Heads of Department positions performing at only 8% according to the LGPA 2019 report by the Office of the Prime Minister.</p>	<p>Provide additional funds for recruitment of health workers to match the patient population seeking medical attention as well as approved staff structures at the Health facilities.</p> <p>And the salary structure for Health workers at the Lower Local Governments should be reviewed as a motivation for retention</p> <p>Staff should be recruited in all the upgraded facilities by January 2021 in line with the approved wage for FY 2020/21.</p> <p>LGs and the Ministry of Public Service should prioritize filling of key staff positions esp. where there is a wage allocation to ensure improvement in service delivery.</p>	MoH, MoPS, MoFPED, LGs
17.	Inadequate Storage Facilities for agro-products	Farmers continually face post-harvest losses because of lack of where to sufficiently store the produce in the rural countryside	MAAIF should increase investments in post-harvest handling facilities; like buffer silos/stores within the respective farmer communities	MAAIF, MoT&C, LGs
18.	Poor quality agricultural inputs	The quality of agricultural inputs and products continues to depreciate. This threatens productivity on the farms	<p>There should be surveillance against counterfeit products</p> <p>Review the legal and regulatory framework governing agro inputs so that any culprits are strongly dealt with in a bid to deter others from the practice</p>	MAAIF, MoIT&C MoJCA, MAAIF

19.	Low and fluctuating prices.	General prices for the agricultural produce were low and demotivating throughout the year yet, these have been noted to be fluctuating over the recent seasons	Government should review the liberalization and privatization policies, so that Government can actively participate in the purchase of surplus produce from farmers in bid to stabilize farm gate prices for agricultural produce	MAAIF, MoIT&C
20.	Changing weather patterns	For most regions across the country, the traditional rain and weather patterns have since changed and become increasingly unpredictable; which affects agriculture production and productivity especially for the majority crop growing communities	MAAIF should establish training programs for farmers across the country on harvesting water for irrigation  There should be increased dissemination of weather forecasts to enable adequate planning by farmers	UNMA, MAAIF, MoW&E
21.	Low connectivity to the power grid	Many trading centers, especially in the remote areas have no power grid lines and as such causing low connectivity to the national grid	Rural Electrification Agency (REA) was requested to scale up efforts towards connection of rural centers to the national power grid line	REA, MEMD
22.	Loss of tax revenue from mineral exploration	Government was losing a lot of revenue in the mining sector due to absence of tax administrative units at the Mining Centers	Government should benchmark on the Tanzania's approach to streamlining the effectiveness of Local Government Administrative in the supervision of activities related to mining and mineral extraction and trade	MEMD, URA
23.	Oil exploration and likely environmental effects	Local Governments in the oil exploration areas are concerned on how they shall enforce adherence to Environmental safeguards against the likely effects and impact by oil exploration related activities, given that the limited capacity in these DLGs	MEMD should conduct on job training for respective DLG Officers with a purpose of turning these into Trainers for the local communities and other stakeholders in relation to Oil and Gas related Environmental Impact Assessment and the mitigation measures	MEMD, PAU, NEMA
24.	Lack of compensation for damages caused by wild animals	Seven District Local Governments noted that when Humans get injured, killed or their crops damaged by the wild animals, they are not compensated nor their families	Government was requested to revise the existing policy on compensations for persons injured and/or killed by the wild animals to ensure co-existence in the game reserve communities.	UWA
25.	Illegal logging and destruction of wetlands	Destruction of wetlands through illegal settlements and human encroachments have persisted in most parts of the country	There is need for stronger enforcement of the current laws and ordinances if the environment is to be protected and conserved	NEMA, MoW&E
26.	Limited funding	There is limited funding at the Lower Local Governments to enforce any regulations by the Authorities	There is need to increase operational budget to natural resource department to enhance enforcement	LGs

27.	Lack of climate smart curriculum	Participants decried lack of a standard curriculum of climate smart investments especially in Agriculture.	The Meetings called for development of standard curriculum of climate smart investments by the line Ministries. A case in point is the need for MAAIF to urgently develop a standard curriculum for smart agriculture investments.	MoW&E
28.	Suspension of taxi fees	Suspension of taxis fees following the H.E the President's directive to suspended taxi fees has affected Local Revenue collections at the DLGs	MoLG should finalize the Guidelines and procedures for harmonious levying taxis fees and the respective route charts as directed by H.E without frustrating the investors in the transport sub sector	MOLG, LGFC, LGs
29.	Inadequate IT based tools and systems	The existing tools and systems were not capable of delivery the programmatic plans and budgets in LGs	Government should undertake a review and upgrades of existing systems in alignment with the newly rolled out programmatic plans and budgets	NITA-U, MoICT&NG
30.	Limited funding towards DUCARs and Unfulfilled Presidential pledge Road works	Much as the equipment exists, there is little funding to undertake any reasonable works for example; <b>Iganga-Bulopa Kamuli 57.8Km Road</b> which keeps appearing on the budgets for tarmacking by UNRA but has never been worked on.	Increase LG budgets to cater for repairs, including along some of the UNRA roads in the district as tarmacking and upgrading is considered in the long run	LGs, URF, UNRA, MoW&T
31.	Poor state of District, Urban and Community Access Roads (DUCARs)	The state of some District Urban and Community Access Roads (DUCARs) is still poor, largely on the account of limited routine maintenance by the District Local Governments	Local Governments should prioritize the routine maintenance of the community access roads	LGs, URF, UNRA, MoW&T
32.	Discrepancy in cost estimates for works projects	Variations, between the Central Government and the respective Local Governments, for costs estimates of similar project works. This has often resulted in delayed procurements as well as cumbersome contract management on account of such cost variations	The hybrid procurement model used for under the Uganda Inter-Governmental Fiscal Transfers (UGIFT) programme should be adopted across all projects jointly implemented by the Central and respective Local Governments country wide	MoW&T, LGs, PPDA
33.	Failure to undertake Geo-technical investigations for road projects	In many cases, contractors do not undertake geo-technical investigations prior to commencement of civil works and roads and bridges	Ensure that adherence to Guidelines on Infrastructural Development in approving any project design. Contractors who are bidding should include the geo-technical Investigations in their bids to avoid mid contract negotiations	MoW&T, PPDA, LGs
34.	Development of Geo-thermal power from Amurupi in Panyimur Sub-county	The participants called for the need for development of a Geo-thermal power at Amurupi in Panyimur sub-county.	Consider proposals for the development of a Geo-thermal power plant at Amurupi in Panyimur Sub-county	MEMD, UEGCL
35.	Poor Urban waste management	Urban waste disposal management especially in most urban centers is still a challenge, not only does	Shift focus towards recycling of the waste generated instead of dumping.	MoLHUD, LGs

		this impose a huge risk to public health but also leads to environmental degradation.	In addition, continue public awareness about waste segregation at source which makes it easier for recycling and management	
36.	Continued land evictions	The consultations noted, with concern, the continued land evictions within the different Local Governments which disrupts production and productivity as well as harmony in the communities	Local Government leaders should keep abreast with the Land Act and any related laws and regulations so as to effectively manage contentious land evictions	MoLHUD
37.	Inadequate sensitization on Government Development programs	Government Officials had not done enough to popularize Government programmes and interventions aimed at eliminating poverty especially in the rural countryside	Local Governments were called upon to use mass media to mobilize communities towards effective implementation of Governments programmes	MoGLSD, LGs
38.	Inadequate Financing to Gender Based Violence (GBV)	Despite these increasing cases of GBV, teenage pregnancies, and child abuse, there is limited domestic financing for LGs who are at the frontline of managing GBV with the drip financing coming from donor financing e.g. Irish Aid, UNFPA, UNICEF and UN Women	Government should increase domestic financing towards essential GBV response services along the specific programs as outlined in NDP III for purposes of increased investment in case management	LGs, MoGLSD, MoFPED
39.	Poor Internet Connection	Local Governments complained of unreliable and weak internet connections in the rural areas, limiting timely decision-making in service delivery.	Extend the National Backbone infrastructure countrywide to ensure appropriate coverage for rural Government facilities.	MoICT&NG
			Secure for an alternative internet service provider for purposes of seamless access to the IFMS and IPPS in areas where the selected internet service provider is unreliably poor	
40.	Exclusion of Refugees in the planning and budgeting	Participants queried why refugees are not considered in resource allocation for some external projects like DINU, yet they consume services in such districts as Obongi with about has about 153,000 refugees	OPM should guide any sponsors on the Indicative Planning Figures (IPFs) for refugees in the various host districts	OPM, LGs
41.	Unfair sharing of revenues between the Center and Local Governments	All high revenue generating areas were being taken over by Uganda Revenue Authority, often with minimal consultations with the hosting LGs	Develop a revenue sharing policy for purposes of harmonious appropriation of revenues between URA and the respective Local Governments	URA, LGs
42.	Creation of new administrative units without corresponding budgets to cater for their facilitation	Government has continually created new administrative Units without corresponding budget allocations for operationalization of those units	Government should provide adequate funding for timely operationalization of the newly administrative units, in any case, funding should be secured prior to creation of such administrative units	MoLG, MOFPED, LGs

43.	Lack of official vehicles for Political Leaders	A number of political leaders especially mayors do not have vehicles on account of limited funding, which hampers service delivery	MOFPED should provide budget ceilings for purposes of purchasing official vehicles for the respective mayors and political leaders in the Local Governments that do not have such means	MoLG, LGs
44.	Capacity gaps for LG staff	Due to recruitment of new staff and transfers, there were glaring gaps in skills needed to execute specific assignments, including navigation of IT based systems.	Government should regularly train officers on new staffing norms, reforms and new IT systems as well as conduct regular refresher training sessions in addition to mentorship, attachments and long-term training for higher studies	LGs, MoLG
45.	Low salaries for Civil Servants	The salaries and wages for civil servants had chronically remained low and effectively eroded by inflation and the increasing cost of living over the years	The Salary Review Commission, MoPS and MoFPED should make adequate reviews, adjustments and proposals for consideration by the Executive on how best to remunerate all cadres across Government.	LGs, MoPS
			Reinstitute the recently suspended revised duty station allowances for civil servants, as a bridge to the difficulties in the execution of official duties	
46.	Delayed verification and payment of pension and Gratuity	There was concern that in many cases, Officers retiring from Service often face lengthy timeframe between date of retirement and effective receipt of pension and gratuity due to them	Fast track staff due for retirement	MoPS, LGs
			Liaise with respective LG for harmonized planning and transition to effectiveness of pension payments to officers retiring.	
			The date of birth provided on entry into service should supersede and as such, be subsequently considered to eliminate the lengthy verification process	
47.	Limited capacity to implement Programmatic approach to planning and budgeting	A lot desires to be undertaken in realignment of Local Government structures and activities towards the newly rolled out programmatic approach to planning and budgeting.	With the shift to Program Based planning and Budgeting, there is need to popularize and build capacities of Local Government so as to ensure the smooth transition from Output Based Budgeting to Program Based Budgeting	NPA, MoFPED, LGs
48.	Absence of Senior Management at the LG Budget Consultations	Inadequate representation of senior Central Government Officials in the Local Government Budget Consultative workshops	Senior Officials, preferably at the level of a Principal and above, should be in attendance to effectively represent the respective Central Government vote at the Local Government Budget Consultative workshops	MOFPED, All MDAs



49.	Overlapping mandates	There are overlapping mandates between central votes and Local Governments as well as poor relationships amongst Local Governments and Implementing Agencies	Rationalize Government to avoid duplication and overlapping of mandated and harmonize working relations amongst MALGs	NPA, MoLG, MoW&E, MoH, MoES
50.	Limited information sharing at the Local Governments	There is inadequate information sharing at the Local Governments and this compromises monitoring of government programs and accountability	There is need for effective communication and information sharing across all stake holders at the Central and Local Governments	MoLG, LGs
51.	Limited involvement of Local Governments in design of projects	There was limited engagement of Local Governments during the design of projects and drafting of plans yet these are at the forefront of service delivery and project implementation, which often affects the success rates of these interventions	There need for increased involvement of Local Governments during the design and implementation of projects by MDAs	NPA, LGs, MoLG