



A REPORT ON THE LOCAL GOVERNMENT BUDGET CONSULTATIVE WORKSHOP FOR THE FY 2021/22



28th September – 16th October, 2020

**MINISTRY OF FINANCE, PLANNING AND ECONOMIC
DEVELOPMENT**

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Foreword

This Ministry conducted the Local Government Budget Consultative Workshops between 28th September and 16th October 2020 as part of the process that kick started the budget preparation process for FY 2021/22. These consultations came at a time when the Country was not only reeling from the effects of the COVID-19 pandemic, but had also just launched the Third National Development Plan (NDP-III), with a focus on Programmatic Approach to planning and budgeting.

The FY2021/22 Budget Strategy shall therefore address the Covid-19 associated challenges in pursuit of the medium-term growth and development objectives of the Third National Development Plan. As such, the theme for the Budget of FY2021/22 is **Industrialization for Inclusive Growth, Employment and Wealth Creation**. This shall further consolidate the development gains, with a central focus on increasing household incomes through a resource-led agro-industrialization drive.

These consultative workshops provided an avenue for all Local Government Political and Technical leaders and Civil Society Organizations to discuss widely the Budget Strategy for FY 2021/22 and the National Development Plan III as well as issues that constrained service delivery across all Sectors in Local Governments, with a view to proposing strategies for improvement in the budget for FY 2021/22.

Among the outstanding issues raised from these consultations were: the operationalization of newly administrative units especially the newly created Cities and Terego District, the challenges of inadequate financing across the key service delivery programmes like Human Capital Development, Mineral Development, Agro-Industrialization and Development Plan Implementation, among others. In addition, issues were raised in relation to management of local revenue, budget cuts, delays in payment of monthly pension, low staffing levels affecting delivery of services; and salary enhancement for public servants.

This report therefore provides the highlights of the issues raised during the Local Government Consultations that can be tackled when finalizing the budget for FY 2021/22 and over the medium term. I believe that proper solutions will be sought by the respective Ministries, Departments and Agencies (MDAs) before the commencement of the next consultative process.

Whereas most of the issues raised during the workshops require Central Government intervention, there are some issues that should be handled by Local Governments themselves and/or in partnership with the Civil Society Organizations within their respective localities. I therefore, request that where possible those issues to consider as part of the Budgets for FY 2021/22 should be handled by the respective entities.

I am grateful that these consultations came in the first year of implementing the recently launched Third National Development Plan. It is therefore my expectation that, the various Ministries, Departments, shall develop respective Programme Strategic Investment Plans as well as Institutional Development Plans in consideration of the Local Government specific needs and I wish to emphasize Government's commitment to having a fully consultative budget process which will translate into achievement of the National Development objectives enshrined in the Third National Development Plan (NDP-III).

I thank all Honorable Ministers and Members of Parliament, Senior Technical Officers, Development partners, Civil Society as led by CSBAG and all stakeholders who participated in these consultative workshops.

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Minister for Finance, Planning and Economic Development

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List of abbreviations

| | |
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| AGO | Accountant General's Office |
| AOs | Accounting Officers |
| BFP | Budget Framework Paper |
| BMAU | Budget Monitoring and Accountability Unit |
| CDO | Community Development Officer |
| CFO | Chief Finance Officer |
| DLGs | District Local Governments |
| HLG | Higher Local Government |
| IPF | Indicative Planning Figure |
| LC | Local Council |
| LG | Local Government |
| LGBFP | Local Government Budget Framework Paper |
| LGFC | Local Government Finance Commission |
| LLG | Lower Local Government |
| MAAIF | Ministry of Agriculture, Animal Industry and Fisheries |
| MC | Municipal Council |
| MLHUD | Ministry of Lands, Housing and Urban Development |
| MoES | Ministry of Education and Sports |
| MoFPED | Ministry of Finance, Planning and Urban Development |
| MoGLSD | Ministry of Gender, Labour and Social Development |
| MoH | Ministry of Health |
| MoLG | Ministry of Local Government |
| MoPS | Ministry of Public Service |
| MoWE | Ministry of Water and Environment |
| MoWT | Ministry of Works and Transport |
| MTEF | Medium Term and Expenditure Framework |
| NAADS | National Agricultural Advisory Services |

| | |
|-------|---|
| NDP | National Development Plan |
| NMS | National Medical Stores |
| NPA | National Planning Authority |
| PBB | Performance Based Budgeting |
| PBS | Program Budgeting System |
| OPM | Office of the Prime Minister |
| PFAA | Public Finance and Accountability Act |
| PHC | Primary Health Care |
| PPDA | Public Procurement and Disposal of Assets Authority |
| PS/ST | Permanent Secretary/Secretary to the Treasury |
| STP | Straight Through Processing |
| UBOS | Uganda Bureau of Statistics |
| UNRA | Uganda National Roads Authority |
| UPE | Universal Primary Education |
| URF | Uganda Road Fund |
| USE | Universal Secondary Education |

1. EXECUTIVE SUMMARY

As part of the Budget Consultative process, every year the Ministry of Finance, Planning and Economic Development organizes the Local Government Consultative Workshops across the Country in order to consult the Political, Technical and other stakeholders on the forthcoming budget strategies and other policy proposals. The Local Government Consultative Workshops for FY 2021/22 were therefore held between 28th September to 16th October 2020 immediately following the National Budget Consultative workshop and it was intended to:

- i. Firstly, to discuss challenges affecting service delivery, and agree on measures for improvements at the Local Government level;
- ii. Discuss the implications of the Third National Development Plan (NDP III) for Local Governments and ensure its alignment to the Budget;
- iii. Present the proposed Budget Strategy for FY 2021/22; and,
- iv. Disseminate the Indicative Planning Figures (IPFs) for FY 2021/22, and Programme Grant Guidelines highlighting policy changes in line with the NDP III.

This section therefore highlights some of the pertinent issues that were raised during the workshops that require Government's attention in the process of budgeting and later execution in FY 2021/22. Among some of the issues raised include;

- i) **Non operationalization of newly administrative units especially the newly created Cities and Terego District.** The creation of these cities 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. Local Governments were requested to transform the new Cities into excellent centers of production and industrialization; by improving physical planning in all the Divisions in line with the National Urban Policy, and making sure that respective urban infrastructure facilities are upgraded;
- ii) **Inadequate** financing across the key service delivery programmes like Human Capital Development, Mineral Development, Agro-Industrialization and Development Plan Implementation, among others;
- iii) **Management of** local revenue; The Local Governments Budget and Remit their Local Revenue collection to the Consolidated Fund. However cash limits are not provided as required hence delaying services like garbage collection and Council activities;
- iv) **Low staffing levels affecting delivery of services; and salary enhancement for public servants:** Local Governments raised an issue regarding low staffing and selective Salary enhancement implementation and the criteria used to consider staff for enhancement. Some staff under the same Sector were enhanced and others were not, for instance while the front-line service delivery staff were enhanced, other categories were not enhanced;
- v) **Delayed payment of Pension and Gratuity:** Local Governments noted that, there are still challenges in the payment of Pension and Gratuity due to delayed clearance of files by Ministry of Public Service. It was recommended that clearance of files should be decentralized to the Local Governments. This will reduce delays in service delivery and shift accountability to the Local Governments themselves;

- vi) **Inadequate Storage Facilities:** Farmers continually face post-harvest losses largely on account of inadequate storage facilities in the rural countryside. MAAIF was requested to increase investments in post harvest handling facilities; including buffer silos/stores per district for purposes of serving the respective farmer communities;
- vii) **Poor quality of agricultural inputs:** the quality of agricultural inputs and products continues to depreciate hence fetching little returns for the desperate farmers that are already battling effects of adverse and less predictable rain patterns. It was recommended that, there should be surveillance against counterfeit products as well as a review of 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; and
- viii) **Climate Change and environmental degradation-** It was observed that the effects of climate change on the environment and other sectors of the economy are enormous. The Ministry of Water and Environment should support Local Governments to mainstream and institutionalize Climate Change interventions within all Sectors.

2. INTRODUCTION

2.1 Background

Section 9 (1) of the Public Finance Management Act, 2015 (Amended), requires each Accounting Officer, in consultation with the relevant stakeholders, to prepare a Budget Framework Paper for the vote, taking into consideration balanced development, gender and equity responsiveness for onward submission to the Ministry of Finance, Planning and Economic Development.

In addition, Section 13 (2) of the PFM Act 2015 requires that the proposed annual budget shall be prepared in consultation with the relevant stakeholders. On this account, therefore, the Ministry of Finance, Planning and Economic Development held nation-wide Regional Budget Consultations for FY 2021/2022 with all the Local Governments' Technical and Political Leaders from 28th September to 16th October, 2020 as per the attached program in **Annex I**.

During budget preparation, trade-offs and prioritization among programs must be made to ensure that the budget fits Government policies and priorities. Relatedly, the Ministry of Finance, Planning and Economic Development is charged with supporting local capacity development for national planning and, in particular, providing support and guidance to the Local Governments and Lower Local Governments mandated with decentralized planning; including annual budget planning and preparation.

2.2 Objectives of the Workshops

The overall objective of conducting the consultative workshops was to engage the Political and Technical Local Government authorities with regard to prioritization among Governments strategies, programs and interventions while ensuring that the budget for FY 2021/22 is responsive to the plight of Ugandans. The specific objectives, however, included the following:

- i.) Firstly, to discuss challenges affecting service delivery, and agree on measures for improvements at the Local Government level;
- ii.) To Discuss the implications of the Third National Development Plan (NDPIII) for Local Governments and ensuring programmatic approach to budgeting and planning;
- iii.) Present the proposed Budget Strategy for FY 2021/22; and,
- iv.) Disseminate the Indicative Planning Figures (IPFs) for FY 2021/22, and Programme Grant Guidelines highlighting policy changes in line with the third National Development Plan (NDP III).

2.3 Modality of the workshops

Just as the case it was for the National Budget Consultative workshop held on the 17th September 2020, the Local Government consultative workshops were physically attended by a select few, with the majority attending through virtual platforms. The number of participants were reduced by half as compared to the previous years. This was as a result of the unprecedented effects of the devastating COVID-19 pandemic SOPs.

The workshops lasted two days for each cohort of Local Governments and were conducted through plenary presentations and discussions that often yielded varied ideas and fruitful sharing of knowledge and experiences not only across Local Governments, Cities and Municipalities but also for the Central Government and Civil Society. The key presentations upon which deliberations were based during the plenaries were made by various presenters.

In addition, parallel sessions were held in the afternoons of day one in each cluster, with discussions focused on strategic directions in line with the Third National Development Plan (NDP III) programme approach, and to identify specific policy measures that can cushion the local communities against the devastating impacts of the global COVID-19 pandemic. The areas of focus was as per the NDPIII objectives and these included the following; (i) Enhancing value addition in key Growth Opportunities; (ii) Strengthening Private Sector capacity to drive growth and create jobs; (iii) Consolidating and increasing the stock and quality of the population; and (iv) Strengthening the role of the State in Development. All agreed actionable areas from the parallel sessions were often presented, on the second day, to the plenary sessions and key policy/administrative issues were documented for implementation by the various stakeholders.

2.4 Facilitators for the Workshop sessions

The sessions were facilitated by Senior Officials drawn from the Central Government Institutions, particularly those with direct Conditional Grants and other Government Transfers and the Civil Society Organizations as detailed under **Annex II**.

2.4.1 Presiding Over the Opening Sessions;

The workshops were opened by the Honorable Ministers of Finance, Planning and Development and the Top Technical Officers from this Ministry (**Annex III**).

2.4.2 Workshop Session Chairpersons;

The Top Management of the Sector Ministries chaired the various sessions of the Budget Consultative workshops as a measure for them to interact and share key service delivery experiences with Local Governments, the budget related issues, service delivery challenges and possible measures to address them.

2.5 Participants

As compared to previous years, the workshops were attended by a limited number of participants from both the District, Cities and Municipal Councils inline with Covid-19 SOPs. These included: the Resident District Commissioners (RDCs), Chairpersons of District Local Governments; Mayors for Municipal Councils and Cities, Speakers of both Municipal, Cities and Districts, CAOs, Town Clerks, and District Secretaries of Finance, Chief Finance Officers for Districts, City and Municipal Treasurers; and selected Local Government Heads of Departments.

2.6 Workshop Venues

The consultative meetings were held in observation of the COVID-19 Standard Operating Procedures (SOPs) across the Country in four regions of Eastern, Central, Western and Northern Regions. Districts, Cities and Municipal Councils were grouped into 6 clusters for each of the Centers in the regions (**Annex IV**).

2.7 Structure of the report

The rest of this report is structured in five main Sections. Section One about Introduction, Section Two is on Presentations made, Section Three covers the key presentations at the Workshops; Chapter 4 details the Issues and recommendations raised at the local government works, while Chapter 5 captures and Emerging Issues and Conclusions.

3. PRESENTATIONS AT THE WORKSHOPS

3.1 Budget Strategy for FY 2021/22

The Meetings were informed that, the unprecedented COVID-19 pandemic had caused a reduction in domestic revenue leading to increase in our fiscal deficit from 4.9% in FY 2018/19 to 7.2% in FY 2019/20 and is projected to widen further to 9.8% in FY 2020/21.

The above notwithstanding, it was noted that Government had taken aggressive measures which had since reversed the COVID-19 induced negative trends. Such measures included Economic recovery interventions including moratoriums on loan payment for borrowers under stress; and the provision of affordable financing for both small, medium and large-scale enterprises through the Uganda Development Bank (UDB), Uganda Development Corporation (UDC), the Agricultural Credit Facility (ACF) and the Micro-Finance Support Centre (MSCL). Coupled with the payment of domestic arrears, various tax reliefs to business enterprises shall enable the Ugandan private investors to weather the CoVID-19 storm.

Further, the Honorable Minister asserted that, the Theme for the Budget of FY2021/22 is ***Industrialization for Inclusive Growth, Employment and Wealth Creation***. The strategy shall primarily focus on the following three broad areas, namely: -

- i **Economic Recovery** to increase production, supply of goods and services, and boost aggregate demand and external market access;
- ii **Sustaining Livelihoods** by addressing poverty vulnerability, regional income inequalities, and create jobs; and,
- iii **Investment in Key Growth Enablers** primarily Infrastructure and Skill Development.

The Meetings were informed that, the FY2021/22 Budget Strategy shall address the Covid-19 associated challenges in the context of the third National Development Plan implementation and. The Budget Strategy shall address key interventions to achieve among others the following outcomes;

- i. Increased investment in the real economy in order to generate employment and increase products for import substitution and exports;
- ii. Enhanced quality of social services to build human capital , especially the youth that constitutes majority of the population;
- iii. Enhance efficiency of physical infrastructure to enhance productivity; and,
- iv. Enable Provision of Affordable financing to unlock entrepreneurial potential and improve competitiveness.

It was further noted that, locally raised revenue shall form part of the financing sources of the Budget for the coming FY 2021/22. Local Governments were urged to strengthen their respective

revenue administration and collection measures to raise more revenues amidst the Covid-19 Pandemic challenges by having in place the right policies, by-laws and ordinances that promote Local Revenue Enhancement and Tax Collection, skilling and expertise generation in the areas of planning and overall management of tax administration.

3.2 National Development Plans and the Annual Budgets

3.2.1 Programmatic approach to budgeting and Planning

This presentation emphasized that, the Third National Development Plan (NDPIII) adopted a programme approach to planning, budgeting, and implementation and reporting. Further, the presentation noted that the programme approach to planning aims at; (i) Focusing on delivery of common results; (ii) Providing a logical framework for anchoring the Program-Based Budgeting System (PBS); (iii) Enhancing synergies across actors to reduce a ‘silo’ approach to implementation; and (iv) Providing a coordinated framework for implementation, monitoring and reporting for improving delivery of results.

It was also stressed that; (a) All Local Government Votes must finalize and submit their Local Government Development Plans (LGDPs) to the National Planning Authority (NPA) by end of **October, 2020**; (b) Preparation of the Budget Framework Papers (BFPs) should be geared towards delivering programme outcomes and outputs in the LGDPs; and (c) Respective Certificates of compliance shall be produced by **15th March 2021**.

3.2.2 Systems Implementation of NDP III

The Participants were informed that, following the approval of NDP III, a comprehensive review has been undertaken to align the Chart of Accounts to the NDP III structure and to eliminate duplications and overlaps in revenue and expenditure codes in both the IFMS and PBS systems. Local Governments were therefore expected to prepare their budgets for FY 2021/22 in line with the revised Chart of Accounts and PBS structure. No budget adjustments shall be allowed during execution.

3.3 The Local Government Investment and Enterprise (LGINE) Framework

This presentation was made by Ministry of Finance, Planning and Economic Development in regard to the recently developed investment profiling framework as conceptualized from Government’s emphasis on private sector-led industrial development. **LGINE framework strives to;** (i) To track investments and associated enterprises being created at Local Governments; (ii) To avail in-depth information on the value chains that are existent at Local Governments Level; and (iii) To form a basis on the analysis of Job Creation, Incomes and Economic Growth for investment led and productivity cantered economic growth.

The workshops were informed that the framework was aligned to the NDP III programme of the Private Sector Development; which aims at achieving a balanced growth. Therefore, the data shall enable identification of economic activities within each Local Government. It was further emphasized that the NDP III emphasizes the role of Government in unlocking investments in strategic economic areas of the private sector at different levels of Local Governments.

3.4 Guideline on Environmental Safeguards

The Guidelines on Environmental Safeguards were presented by the Ministry of Water and Environment for purposes of serving as administrative tools aimed at ensuring the integration of

environment, climate change and social concerns in all stages of project development at all levels including central, district and local levels, with full participation of the people as means of minimizing environmental and social impacts.

In addition, the participants were informed that these guidelines shall ensure compliance to environment and climate laws by specifying appropriate roles and responsibilities, outline the necessary reporting procedures for managing and monitoring environment and social concerns by Local Governments and project contractors.

It was emphasized that before the commencement of any project works/project implementation for the referenced budget period, the respective Local Government should adhere to the following steps; (i) Conduct Environment and Social screening; (ii) Prepare the necessary safeguard documents basing on the results of the screening exercise; (iii) Integrate Environment, Social, Health and Safety (ESHS) requirements into the designs, BoQs, bidding and contract documents; (iv) Conduct Monitoring and reporting during project implementation; and (v) Undertake appropriate Project Completion and closing.

3.5 Guidelines on Implementation of Social, safety and Health safeguards by Local Governments

These Guidelines were presented by the Ministry of gender, Labour and Social Development, which articulated that these Guidelines were aimed at providing direction on how to mitigate social, safety and health risks during the planning, design and implementation stages of programmes and projects at Local Government level.

It was emphasized that in liaison with the Ministry, the District Community Development Officer and the Labour Officer shall be the focal persons for the implementation, monitoring, and supervision to the Community Development Officer at Lower Local Government (LLG) level.

3.6 Perspective on the Improvement of Service Delivery

This presentation was made by the Civil Society Budget Advocacy Group (CSBAG), which commended Government for closely working with Civil Society organizations to bring citizens' voices in the formulation of annual budgets over the years.

Examples of exceptional service delivery were cited as the Upgrading of Health Facilities, in particular, the Health Center IIs that were upgraded to HC IIIs under the Uganda Intergovernmental Fiscal Transfers (UGIFT) project. With the continued countrywide construction of Seed Secondary Schools, significant progress had been made in improving infrastructure of schools which had long been in a sorry state.

4. ISSUES AND RECOMMENDATIONS RAISED AT THE LOCAL GOVERNMENT WORKSHOPS

4.1 CROSS CUTTING KEY POLICY AND ADMINISTRATIVE ISSUES AFFECTING SERVICE DELIVERY IN LOCAL GOVERNMENTS

4.1.1 Operationalization of New Cities

The Participants were informed that Government approved the creation of fifteen (15) new cities, and ten (10) of these namely: Arua, Gulu, Lira, Soroti, Mbale, Jinja, Masaka, Fort Portal, Hoima, and Mbarara have been operationalized in the current FY 2020/21. The other remaining five cities will be operationalized in the medium term. The creation of these cities led to changes in boundaries and shifting of some Administrative Units in the Districts where these cities were created. Therefore in FY 2021/22, the Districts whose sub-counties has been annexed to the Cities shall have their IPFs adjusted accordingly and the respective Accounting Officers were expected to budget accordingly.

Recommendation

Local Governments should transform new Cities into excellent centres of production and industrialization; by improving physical planning in all the Divisions in line with the National Urban Policy, and making sure that respective urban infrastructure facilities are upgraded.

4.1.2 Budget Adjustments during execution

It was noted that MOFPED continues to receive numerous requests for budget adjustments including virements after budget approval. This was attributed to weak participation in the planning and budgeting process; a sign that Accounting Officers and Heads of Departments were not actively coordinated and involved in the budget preparation process.

Recommendation

The participants were informed that once the Budget is approved, it could only be adjusted within the provisions of the PFM Act 2015. It was therefore urged that to avoid reoccurrences of this nature, all Accounting Officers and respective cost centre managers should take keen interest in budget preparation process, during the planning for FY 2021/22 and over the medium term.

4.1.3 Non-adherence to Budget Guidelines

During the consultations, it was noted that some Local Governments do not budget using the issued guidelines; largely on account of late issuance of Guidelines by the relevant MDAs, while some Local Governments are often reluctant to use these Guidelines and as such their budgets are not aligned to Government priorities.

Recommendation

It was stated that any Local Government Budgets that shall not be prepared in line with the issued Guidelines shall be rejected effective FY 2021/22. In case of non-issuance of new Guidelines, by the 2nd BCC, Local Governments were advised to use the latest available Guidelines.

4.1.4 Donations, External Financing and Other Government Transfers from MDAs

Mofped noted with concern that a number of Local Governments actively engage with various Development Partners for off-budget support and donations; yet these resources are at times not

captured in the budgets submitted under the PBS and IFMS, thus causing numerous supplementary requests and delays in service delivery. Relatedly, under/over estimation of these external inflows, greatly affects budget execution and comprehensive reporting at the end of the Year. In addition, such funds that are not directly appropriated under Local Government Votes usually do not have clear budget lines hence various adjustments requests during execution leading to delays and unspent balances at the end of the Financial Year. These include; Uganda Road Fund and NUSAF, among others.

Recommendation

Starting FY 2021/22, Local Governments requested to make reliable projections from respective MDAs and Development Partners and ensure that these are properly captured in your respective budgets estimates in the Program Budgeting System (PBS).

4.1.5 Delayed payment of Salary, Pension, and Gratuity Arrears

It was noted that, despite MOFPED releasing all salary, pension and gratuity arrears by the first quarter of every financial year, most of the verified claimants had not been paid. This was unacceptable given that these claims were submitted by Accounting Officers.

Recommendation

It was communicated that effective FY 2021/22, the requirements for appointment of an Accounting Officers shall be adjusted to include accountability for arrears and timely payment of arrears during financial reporting.

4.1.6 Low Absorption of Development Budget

It was observed that there are delays in implementation of projects at the Low Governments leading to low absorption of project funds meant for decentralized services largely on account of late procurement, poor monitoring and supervision of projects, among others. These were revealed by the Auditor General's report, PAC and the Budget monitoring reports by both BMAU and the Intergovernmental Fiscal Transfer Reform Program (UGIFT) joint monitoring activities for construction of Seed Secondary Schools and upgrade of Health Center IIs to Health Center IIIs.

Recommendation

Local Governments were urged to make adequate provisions to cater for investment service costs including monitoring and supervision for the respective Local Governments during the budget process for FY 2021/22.

4.1.7 Timely responses to issues raised by Parliament

The Meetings observed that there was lack of timeliness in responding to issues raised by Parliament, with the preceding report of Parliament noting a number of issues including; understaffing, stock out of medicines, poor revenue collection, unaccounted for funds and poor management of Government Assets alluding to poor planning and laxity of management in Local Governments contrary to Section 53 of the PFM Act, 2015.

Recommendation

Local Governments were requested to 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.

4.1.8 Asset Management

It was highlighted that the Government has continues to heavily invest in the acquisition of public assets in order to deliver on the Country's priorities under the National Development Plans towards rapid national economic growth and transformation. On a da note, however, there is minimal maintenance of any created assets, which later dilapidate owing to negligence and poor management.

Recommendation

It was re-echoed that in line with Section 34(1) of the Public Finance Management Act (PFMA) 2015 (Amended), it is the responsibility of Accounting Officers to manage assets and inventories under their respective votes. This should be done by exercising sound asset management throughout the asset life cycle, through ensuring that a plan for the acquisition of the right assets is made, resources allocated accordingly to maintain all the assets under their control in good working conditions and provide a comprehensive and complete asset register at all times.

4.2 PROGRAMME SPECIFIC CONCERNS AND RECOMMENDATIONS ON SERVICE DELIVERY FY2021/22

4.2.1 Human Capital Development Programme

4.1.1.1 Inadequate infrastructure in schools;

According to the Civil Society, surveys conducted in the Districts of Tororo, Palisa, Butebo, Kamuli, Kaliro, Iganga MC and Kamuli MC, it was noted that the Education Sector was continually facing inadequate classroom blocks, yet enrollment had grown for most schools but the number of classroom blocks remained constant, while some cases had collapsing blocks and others dilapidated contributing to poor performance in these schools.

Recommendation

Government was urged to allocate more resources under the School Facilitation Grant to improve infrastructure in public schools in order to create conducive learning environment and motivation of staff through construction of more classroom blocks and provision of staff quarters.

4.1.1.2 Lack of staff quarters in most schools;

Most of the schools visited by the District Education Officers (DEOs) lacked staff quarters for the teachers; while some teachers slept in designated classrooms and/or in dilapidated buildings. This coupled with the COVID-19 restrictions on movements between school and home, had severely affected Teachers' wellbeing and anticipated effectiveness in service delivery.

Recommendation

It was recommended that for most schools under construction and/or already in existence, there was need to construct staff quarters within the proximity of the respective schools, especially in rural areas.

4.1.1.3 Inadequate infrastructure in Health Facilities

It was reported that during upgrading Health Centre IIs to Health Centre IIIs, some critical facilities were omitted. Examples included Tororo District where it was reported that construction of the maternity Wards did not cater for an Antenatal clinic room; forcing health workers to improvise. In addition, the new facilities at Kasokwe HC in Kaliro District had no staff quarters.

Recommendation

The District Local Governments and the Ministry of Health should appropriately plan to construct adequate infrastructure, including medical staff houses and attendant facilities.

4.1.1.4 Inadequate equipment in Health Facilities

It was noted that most of the Health Center IVs (HCIVs) lacked support equipment such as x-rays except for General Hospitals which requires patients to travel long distances to access the medical services, in under the restrictive movements induced by the COVID-19 pandemic.

Recommendation

The Ministry of Health should avail appropriate medical equipment such as X-ray machines to both existing and newly constructed to all HC IVs to support medical workers in diagnosing patients.

4.1.1.5 Inadequate staffing in Health Facilities

Despite the efforts made to recruit more health workers with the UGIFT – AF provision, staffing gaps still remain especially in rural districts which continue to fail to attract and retain health workers. It was re-echoed that low staffing levels have affected the quality of health service delivery.

Recommendation

The Ministries of Health, Public Service and Local Governments should enhance the wage components of their Local government budgets to cater for additional recruitment of health workers to match the number of patients seeking medical attention as well as approved staff structures at the Health facilities. In addition, all Local Governments that have additional wage for recruitment for the UGIFT facilities should ensure that they recruit urgently by December 2020.

4.1.1.6 Low pay for Health workers

It was reported that despite efforts to recruit more health workers, staffing gaps still remained especially in rural districts which continue to fail to attract and retain health workers; even for the newly constructed Health facilities.

Recommendation

In liaison with the Ministry of Health, the Ministry of Public Services should review the salary structure for Health workers at the Lower Local Governments as a motivation for dedicated service delivery.

4.2.2 **Agro-Industrialization**

4.2.2.1 *Inadequate Storage Facilities:*

The workshops were informed that farmers continually face post-harvest losses largely on account of inadequate storage facilities in the rural countryside.

Recommendation

It was suggested that the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) should increase investments in post harvest handling facilities; including but not limited to buffer silos/stores per district for purposes of serving the respective farmer communities.

4.2.2.2 *Poor quality of agricultural inputs*

It was reported that the quality of agricultural inputs and products continues to depreciate hence fetching little returns for the desperate farmers that are already battling effects of adverse and less predictable rain patterns.

Recommendation

There should be surveillance against counterfeit products as well as a review of 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.

4.2.2.3 *Unacceptably low and fluctuating prices.*

The participants stated that the 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. This was noted to have dissuaded many farmers from embracing agricultural credit facilities in subsequent seasons.

Recommendation

Government should purchase surplus produce from farmers since it can efficiently afford storage and warehousing capacity as a move to stabilize farm gate prices for agricultural produce.

4.2.2.4 *Changing weather patterns*

It was reported that 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.

Recommendation

MAAIF should establish training programs for farmers across the country on water harvesting for irrigation.

4.2.3 Mineral Development

4.2.3.1 High Power Tariffs

The participants questioned why electricity power tariffs are persistently high. In addition, it was stated that, the tariffs set by REA is higher than UMEME's charges because this was seen as encouragement for very high charges against the affordability of the masses.

Recommendation

There participants called for a review of the electricity power tariffs to ensure affordability.

4.2.3.2 Low connectivity to the power grid

The participants noted that, many trading centers, especially in the remote areas have no power grid lines and as such causing low connectivity to the national grid.

Recommendation

Rural Electrification Agency (REA) was requested to scale up efforts towards connection of rural centers to the national power grid line.

4.2.3.3 Loss of Tax Revenue from mineral exploration

The meeting noted that Government was losing a lot of revenue in the mining sector due to absence of tax administrative units at the Mining Centers. An experience by the Ugandan bench marking Mission to Tanzania revealed that in Tanzania, the Revenue Authority and respective Local Government Units had representatives at the Mining centers that ensured all the beneficiary parties benefited equitably.

Recommendation

It was recommended that MEMD, MOFPED and MoLG 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.

4.2.4 Sustainable Development of Petroleum Resources

4.2.4.1 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.

Recommendation

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.

4.2.5 Tourism Development

4.2.5.1 Lack of compensation for damage 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. On the contrary, however, when wild animals are killed by humans there are fines and life imprisonment administered.

Recommendation

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. In addition, there is need to put up an electric fence to keep away wild animals in the game park

4.2.6 Natural Resources, Environment, Climate Change and Water Management

4.2.6.1 Illegal logging and destruction of wetlands

It was noted that Despite a number of Local Governments passing ordinances to curb illegal logging and commercial charcoal burning, enforcement of these ordinances still remains a huge challenge partly due to the inadequate financing of the natural resources departments. In addition, destruction of wetlands through illegal settlements and human encroachments have persisted in most parts of the country.

Recommendation

There is need for stronger enforcement of the current laws and ordinances if the environment is to be protected and conserved.

4.2.6.2 Limited funding

It was decried that there is limited funding at the Lower Local Governments to enforce any regulations by the Authorities.

Recommendation

There is need to increase operational budget to natural resource department to enhance enforcement.

4.2.6.3 Lack of climate smart curriculum

The participants decried lack of a standard curriculum of climate smart investments especially in Agriculture.

Recommendations

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.

4.2.7 Private Sector Development

4.2.7.1 *Suspension of taxi fees*

Suspension of taxi fees following H.E the President's directive to suspended taxi fees has affected Local Revenue collections at the DLGs.

Recommendation

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.

4.2.8 Manufacturing

In addition to the unreliability of power, the high electricity tariffs were cited as a hindrance to optimum operationalization of cottage industries.

Recommendation

It was recommended that the power tariffs for factories should be further reduced since these are very critical in the value addition chain by not only offering ready markets for the produce by the farmers but also offering jobs to many unemployed youths in the rural countryside.

4.2.9 Digital Transformation

4.2.18.1 *Inadequate IT based tools and systems*

The consultations noted that the existing tools and systems were not capable of delivery the programmatic plans and budgets.

Recommendation

It was recommended that the Government should undertake a review and upgrades of existing systems in alignment with the newly rolled out programmatic plans and budgets.

4.2.10 Integrated Transport and Infrastructure Services

4.2.10.1 *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.

Recommendation

Local Governments should prioritize the routine maintenance of the community access roads.

4.2.10.2 *Discrepancy in Cost Estimates for Works Projects*

The participants questioned the continued 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.

Recommendation

The participants proposed that the hybrid procurement model used 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.

4.2.10.3 *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.

Recommendation

The Ministry of Works and Transport should 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.

4.2.11 Sustainable Energy Development

4.2.11.1 *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.

Recommendation

The Ministry of Energy and Mineral Development was urged to consider proposals for the development of a Geo-thermal power plant at Amurupi in Panyimur Sub-county.

4.2.12 Sustainable Urbanization and Housing

4.2.12.1 *Poor Urban waste management*

Urban waste disposal management especially in most urban centers is still a challenge, not only does this impose a huge risk to public health but also leads to environmental degradation. The situation is likely to deteriorate further for the recently created cities given the anticipated volume of activities.

Recommendation

Local Governments should shift focus towards recycling of the waste generated instead of dumping. In addition, continuous public awareness about waste segregation at source which makes it easier for recycling and management.

4.2.12.2 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.

Recommendation

It was recommended that Local Government leaders should keep abreast with the Land Act and any related laws and regulations so as to effectively manage contentious land evictions.

4.2.13 Community Mobilization and Mindset Change

4.2.13.1 Inadequate sensitization on Government Development programs

It was noted that Government Officials had not done enough to popularize Government programmes and interventions aimed at eliminating poverty especially in the rural countryside.

Recommendation

Local Governments were called upon to use mass media to mobilize communities towards effective implementation of Governments programmes. This is aimed at eliminating information asymmetries as well as enhance positive reception of Government interventions in the host communities.

4.2.13.2 Inadequate Financing to Gender Based Violence (GBV)

There has been an increase in domestic violence, teenage pregnancies and child abuse, worsened by the COVID-19 lockdown with over 5,552 cases of Gender Based Violence (GBV) reported countrywide through different reporting mechanisms for the period March - April 2020 (Ministry of Gender, Labour and Social Development). Despite the increasing cases, 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.

Recommendation

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

4.2.14 Innovation, Technology Development & Transfer

4.2.14.1 Poor Internet Connection

The Meetings noted that to date, a number of Local Governments, especially the Lower Local Governments are yet to be connected to the internet, yet it is slow and unsteady for some of the connected LGs which often implies moving long distances to access internet based services.

Recommendation

Government was urged to extend the National Backbone infrastructure countrywide to ensure appropriate coverage for rural Government facilities.

In addition, participants proposed the need 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.

4.2.15 Regional Development

4.2.15.1 Lack of information on external financing to Local Governments

The participants noted lack of adequate information relating to appropriation of external financing received in the course of a financial year. Local Governments indicated challenges as to how to deal with external financing received in the course of the financial year after the Budget has been appropriated.

Recommendation

The meetings were informed that Local Governments should refer to the circular issued by Ministry of Finance, Planning and Economic Development where Accounting Officers are required to declare the new financing to the council for appropriation and subsequently revise their Programme Budgeting System accordingly.

4.2.15.2 Exclusion of Refugees in the planning of budgets

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 153,000 refugees.

Recommendation

The Meetings were informed that OPM only houses the DINU Secretariat but that implementation of activities is done by other partners like UNICEF, GIZ, UNCDF among others. However, it was emphasized that refugees have specific implementing partners like UNHCR who specifically plan for refugees. Obongi was part of Moyo at the DINU inception meaning that Obongi as a district was not specifically planned for by the above DINU implementing partners. OPM was requested to guide any sponsors on the IPFs for refugees in the various host districts.

4.2.15.3 Unfair sharing of revenues between the Center and Local Governments

It was raised during the consultations that all high revenue generating areas were being taken over by Uganda Revenue Authority, often with minimal consultations with the hosting Local Governments. A case in point were the Taxi and bus park fees whose collection had been taken over by the URA in some LGs while some factories in some districts do not pay Local Revenue alluding to reconciliations with the URA.

Recommendation

There is need for a revenue sharing policy for purposes of harmonious appropriation of revenues between URA and the respective Local Governments

4.2.16 Governance & Security Strengthening

4.2.16.1 Creation of new Administrative Units without corresponding budgets to cater for their facilitation

It was observed that the Government has continually created new administrative Units without corresponding budget allocations for operationalization of those units. Worse still, the Electoral Commission has proceeded to elect political leaders for administrative units that are yet to be operationalized yet these need facilitation and office space.

Recommendation

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.

4.2.16.2 Lack of official vehicles for political leaders

The meetings noted that a number of political leaders especially mayors do not have vehicles on account of limited funding, which hampers service delivery.

Recommendation

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.

4.2.17 Public Sector Transformation

4.2.17.1 Request for re-allocation of salary wage

A request was made for MoFPED to allow local governments to reallocate salaries to other critical local government activities that may have a surplus on wage during execution of the budget.

Recommendation

It was made clear to the participants that the budgets for wage are protected against arbitrary reductions and rather advised that LGs should liaise with MoFPED on the need alignment of wage budgets to avoid surplus that may never be utilized throughout the Financial Year.

4.2.17.2 Low absorption of funds

It was noted that a number of LGs continue to return resources to the National Treasury for funds that are appropriated in Ministries, Departments and Agencies but transferred to LGs during execution hence depriving beneficiaries of essential service provision. It was quoted that according to the GAPR 2020, the Public Sector Management Sector was given 74% of its budget in FY2019/2020 but still, only 54% of this was absorbed.

Recommendation

MoFPED was tasked to undertake a comprehensive review to address the various absorption bottlenecks in MDAs and Local Governments.

4.2.17.3 Staffing gaps at DLGs

It was reported that Local Governments have persistently failed to substantively fill all the Heads of Department positions. In fact, only 8% of all LGs had filled all their staffing positions substantively according to the LGPA 2019 report by the Office of the Prime Minister. The new programme approach introduced cluster heads with additional responsibilities which require substantive Heads of Department.

Recommendation

Local Governments and the Ministry of Public Service should prioritize filling of key staff positions especially where there is a wage allocation to ensure improvement in service delivery. As such, LGs should recruit substantive Heads of Departments, among others, where gaps exist.

4.2.17.4 Capacity gaps for LG staff

It was observed that due to recruitment of new staff and transfers across various LGs, there were glaring gaps in skills needed to execute specific assignments, including navigation of IT based systems.

Recommendation

The 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.

4.2.17.5 Low salaries for Civil Servants

The consultations yielded that 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.

Recommendation

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. In addition, Government should reinstitute the recently suspended revised duty station allowances for civil servants, as a bridge to the difficulties in the execution of official duties.

4.2.17.6 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.

Recommendation

MoPS should fast track staff due for retirement and liaise with respective Local Governments for harmonized planning and transition to effectiveness of pension payments to officers retiring.

It was further recommended that where variations in date of Birth arise, the date of birth provided on entry into service should supersede and as such, be subsequently considered to eliminate the lengthy contentions to dates of retirements and eventual sabotage of effective planning and payment of pensions and Gratuity.

4.2.18 Development Plan Implementation

4.2.18.1 *Limited capacity to implement Programmatic approach to planning and budgeting*

It was noted that a lot desired to be undertaken in realignment of Local Government structures and activities towards the newly rolled out programmatic approach to planning and budgeting. This comes at a time of limited understanding of the concept yet capacity deficiencies continue to constrain service delivery

Recommendation

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

4.2.18.2 *Inadequate IT based tools and systems*

The consultations noted that the existing tools and systems were not capable of delivery the programmatic plans and budgets.

Recommendation

It was recommended that the Government should undertake a review and upgrades of existing systems in alignment with the newly rolled out programmatic plans and budgets.

4.2.18.3 *Absence of Senior Management at the Consultations*

The meetings noted with great concern inadequate representation of senior Central Government Officials in the Local Government Budget Consultative workshops. This often has resulted in unsatisfactory reactions to urgent issues raised by the participants.

Recommendation

It was recommended that senior Central Government 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.

4.2.18.4 *Overlapping mandates*

There is overlapping mandates between central votes and Local Governments as well as poor relationships amongst Local Governments and Implementing Agencies

Recommendation

There is need to rationalize Government to avoid duplication and overlapping of mandated and harmonize working relations amongst MALGs.

4.2.18.5 *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. In addition, central government implements projects in the Local Governments without their participation which affects, the ownership, monitoring and maintenance of the projects at the Local Governments.

Recommendation

There is need for effective communication and information sharing across all stake holders at the Central and Local Governments.

4.2.18.6 Limited involvement of Local Governments in design of projects

The participants stated that 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.

Recommendation

There need for increased involvement of Local Governments during the design and implementation of projects by MDAs.

5. EMERGING ISSUES AND CONCLUSION

5.1 EMERGING ISSUES

5.1.1 Midterm review of pronouncements at the Workshops

Basing on the nature of discussion and commitments made during the consultations, it is necessary to consider an assessment on the adoption and implementation of the pronouncements made by the Ministries, Agencies, Departments and Local Governments. This shall give rise to incremental assessment of Government efforts in addressing the repeat concerns of the Local Governments

5.1.2 Attention to official communication

It emerged from the discussions that a number of staff at the DLGs do not pay attention to the details in the Ministry's communications which often causes delays in interpretation and implementation of policies.

5.1.3 Timely communication of outcomes from the consultations

There is increasing call for timely dissemination of the outcomes from the consultative workshops for ease of implementation of the recommendations during the preparation of the respective budgets.

5.2 CONCLUSION

Overall, the consultations were very successful especially engagement with the Local Governments on the budget priorities as well as the need for programmatic approach to planning and budgeting for FY 2021/22. Sharing of this report with all stakeholders shall go a long way in ensuring fast tracking of the pronouncements made at the consultative workshops.

ANNEXES

Annex I: PROGRAMME FOR THE LOCAL GOVERNMENT BUDGET CONSULTATIVE WORKSHOPS FOR FY 2021/22

DAY ONE

| TIME | ACTIVITY | FACILITATOR | CHAIR |
|--|---|--|-----------------|
| SESSION ONE: PLANNING & BUDGETING FOR IMPROVED SERVICE DELIVERY OUTCOMES | | | |
| 8:00 - 8:30am | Registration | Secretariat | PS/ST |
| 8:30 - 9:30 am | Opening and Keynote address | Hon. Minister | |
| 9:30 - 10:00am | Alignment of Budgets to NDP III | NPA | |
| 10:00 - 10:20am | Measures for Improving Service Delivery- Experiences of the Civil Society | CSBAG | |
| 10:20 - 11:00am | Third National Development Plan (NDP III), Programme Planning Approach and improving efficiency in implementation of Government Programmes - LG Perspective | 4 LG Representatives | |
| 11:00 - 11:30am | Discussion | | |
| 11:30- 11:50 am | BREAK TEA/COFFEE | | District Leader |
| SESSION TWO: SAFEGUARDS AND GUIDELINES | | | |
| 11:50 – 12:10pm | Presentation on Environmental Safeguards | MoWE | |
| 12:10 - 12:30pm | Presentation on Guidelines on Social Safeguards | MoGLSD, | |
| 12:30 - 12:50pm | Presentation on PPDA Guidelines | PPDA | |
| 12:50 - 1:10pm | Discussion and Wrap up of Session | | |
| 1:10 – 2:10pm | LUNCH | | |
| SESSION THREE: ALIGNMENT OF LOCAL GOVERNMENTS TO NDPIII PROGRAMMES | | | |
| 2:10- 2:30pm | Presentation on Local Government Investment and Enterprise Framework | MoFPED | |
| 2:30 – 2:45pm | Presentation of the ToRs for Parallel Sessions | MOFPED | |
| 2:45 - 5:00pm | Enhance value addition in Key Growth Opportunities | MAIIF, MoWE, OPM, MoFPED, CAOs, Town & City Clerks | RDC |
| 2:45 - 5:00pm | Strengthen Private Sector capacity to drive growth and create jobs | MoFPED, LGFC, MoLG, NPA, CFOs | RDC |
| 2:45 - 5:00pm | Consolidate & increase stock and quality of Productive Infrastructure | MoWT, MoFPED, MoLG, District Engineers | RDC |
| 2:45 - 5:00pm | Increase productivity, inclusiveness and wellbeing of the population | MoPS, MoH, MoES, MoGLSD, PPDA, PHROs, DHOs, DEOs | RDC |
| 2:45 - 5:00pm | Strengthen the role of the State in development | OPM, LGFC, MoFPED, MoLG, District Planners, LCVs, Mayors | RDC |
| 5:00 – 6:00pm | EVENING TEA | | |

DAY TWO

| TIME | ACTIVITY | <i>FACILITATOR</i> | CHAIR |
|----------------------------|---|--------------------|-----------------|
| 8:00 – 8:30am | Registration | MoFPED | Secretariat |
| Group Presentations | | | Senior Official |
| 8:30 – 9:00 am | Enhance value addition in Key Growth Opportunities Session Report | LG Representative | |

| | | | |
|--|--|-------------------|--|
| 9:00 – 9:30am | Strengthen private sector capacity to drive growth and create jobs Session Report | LG Representative | |
| 9:30 – 10:00am | Consolidate & increase stock and quality of Productive Infrastructure Session Report | LG Representative | |
| 10:00 - 10.30 am | BREAK TEA/COFFEE | | |
| 10:30- 11:00 am | Increase productivity, inclusiveness and wellbeing of the population Session Report | LG Representative | |
| 11:00-11:30am | Strengthen the role of the State in development Session Report | LG Representative | |
| 11:30- 12:00 pm | Discussions | All | |
| SESSION 3: SUMMARY OF THE WORKSHOP ISSUES | | | |
| 12:00– 12:30 pm | Wrap-up | Secretariat | |
| 12:30 – 1:00 pm | Closing Remarks | Hon Minister | |
| 1:00 – 2:00 pm | LUNCH | | |

**ANNEX III: OPENING REMARKS FOR BUDGET CONSULTATIVE WORKSHOPS FOR
FY 2021/22**



KEYNOTE ADDRESS

By

Hon. Minister of Finance, Planning & Economic Development

At

**The Local Government Regional Budget Consultative Workshops
for FY 2021/22**

Hon. Members of Parliament,
Resident District Commissioners,
District Chairpersons and Your Worship the Mayors,
Chief Administrative Officers,
City and Municipal Town Clerks,
Heads of Departments,
Members of the Civil Society Organizations and Other Partner Groups
Technical Officers representing Central Government line Ministries, Departments, and Agencies,
Ladies and Gentlemen,

INTRODUCTION

1. I take this opportunity to welcome you all, to this workshop which kick starts the budget preparation process for FY 2021/22. This follows the National Budget Consultative workshop held on the 17th September 2020 which many of you attended either remotely through zoom or in person. Therefore, this workshop seeks to achieve the following objectives:
 - v. Firstly, to discuss challenges affecting service delivery, and agree on measures for improvements at the Local Government level;
 - vi. Discuss the implications of the Third National Development Plan (NDPIII) for Local Governments and ensure its alignment to the Budget;
 - vii. Present the proposed Budget Strategy for FY 2021/22; and,
 - viii. Disseminate the Indicative Planning Figures (IPFs) for FY 2021/22, and Programme Grant Guidelines highlighting policy changes in line with the NDPIII.

IMPACTS OF COVID – 19, OPPORTUNITIES AND LESSONS LEARNT

Impact of Covid -19 and Measures Undertaken to Reduce the Impact

2. Ladies and Gentlemen, this year's Budget consultations are being held amid unprecedented times caused by the Covid-19 pandemic and other natural disasters which have without exception, impacted on lives and economic activities across the world. This has led to a number of challenges as outlined below;
 - i. Reduction in domestic revenue leading to increase in our fiscal deficit from 4.9% in FY 2018/19 to 7.2% in FY 2019/20 and is projected to widen further to 9.8% in FY 2020/21;
 - ii. Rise in public debt, resulting from emergency financing needs to fight COVID-19;

- iii. Reduced Foreign Direct Investments;
- iv. Reduced remittances from Ugandans working abroad; and,
- v. Likely reduction in aid flows (grants/donor financing) which would create a void in budget support.

Measures Undertaken by Government to Address Covid-19

3. Therefore, in order to address Covid-19 impact, Government has undertaken a number of measures which have positive results, and these include among others;
 - i. Enhancing Health Systems by increasing health expenditures for both CoVID-19 related interventions and capacity strengthening; and providing support to Scientists and Innovators engaged in scientific research for Covid-19 interventions;
 - ii. Economic recovery interventions including moratoriums on loan payment for borrowers under stress; and the provision of affordable financing for both small, medium and large-scale enterprises through the Uganda Development Bank (UDB), Uganda Development Corporation (UDC), the Agricultural Credit Facility (ACF) and the Micro-Finance Support Centre (MSCL). Coupled with the payment of domestic arrears and various tax reliefs to business enterprises will enable the Ugandan private investors to weather the CoVID-19 storm; and,
 - iii. Social protection interventions including provision of relief food, increased coverage for the elderly under the Social Assistance Grant for the Elderly (SAGE), provision of agricultural inputs and the promotion of labour-intensive public works for urban youth.

Opportunities and Lessons Learnt from Covid-19 Impact

4. Ladies and Gentlemen, COVID-19 pandemic presents an opportunity for:
 - i. Rethinking Government fiscal strategy, most especially on domestic revenues mobilisation and improving public spending efficiency;
 - ii. Scaling up digitalisation of the economy, not only to minimise physical contacts of people but also to reduce cost by embracing e-Commerce, e-Conferences (even for events that would ordinarily require travel abroad), Telemedicine in areas of the country where application, e-Learning platforms, etc;
 - iii. Channelling more support to local industries to reduce reliance on imports of goods that can easily be manufactured locally, e.g., essential medical supplies like PPEs, testing kits and essential drugs, to safeguard Uganda from supply disruptions experienced during the onset of COVID-19;
 - iv. Need to improve the linkage of citizens' biometric data to electronic payment systems to improve targeting of relief assistance through cash transfers. There were considerable delays in the physical identification and distributions of relief items;

- v. Need to increase focus on public health/preventive measures and community mobilisation on mindset change e.g. on the installation and use of handwashing facilities at households and public places, good nutrition, etc; and
 - vi. COVID-19 effects went beyond health and the economy e.g. there were increase in cases of domestic violence for which the Government needs to pay attention.
5. The above notwithstanding, we have learnt a number of lessons from Covid-19 related challenges such as; improved sanitation, emphasis on health prevention, elimination of wastage to improve efficiency of public resources, building domestic capacity for tourism, import substitution etc, and self-sufficiency in line with the NRM Ten (10) point programmes.
 6. These opportunities require us to re-focus our priorities as we start the planning and budgeting process for FY 2021/22 to ensure optimal allocation of resources to key economic stimulus areas.

KEY POLICY AND ADMINISTRATIVE ISSUES AFFECTING SERVICE DELIVERY IN LOCAL GOVERNMENTS

7. Ladies and Gentlemen, am aware that during the Budget Consultative Workshop for FY 2020/21, you raised several issues affecting service delivery in your respective Local Governments, and these issues will be addressed during the various programme discussions later in the day. I however wish to upraise you on the following critical issues that affect service delivery::

Operationalization of Cities

8. Government approved the creation of fifteen (15) new cities, and ten (10) of these namely: Arua, Gulu, Lira, Soroti, Mbale, Jinja, Masaka, Fort Portal, Hoima, and Mbarara have been operationalized in the current FY 2020/21. The other remaining five cities will be operationalized in the medium term. The creation of these cities led to changes in boundaries and shifting of some Administrative Units in the Districts where these cities were created. ***Therefore in FY 2021/22, the Districts whose sub-counties have been annexed to the Cities have had their IPFs adjusted accordingly and the respective Accounting Officers are expected to budget accordingly.***
9. I urge you to make these cities centres of production and industrialization, improve physical planning in all the Divisions in line with the National Urban Policy, and make sure that you upgrade all your urban infrastructure facilities.

Budgets Adjustments

10. Since the introduction of program budgeting implemented through the PBS, my Ministry continues to receive numerous requests for budget adjustments including virements after budget approval. This is due to weak participation in the planning and budgeting process, a sign that Accounting Officers and Heads of Departments are not actively coordinated and involved in the budget preparation process.

11. I wish to reiterate that, once the Budget is approved, it can only be adjusted within the provisions of the PFM Act 2015. Therefore, as you start planning for FY 2021/22 and over the medium term, all Accounting Officers and your respective cost centres managers must take keen interest in budget preparation process to avoid reoccurrences of this nature.

Non-adherence to Budget Guidelines

12. Relatedly, I note that some Local Governments do not budget using the issued guidelines, and this is due to late issuance of guidelines by the relevant MDAs, while some Local Governments are just reluctant to use these guidelines and as such their budgets are not aligned to Government priorities. Therefore, effective FY 2021/22, if no new guidelines are issued by the 2nd BCC, you are advised to use the latest available guidelines and any Local Government Budgets that will not be prepared within the issued guidelines will be **REJECTED**.

Donations, External Financing and Other Government Transfers from MDAs

13. Ladies and Gentlemen, we have noted that, where funds are not directly appropriated under Local Government Votes, they usually do not have clear budget lines hence various adjustments requests during execution leading to delays and unspent balances at the end of the Financial Year. These include; Uganda Road Fund and NUSAF, among others. Relatedly, my Ministry has noted with concern that, a number of Local Governments actively engage with various Development Partners for off-budget support and donations. However, these resources are at times not captured in the budgets submitted under the PBS and IFMS, thus causing numerous supplementary requests and delays in service delivery. Under/over estimation of inflows, greatly affects budget execution and comprehensive reporting at the end of the Year and this will not be tolerated.
14. Therefore, as you start the planning and budget preparation process for FY 2021/22, you are encouraged to get reliable projections from MDAs and Development Partners and ensure that these are properly captured in your respective budgets estimates in the Program Budgeting System (PBS).

Delayed payment of Salary, Pension, and Gratuity Arrears

15. I note that, despite my Ministry releasing all salary, pension and gratuity arrears by the first quarter of every financial year, most of the verified claimants have not been paid. This is unacceptable given that these claims were submitted by Accounting Officers. Effective, FY 2021/22 therefore, I have added accountability for arrears, and timely payment of arrears, on financial reporting to the requirements for appointment of an Accounting Officer.

Low Absorption of Development Budget

16. According to Auditor General's report, PAC and Budget monitoring reports by both BMAU and the Intergovernmental Fiscal Transfer Reform Program (UGIFT) joint monitoring activities for construction of Seed Secondary Schools and upgrade of Health Center IIs to Health Center IIIs (**copies of these reports will be shared in this meeting**) indicates that, there are delays in

implementation of projects at the Local Governments leading to low absorption of project funds meant for decentralized services largely on account of late procurement, poor monitoring and supervision of projects, among others. Therefore, as you start the budget process for FY 2021/22, you should make adequate provisions to cater for investment service costs including monitoring and supervision in your respective Local Governments.

Timely responses to issues raised by Parliament

17. A number of issues raised in the preceding report of Parliament include understaffing, stock out of medicines, poor revenue collection, unaccounted for funds and poor management of Government Assets alluding to poor planning and laxity of management in Local Governments contrary to Section 53 of the PFM Act, 2015. You are therefore reminded to provide information on a timely basis regarding the measures taken and policy actions to enable preparation of the Treasury Memorandum.

Asset Management

18. Government has continued to invest heavily in the acquisition of public assets in order to deliver on the Country's priorities under the National Development Plans towards rapid national economic growth and transformation. Therefore, in line with Section 34(1) of the Public Finance Management Act (PFMA) 2015 (Amended), it is the responsibility of Accounting Officers to manage assets and inventories under their respective votes. This should be done by exercising sound asset management throughout the asset life cycle by ensuring that a plan for the acquisition of the right assets is made, resources allocated accordingly to maintain all the assets under their control in good working conditions and provide a comprehensive and complete asset register at all times.

ALIGNMENT OF THE BUDGET TO THE NDP III

19. As you are all aware, the Third National Development Plan (NDP III) was approved by Cabinet. This Plan has adopted a Program Planning Approach (PPA) comprising eighteen (18) programs that are supposed to be aligned to Program Based Budgeting in order to strengthen the link between the resources provided to Institutions and the results stated in the NDP III. This has therefore necessitated;
 - i. Changing the MTEF/IPFs from sectoral to the Programme approach; and,
 - ii. Reconfiguring and aligning systems such as PBS and IFMS to the new Programme Planning approach.
20. Therefore, as you embark on the preparation of the next Budget, you are required to align your Local Government/City Strategic plan, annual work plans and Budgets to the NDP III Program structure. National Planning Authority will make a detailed Presentation on this Subject later today.

Systems Implementation of NDP III

21. Following the approval of NDP III, a comprehensive review has been undertaken to align the Chart of Accounts to the NDP III structure and to eliminate duplications and overlaps in revenue and expenditure codes in both the IFMS and PBS systems. You are therefore expected to prepare your budgets for FY 2021/22 in line with the revised Chart of Accounts and PBS. No budget adjustments will be allowed during execution.

THE BUDGET STRATEGY FOR FY 2021/22

22. The FY2021/22 Budget Strategy will therefore address the Covid-19 associated challenges in the context of the third National Development Plan implementation and. The Budget Strategy addresses key interventions to achieve the following outcomes: -
- v. Increased investment in the real economy in order to generate employment and increase products for import substitution and exports.
 - vi. Enhanced quality of social services to build human capital , especially the youth that constitutes majority of the population;
 - vii. Enhance efficiency of physical infrastructure to enhance productivity; and,
 - viii. Enable Provision of Affordable financing to unlock entrepreneurial potential and improve competitiveness.
23. Consequently, the Theme for the Budget of FY2021/22 is ***Industrialisation for Inclusive Growth, Employment and Wealth Creation***. The strategy will primarily focus on three broad areas, namely:-
- i. **Economic Recovery** to increase production, supply of goods and services, and boost aggregate demand and external market access;
 - ii. **Sustaining Livelihoods** by addressing poverty vulnerability, regional income inequalities, and create jobs ; and,
 - iii. **Investment in Key Growth Enablers** primarily Infrastructure and Skill Development.
24. Specifically for the Local Governments, these outcomes will be achieved through the implementation of the following key objectives to improve service delivery:-
- i. Enhancing value addition in key growth opportunities by: -
 - Promoting Value chains between farmers, nucleus processors, and markets for key agricultural commodities
 - Enhance Manufacturing capacity for import substitution and export promotion through provision of affordable financing, review of tariffs for intermediate inputs and development of industrial parks
 - Enhance mineral beneficiation with the development of the Crude Oil Pipeline and undertake studies for other minerals

- Support recovery of the Tourism Sector by enhancing conservation, efficiency enhancement through digital platforms and skill development
- ii. Enhancing private investment to create jobs by: -
- Facilitating provision of affordable investment financing for MSMEs;
 - Increase local participation through implementation of local preference schemes in procurement, including the use of locally available raw materials, labour and services;
 - Develop export market opportunities, especially in the Africa Continental Free Trade Area (AfCFTA)
- iii. Consolidating and increasing the stock and quality of productive infrastructure by: -
- Development and maintenance of inter-modal transportation, integrating roads, rails, air, and water transport
 - Enhance provision of affordable and reliable energy
 - Enhance the National Backbone Infrastructure (NBI) to support economy-wide digitalization, including e-Learning, e-Health Care/telemedicine and e-Commerce, among others
 - Enforce the development and implementation of physical plans across the country
- iv. Enhancing productivity and social wellbeing of the population by: -
- Building skills for manufacturing, minerals development and agro-processing, including the international accreditation of Technical and Vocational Institutions;
 - Addressing health sector needs to deal with the CoVID-19 pandemic, operationalising health facilities, especially at the Health Centre III level
 - Improve functionality of safe water points through routine maintenance and treatment, renew the environment including wetlands to address climate change effects such as flooding and landslides.
- v. Strengthen the role of the state in guiding and facilitating development by: -
- Strengthening Government implementation through better planning and budgeting using evidence-based policy formulation and implementation of the programmatic approach, improved public investment management and enhanced monitoring and evaluation; and,
 - Fight corruption in the public sector to improve public service delivery

FINANCING OF THE STRATEGY FOR FY 2021/22

25. The budget for FY 2021/22 will be financed using a mix of Domestic Revenues, Grants and Borrowings. The financing mix will be guided by;

- i) Boosting the Domestic Revenue Mobilization Strategy that targets Revenue-GDP ratio from about 13% currently to 18% in the next 5 years;
- ii) Limiting external borrowing to sustainable levels while prioritizing concessional funding and re-appraising public investment needs;
- iii) Reducing the level of Domestic borrowing from 3% to 1% of GDP in order to reduce the costs of debt servicing and crowding out the private sector; and,
- iv) Exploring the use of innovative financing solutions through:
 - Public Private Partnerships;
 - Infrastructure and Diaspora Bonds; and,
 - Capital Markets and Pension Funds, etc.

26. Therefore, locally raised revenue will form part of the financing sources of the Budget for the coming FY 2021/22. You should ensure that, you strengthen your revenue administration and collection measures to raise more revenues amidst the Covid-19 Pandemic challenges by having in place the right policies, by-laws and ordinances that promotes Local Revenue Enhancement and Tax Collection, skilling and expertise generation in the areas of planning and overall management of tax administration.

CONCLUSION

27. Ladies and Gentlemen, My Ministry attaches great importance to these workshops and I call upon you to candidly discuss the NDP III Program areas as well as the Budget Strategy for FY 2021/22 for sustained growth of the economy.
28. I will take keen interest in the challenges and the agreed solutions during this workshop, and I undertake to have them communicated to respective Ministries, Departments, and Agencies (MDAs) for redress in their respective Programme Budget Framework Papers (BFPs).
29. As indicated in the 1st BCC for FY 2021/22, you are reminded to submit your BFPs and draft estimates for FY 2021/22 to my Ministry by the **12th of November 2020** to enable us consolidate for onward submission to Parliament. My Ministry will not entertain any delays in submitting these documents.
30. As you embark on the budget preparation, please ensure that you allocate resources to the highest priority areas that will enable us to achieve our growth objectives.
31. I call upon you to embrace the NDP III program approach to reflect your Local Governments' specific Development Plans. Lastly, I implore all Accounting Officers to help their respective Political Leaders to effectively participate in budget preparation and execution process.
32. I wish you fruitful deliberations, and I declare the workshop open.

FOR GOD AND MY COUNTRY

ANNEX IV: WORKSHOP CLUSTERS AND VENUE

| GROUP ONE | | | | | | | | | | |
|------------------------------|-----|--|-----|----------------------------|----------|-----------------------------|-----|-------------------------------------|-----|------------------------------------|
| 28th - 29th September 2020 | | 1st- 2nd October 2020 | | 5th-6th October 2020 | | 7th-8th October 2020 | | 12th - 13th October 2020 | | 15th - 16th October 2020 |
| Margaritha PalaceHotel, Lira | No. | SunSet Hotel, JINJA | No. | Mt. Elgon Hotel, MBALE I | No. | Mt. Elgon Hotel, MBALE II | No. | Mbale Resort Hotel, MBALE III | No. | Mbale Resort Hotel, MBALE IV |
| 1 KAABONG | 9 | NAMAYINGO | 9 | MOROTO | 9 | BULAMBULI | 9 | KUMI | 9 | NABILATUK |
| 2 KOTIDO | 9 | BUDAKA | 9 | NAKAPIRIPIT | 9 | KATAKWI | 9 | BUKEDEA | 9 | AMURIA |
| 3 AMOLATAR | 9 | KIBUKU | 9 | KWEEN | 9 | MANAFWA | 9 | SERERE | 9 | KAPELEBYONG |
| 4 KABERAMAIDO | 9 | BUTALEJA | 9 | BUKWO | 9 | BUSIA | 9 | SIRONKO | 9 | SOROTI |
| 5 KWANIA DISTRICT | 9 | MBALE | 9 | AMUDAT | 9 | BUDUDA | 9 | NGORA | 9 | NAMISINDWA |
| 6 KIRYANDONGO | 9 | BUGWERI DISTRICT | 9 | JINJA | 9 | NAPAK | 9 | KAPCHORWA | 9 | |
| Centre | 20 | | 20 | | 20 | | 20 | | 20 | 20 |
| | 74 | 0 | 74 | 0 | 74 | 0 | 74 | 0 | 74 | 65 |
| 1 KOTIDO MC | 8 | MBALE CITY | 8 | MOROTO MC | 8 | BUSIA MC | 8 | KUMI MC | 8 | SOROTI City |
| 2 | | | | JINJA City | 8 | | 8 | KAPCHORWA MC | 8 | |
| | 8 | | 8 | | 16 | | 8 | | 16 | 8 |
| No. of Participants | 82 | No. of Participants | 82 | No. of Participants | 90 | No. of Participants | 82 | No. of Participants | 90 | No. of Participants |
| | | | | | | | | | | |
| GROUP TWO | | | | | | | | | | |
| 28th - 29th September 2020 | | 1st- 2nd October 2020 | | 5th-6th October 2020 | | 7th-8th October 2020 | | 12th - 13th October 2020 | | 15th - 16th October 2020 |
| Hotel Brovad, MASAKA I | No. | Hotel Brovad, MASAKA II | No. | Ridar Hotel, SEETA I | No. | Ridar Hotel, SEETA II | No. | SunSet Hotel, JINJA I | No. | SunSet Hotel, JINJA II |
| 1 RAKAI | 9 | BUKOMANSIMBI | 9 | LUWERO | 9 | MUBENDE | 9 | KAMULI | 9 | NAMUTUMBA |
| 2 KYOTERA | 9 | GOMBA | 9 | NAKASEKE | 9 | KASANDA | 9 | KALIRO | 9 | MAYUGE |
| 3 MUKONO | 9 | LWENGO | 9 | MASAKA | 9 | KIKUUBE | 9 | TORORO | 9 | LUUKA |
| 4 KALANGALA | 9 | KALUNGU | 9 | BUVUMA | 9 | KAYUNGA | 9 | PALLISA | 9 | BUYENDE |
| 5 KYANKWANZI | 9 | LYANTONDE | 9 | BUIKWE | 9 | | | BUTEBO | 9 | IGANGA |
| 6 KIBOGA | 9 | SEMBABULE | 9 | BUTAMBALA | 9 | | | | 9 | BUGIRI |
| Centre | 20 | | 20 | | 20 | | 20 | | 20 | 20 |
| | 74 | 0 | 74 | 0 | 74 | 0 | 56 | 0 | 65 | 0 |
| | | Municipalities | | | | | | | | |
| 1 MUKONO MC | 8 | MUBENDE MC | 8 | MASAKA City | 8 | MAKINDYE-SSABAGABO MC | 8 | KAMULI MC | 8 | IGANGA MC |
| 2 | | | | NANSANA MC | 8 | LUGAZI MC | 8 | TORORO MC | 8 | BUGIRI MC |
| 3 | | | | | NIERU MC | 8 | | | | |
| 4 | | | | | | | | | | |
| | 8 | | 8 | | 16 | | 24 | | 16 | 16 |
| No. of Participants | 82 | No. of Participants | 82 | No. of Participants | 90 | No. of Participants | 80 | No. of Participants | 81 | No. of Participants |
| | | | | | | | | | | |
| GROUP THREE | | | | | | | | | | |
| 28th - 29th September 2020 | | 1st- 2nd October 2020 | | 5th-6th October 2020 | | 7th-8th October 2020 | | 12th - 13th October 2020 | | 15th - 16th October 2020 |
| Hoima Resort Hotel, HOIMA | No. | Mountains of the Moon Hotel, FORT PORTAL | No. | Lake View Hotel, MBARARA I | No. | Lake View Hotel, MBARARA II | No. | IGONGO Cultural Centre, MBARARA III | No. | IGONGO Cultural Centre, MBARARA IV |
| 1 BULISA | 9 | BUNDIBUGYO | 9 | KASESE | 9 | ISINGIRO | 9 | RUKUNGIRI | 9 | KISORO |
| 2 MASINDI | 9 | MBARARA | 9 | BUSHENYI | 9 | KAMWENGE | 9 | KANUNGU | 9 | IBANDA |
| 3 KAKUMIRO | 9 | KYENJOJO | 9 | SHEEMA | 9 | KIRUHURA | 9 | RUBANDA | 9 | MITOOMA |
| 4 KIBAALE | 9 | KYEGEGWA | 9 | BUHWEJU | 9 | NTUNGAMO | 9 | KABALE | 9 | RUKIGA |
| 5 KAGADI | 9 | RUBIROKO | 9 | RUBIRIZI | 9 | BUNYANGABU | 9 | RWAMPARA DISTRICT | 9 | KAZO DISTRICT |
| 6 KABAROLE | 9 | HOIMA | 9 | KITAGWENDA DISTRICT | 9 | | | | | |
| Centre | 20 | | 20 | | 20 | | 20 | | 20 | 20 |
| | 74 | 0 | 74 | 0 | 74 | 0 | 65 | 0 | 65 | 0 |
| | | Municipalities: | | | | | | | | |
| 1 MASINDI MC | 8 | MBARARA MC | 8 | SHEEMA MC | 8 | NTUNGAMO MC | 8 | RUKUNGIRI MC | 8 | KISORO MC |
| 2 FORT-PORTAL MC | 8 | HOIMA MC | 8 | BUSHENYI-ISHAKA MC | 8 | KASESE MC | 8 | KABALE MC | 8 | IBANDA MC |
| 3 | | | | | | | | | | |
| | 16 | | 16 | | 16 | | 16 | | 16 | 16 |
| No. of Participants | 90 | No. of Participants | 90 | No. of Participants | 90 | No. of Participants | 81 | No. of Participants | 81 | No. of Participants |
| | | | | | | | | | | |
| GROUP FOUR | | | | | | | | | | |
| 28th - 29th September 2020 | | 1st- 2nd October 2020 | | 5th-6th October 2020 | | 7th-8th October 2020 | | 12th - 13th October 2020 | | 15th - 16th October 2020 |
| Desert Breeze Hotel, Arua | No. | Desert Breeze Hotel, Arua II | No. | Bomah Hotel, GULU I | No. | Acholi Inn Hotel, GULU II | No. | Margaritha Palace Hotel, LIRA | No. | Ridar Hotel, SEETA |
| 1 MARACHA | 9 | PAKWACH | 9 | AMURU | 9 | ARUA | 9 | GULU | 9 | NAKASONGOLA |
| 2 ADJUMANI | 9 | NEBBI | 9 | KITGUM | 9 | LAMWO | 9 | DOKOLO | 9 | MPIGI |
| 3 YUMBE | 9 | NWOYA | 9 | OMORO | 9 | AGAGO | 9 | KOLE | 9 | WAKISO |
| 4 KOBOKO | 9 | MOYO | 9 | APAC | 9 | ABIM | 9 | ALEBTONG | 9 | MITYANA |
| 5 ZOMBO | 9 | MADI-OKOLLO DISTRICT | 9 | LIRA | 9 | PADER | 9 | OTUKE | 9 | KCCA |
| 6 OBONGI DISTRICT | 9 | TEREGO DISTRICT | 9 | OYAM | 9 | KARENGA DISTRICT | 9 | KALAKI DISTRICT | 9 | |
| Centre | 20 | | 20 | | 20 | | 20 | | 20 | 20 |
| | 74 | 0 | 74 | 0 | 74 | 0 | 74 | 0 | 74 | 65 |
| | | Municipalities | | | | | | | | |
| 1 KOBOKO MC | 8 | NEBBI MC | 8 | APAC MC | 8 | ARUA CITY | 8 | GULU CITY | 8 | ENTEBBE MC |
| | | | | LIRA CITY | 8 | KITGUM MC | 8 | | 8 | MITYANA MC |
| | | | | | | | | | 8 | KIRA MC |
| | 8 | | 8 | | 16 | | 16 | | 8 | 24 |
| No. of Participants | 82 | No. of Participants | 82 | | 90 | No. of Participants | 90 | No. of Participants | 82 | No. of Participants |