

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

**REPORT ON THE LOCAL GOVERNMENT
BUDGET CONSULTATIVE WORKSHOPS FOR FY
2018/19**

(18TH SEPTEMBER – 3RD OCTOBER 2017)

OCTOBER 2017

FOREWORD

Government of Uganda has over the years introduced a number of reforms aimed at enhancing transparency, accountability of public resources and improved service delivery. As per the reforms, Government therefore adopted the practice of open and transparent Budget Consultative process in FY 1999/2000 which was further strengthened by the enactment of the Public Finance Management Act 2015.

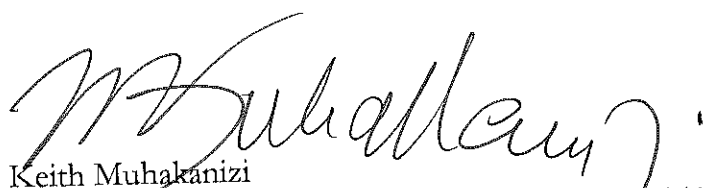
The Ministry of Finance, Planning and Economic Development (MoFPED) therefore has been organizing budget workshops to consult all stakeholders both at National and Local Government levels. This consultative process encourages the involvement of all stakeholders (Development Partners, Local Governments, Central Government Ministries and Departments) in guiding the process of priority setting and resource allocation.

The process is extended to Local Governments through the regional workshops on Local Government Budget Framework Papers (LGBFPs). The MoFPED therefore organized these regional workshops on LGBFPs for FY 2018/19 from 18th September to 3rd October 2017 across 20 centres.

The workshops were opened by the Hon. Ministers and the Top Management in this Ministry. The closing sessions were presided over by the Hon. Sector Ministers who also shared the policy issues and challenges of their respective sectors. It was attended by Resident District Commissioners and Chairpersons of District Local Governments, Mayors for Municipal Councils, Speakers and Secretaries for Finance, Accounting Officers for District and Municipal Councils (CAO and Town Clerks) and Technical Heads of Departments in Districts/Municipal Councils. Some selected NGOs and Civil Society Organizations also attended the workshops.

This report provides a multitude of policy and operational issues affecting budget preparation and execution in the decentralized framework. These issues need to be addressed by both Sectors and the Local Governments in order to improve service delivery and affirm our development goals as stipulated in the Second National Development Plan. Sectors need to ensure that policy and operational issues raised during the workshops are properly addressed by the respective Sector Working Groups (SWGs) at the centre and provide appropriate policy strategies under the respective Sector Budget Framework Papers for consolidation into the National Budget Framework Paper (NBFP) to be considered by Cabinet and Parliament.

In conclusion, I urge all the concerned Sectors to critically review the report and take necessary measures aimed at addressing the concerns of Local Governments.



Keith Muhakanizi

**PERMANENT SECRETARY AND SECRETARY TO TREASURY
MINISTRY FINANCE, PLANNING AND ECONOMIC DEVELOPMENT**

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LIST OF ABBREVIATIONS

ACF	Agricultural Credit Facility
ALCs	Area Land Committees
APL	Adaptable Program Loan
Bn	Billion
BTVET	Business Technical Vocational Education and Training
BUBU	Buy Uganda and Build Uganda
CBS	Community Based Services
CDOs	Community Development Officers
CSOs	Civil Society Organisations
DEOs	District Education Officers
DUCAR	District Urban and Community Access Roads
FY	Financial Year
H.E	His Excellency
HC	Health Centre
HTR	Hard-to-Reach
HUMC	Health Unit Management Committees
IFMS	Integrated Financial Management System
KCCA	Kampala Capital City Authority
LC	Local Council
LCS	Low Cost Surfacing
LGs	Local Governments
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MALGs	Ministries, Agencies, Local Governments
MDAs	Ministries, Departments and Agencies
MLHUD	Ministry of Lands, Housing and Urban Development
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government

MoPS	Ministry of Public Service
MoTIC	Ministry of Trade, Industry and Cooperatives
MoWT	Ministry of Works and Transport
NAADs	National Agricultural Advisory Services
NDPII	Second National Development Plan
NMS	National Medical Stores
NWSC	National Water and Sewerage Corporation
OBT	Output Budgeting Tool
PBB	Programme Based Budgeting
PBS	Programme Budgeting System
PHC	Primary Health Care
PPPs	Public Private Partnerships
PWDs	Persons With Disabilities
SAGE	Social Assistance Grants for Empowerment
UAIS	Uganda Agricultural Insurance Scheme
UNRA	Uganda National Roads Authority
URA	Uganda Revenue Authority
URF	Uganda Road Fund
USE	Universal Secondary Education
YLP	Youth Livelihood Programme

EXECUTIVE SUMMARY

This section highlights some of the pertinent issues in this report. It looks at the issues that are deemed important which require Government's attention in the process of budgeting and later execution of the budget for FY 2018/19. Among these are the following:

Key Cross-cutting Issues

Involvement of Local Governments in preparation of projects implemented by MDAs: It was recommended that all Government institutions planning to implement projects or programmes within LGs should go through a consultative process with the LGs leadership and provide them with the implementation plan and any other necessary information during the course of execution.

Local Government

- i.) Some Local Governments do not have sufficient transport to facilitate them supervise, monitor, coordinate and implement Government Programmes.
- ii.) Creation of new Town Councils and Sub Counties without corresponding budget provisions
- iii.) Directives issued from time to time have affected local revenue mobilization in Local Government
- iv.) Some of the newly elected Political Leaders in the LGSs across the country have not been inducted yet they assumed office more than a year ago

Public Service

- i.) Slow implementation of newly adopted staff structures due to inadequacy of resources and lack of adequate knowledge on customization of staff structures to suite the LGs.
- ii.) Often times, salaries are estimated based on the performance of March and April which does not cater for some cases for instance, ongoing recruitment after April, reinstatements onto the payroll following cases of interdictions, as well as random deletions
- iii.) It was brought to the attention of the meetings that there is a new company called "Lenders Association" contracted to manage deductions; which contravenes the policy of decentralization of Salaries and Pension payment. Secondly, it has led to the deletion of some staff whose deductions exceed 50% of their respective salary.

- iv.) Non-adherence to official communication channels between the Centre and LGs
- v.) Traditional Civil Service, Statutory Authorities, Commissions, Parastatals are paid differently regardless of levels of productivity. Secondly, within Government agencies, further disparities have been noted for instance the Chief Executives receive different remuneration packages.

Agriculture

- i.) Poor quality inputs in most cases procured far away from the benefiting Local Government. This negatively affects the survival rates of some of the inputs.
- ii.) Inputs selected with limited consultations from Accounting Officers and farmers which leads to poor timing/ seasonality
- iii.) Lack of clear and distinct roles to be played by of Uganda Peoples Defense Forces, Production Coordinators and Extension workers in as far as coordination of Operation Wealth Creation is concerned.
- iv.) Deficit in the number of Agricultural Extension workers with only 68 percent of the required staff recruited.
- v.) Increasing number of counterfeit Agricultural inputs including the seedlings, pesticides, animal drugs and other farm inputs.
- vi.) Limited knowledge and access to both Agricultural Credit facility and the Agricultural insurance scheme.

Education and Sports

- i.) Phasing out private schools that are currently engaged in the Universal Secondary Education(USE)/UPOLET program in January 2018, should be done in consultation with relevant stakeholders
- ii.) Secondary schools and BTVET Institutions reporting directly to MoES makes it difficult for the DEOs to supervise the schools and institutions and this encourages indiscipline and absenteeism
- iii.) Special allowance should be considered for teachers who teach special needs children
- iv.) Uncoordinated inspection by DEOs, Inspectors and CCTs was also reported

Health

- i.) PHC development for FY 2016/17 was re-centralized to procure beds and uniforms but NMS has not delivered uniforms and beds to date;
- ii.) Inadequate operational costs for Health Centres in which HC IV is allocated Ushs, 10,000,000, HC III Ushs 1,500,000 and HC II Ushs 300,000 per quarter.
- iii.) Phasing out of Health centres II: lack of guidance on how HCII that have just been completed and those under construction will be handled.
- iv.) PUSH system of supplying drugs leads to distribution of unwanted drugs, drugs about to expire and shortage of essential drugs; thus necessitating the rollout of the PULL system
- v.) Drugs supplied every two months leading to drug stock outs and it is not in line with the quarterly releases of funds.

Social Services

- i.) Lack of guidance on treatment of recovered funds under YLP; whether the recovered funds should be remitted back to the consolidated fund or redistributed and also lack of clear guidelines on accountability for such funds.
- ii.) Absence of a law to protect Officers who enforce recoveries
- iii.) Few Local Governments benefiting from the SAGE and hence, need to roll it out to all Local Governments through additional funding or increasing the age of intended beneficiaries to 85yrs.

Trade and Industry and Cooperatives

- i.) Non-functional Cooperative Organizations
- ii.) The approved structure of commercial officers has not been operationalized
- iii.) Local Governments were concerned that the BUBU policy is not appreciated across the country, the Politicians, Technical Practitioners, Administrators and Contractors are not aware of the implementation modalities of BUBU.

Lands Housing and Urban Development

- i.) Given the rampant cases of encroachment on Government Land, there is need to secure titles for all Government land

- ii.) Government returned a number of properties with land titles to the Buganda Kingdom, some of the land included land hosting District and Sub-Counties Headquarters are and a number of Local Governments have been pressured to vacate their premises
- iii.) Absence of physical plans leading to uncontrolled developments cropping up in Local Governments

Water and Environment

- i.) Drastic climatic conditions such as prolonged droughts hindering Agricultural production and thus the need to introduce an irrigation policy
- ii.) Consider supporting private valley dams as opposed to expensive community valley dams that are not well maintained
- iii.) Inadequate NEMA staff to enforce environmental protection
- iv.) Failure to implement the Ban of Polythene bags "Kaveera".
- v.) Insufficient Wetland grant that cannot sustain the requirements of the department and enforcement of wetland protection

Works and Technical Services

- i.) Former district roads taken over by UNRA degenerate very fast and where maintenance has been done, the quality of work is poor yet the costs incurred are higher than what the LGs would have spent.
- ii.) High staff turnover for road equipment operators and road gangs due to poor pay
- iii.) Attracting, recruiting and retaining registered and skilled engineers has become a challenge to the Local Governments largely because of low salaries and the number of years of experience requirement (9years) for an engineer to fill the post of the District Engineer.
- iv.) There is poor coordination of infrastructure development programs by utility companies leading to damage of the existing infrastructure like roads; after the LGs have constructed them

Crosscutting Issues

- i.) Projects conceived, planned and implemented by Ministries, Departments and Agencies in Local Governments without consulting or informing them contrary to the Presidential directive.
- ii.) Increasing population as a result of Refugees not budgeted for by the hosting Local Governments causing pressure on the available resources.

- iii.) Lengthy Procurement process which affects the time frame for the delivery of services and sometimes leads to unspent balances returned to the consolidated fund
- iv.) Increased re-centralization of decentralized services from Local Governments by the Centre, contrary to the principal of decentralization.
- v.) Low Local Revenue Collections: Government should review revenue collection regulations and laws in line with Decentralization Policy and the Local Governments Act to increase the Local Revenue base and collections from Local Governments.
- vi.) Inadequate capacity to manage the Performance Based Systems (PBS) to facilitate the preparation of key budget documents. Hence need for further training of LGs in PBB/PBS.

1. INTRODUCTION

As part of the budget process, each Financial Year, government holds Budget Consultations with various stakeholders. The consultations are in fulfilment of Section 9 (1) of the Public Finance Management Act (2015) which states that; *“Each Accounting Officer shall, in consultation with stakeholders, prepare a Budget Framework Paper for the Vote, and taking into consideration balanced development, gender and equity responsiveness and shall submit the Budget Framework Paper to the Minister”*. Section 9 (2) further stresses that *“For the purposes of subsection (1), each Accounting Officer shall prepare and submit a Budget Framework Paper by 15th November of the financial year preceding the financial year to which the Budget Framework Paper relates”*.

The Consultations are held at various levels on key priorities for the budget and hence they are intended to capture the contributions and comments from: Cabinet, Parliament, Local Governments, Development Partners and Civil Society Organizations before Local Governments, Sectors MDAs and the entire Government prepare the Local Government, Sector and National Budget framework Papers respectively.

1.1. The Local Government Consultations

This year, Ministry of Finance Planning and Economic Development held consultations, first at the National Level and then with the Local Governments Technical and Political Leaders between the **18th September and 3rd October 2017**. The main objectives of the Workshops were to:

- i) Discuss the draft Budget Strategy and generate wide consensus on government proposals for FY 2018/19;
- ii) Highlight the challenges in the Budget execution of the budget of FY 2016/17, lay strategies for addressing them in FY 2017/18;
- iii) Disseminate the Indicative Planning Figures for FY 2018/19, Sector Grant Guidelines and highlight the key aspects of the Performance Budgeting System.

1.2. Workshop Participants

The workshop participants were drawn from Districts and Municipal Councils and involved the Local Government Political and Technical heads, representatives from the

Persons with Disabilities (PWDs) and Civil Society Organisations (CSOs). This time round, the District Speakers were included among the participants in order to enhance Budget Transparency and Accountability Initiatives (BTIs). **Annex 2a** provides a list of Officers from the Districts (16 Officers) and Municipal Councils (13 Officers). Invitations were also extended to Chairpersons of selected Parliamentary Sessional and Standing Committees who participated in the consultative workshops.

1.3. Modality of the Workshop

The Modality of the Workshops was designed in a way that Consultations provide Local Governments with an opportunity to contribute to the key discussion papers in plenary and then Sector focused groups were organized to discuss the Sector Priorities for the Next Financial Year and specific sector interventions to tackle cross cutting issues such as such **Climate Change and Gender responsive Budgeting to come up with Specific Sector interventions.**

1.4. Facilitators

The sessions were facilitated by Senior Officials drawn from the Central Government Institutions, particularly those with Grant transfers to Local Governments as well as those whose budgets are appropriated by Parliament but also those with project fund transfers to Local Governments as **detailed under Annex 2b attached.**

i) Presiding Over the Opening Sessions:

Like the previous financial year's consultations, the workshops were opened by the Hon. Ministers and the Top Management in this Ministry (**Annex 3**).

ii) Workshop Session Chairpersons

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

iii) Presiding Over the Closing Sessions:

The closing sessions of the workshops were presided over by the Hon. Sector Ministers, Permanent Secretaries and Chief Executive Officers of MDAs who also participated in the consultative workshops, shared the policy issues and challenges of their respective sectors.

2. CROSS CUTTING ISSUES

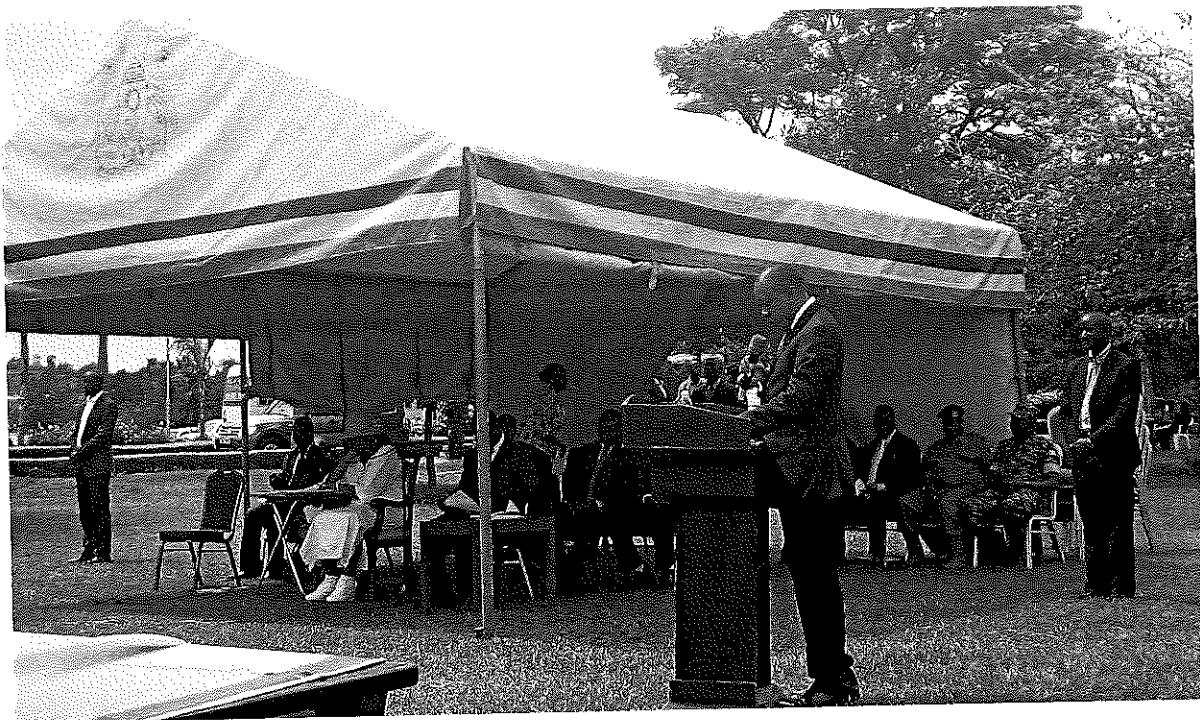
2.1. LOCAL GOVERNMENT ADMINISTRATION MATTERS

- 2.1.1. Vehicles of Accounting Officers:** To facilitate coordinating and implementation of Local Government programmes, the Chief Administrative Officers and Town Clerks have requested that government considers providing them with vehicles. They suggested that the Ministry of Finance, Planning and Economic Development maintains the current allocation under the Ministry of Local Government that is being used purchase of vehicles to the LG Chairpersons to enable the MoLG purchase vehicles for the LG Chief Executives as well starting in FY 2018/19.
- 2.1.2. Involvement of Local Governments in preparation of projects implemented by MDAs:** In a number of cases, projects are conceived, planned and implemented by the MDAs without consulting Local Governments or providing them with the necessary information that will help them inform the citizens or monitor the implementation of these projects. It is not until such projects hit a snag that MDAs seek for the assistance of the LG leadership to resolve the issues raised in such projects. Furthermore, most of these projects do not have an implementation plan for the maintenance after the project/programme has been completed. H. E the President directed that all Sectors inform Local Governments on projects implemented by them in the Local Governments. During the workshops it was realized that this is not adhered to. They therefore proposed that for all Government institutions planning to implement projects or programmes within their LGs should go through a consultative process with the LGs leadership and provide them with the implementation plan and any other necessary information during the course of execution.
- 2.1.3. Taxing of Councilors allowance:** Uganda Revenue Authority still taxes the allowances of Councilors; there has been continued misunderstanding among the Technical and Political wing in the Local Government over the levy of income taxes on Politician's emoluments specifically the allowances paid to LG Councilors. While URA insists that the emoluments should be taxed, the Councils insist that their

emoluments should be tax exempt. It was therefore resolved that the Minister of Finance, Planning and Economic Development issues a circular to clarify on this concern.

2.1.4. Non adherence to communication channels between the Centre and Local Governments: A circular was issued sometime back that all correspondences from/to the Centre must be to/from the LG Accounting Officers. However, many MALGs have not followed this guidance which has led to poor service delivery. Notable ones include: NAADS Secretariat dealing with District Production Officers under Operation Wealth Creation to coordinate input selection and distribution, National Medical Stores dealing directly with District Health Officers in making requests for drugs, Cotton Development Organization where seedlings are distributed without the involvement of the Local Government Accounting Officer. However, in all these when there are problems, Accounting Officers are blamed. It was agreed that the formal communication channels are adhered to between the Centre and Local Governments.

2.1.5. Increased re-centralization of decentralized services: There was concern that the center is increasingly re-centralizing programmes which were constitutionally decentralized and taking away the mandate of Local Governments in their implementation. These include PHC Development which was re-centralized for central purchase of health supplies and equipment and Secondary Education where recruitment, deployment and disciplining of teachers is done by the Education Service Commission. There is need for government to review the Decentralization Policy to ensure that LGs are empowered and strengthened to implement programmes rather than re-centralizing programmes.



First Lady and Minister of Education and Sports, Listens to Director Budget making a presentation during the workshop at Igongo Cultural Centre

2.1.6. Induction of Political Leadership across the Country: After the 2016 elections, there was a big turnover of political leaders, new political leaders were sworn into office to govern their respective constituencies at the Local Governments level. Given that most of them are “first-timers” in the political field, they are unaware of the functionality of Government and the procedures for decision making. **It was therefore proposed that Ministry of Local Government embarks on induction of the politicians after the LC 1, LC II and women representative’s elections across the country.**

2.1.7. Lengthy Procurement processes: It was highlighted that the procurement process is very lengthy, this affects the time frame for the delivery of services and sometimes leads to unspent balances returned to the consolidated fund. They also noted that the approval of newly appointed contracts committee members takes long. They also questioned the rationale of having contracts committees whose members are heads of departments and staff of the LG who may have conflict of interest since they are also heads of user departments. **It was recommended that contracts committees be abolished and evaluation committees are strengthened to handle the functions of both the contracts and evaluation committees.**

2.2. HUMAN RESOURCE MATTERS

- 2.2.1. Review of Staff Structures across government:** In FY 2016/17, Cabinet approved the Staff structures across Government after various consultations. However, while these exist, the challenge of recruitment to fill up these structures is still a challenge due to inadequacy of resources except for recruitment on replacement basis. Secondly, whereas it was recommended that the Internal Audit be elevated to a department, this elevation was done but unlike other Heads of Departments who are on the Salary Scale of U1, Internal Audit is on salary Scale U2. **Two proposals were made in these regard and these include: (i) the need for government to provide resources to fill the structures that were approved by Cabinet and also elevate the Head of Internal Audit to salary scale U1, like other departments.**
- 2.2.2. Disparities in remuneration of Public Servants:** Local Governments raised a concern over the increasing salary disparities across public service. They noted that the Traditional Civil Service, Statutory authorities, Commissions, Parastatals are paid differently without regard to productivity. Secondly, within Government agencies, further disparities were also noted for instance the Chief Executives receive different remuneration packages. This is because some institutions within Government have been empowered by relevant laws to determine their own salaries and hence set higher salaries causing undesirable disparities. To address this concern, Government committed itself to establish a salary review Commission to provide proposals that will lead to harmonisation salary payments. However, this Commission has not been established hence causing different professionals to start agitating for their own salary enhancements which will not be sustainable in the long run. **It was therefore recommended that Government expedites the establishment of this Commission to review salaries across the board with a view of enhancing salaries across service. The above notwithstanding, Government is undertaking a comprehensive Pay Policy Reform that would harmonise remuneration of staff across public service.**

2.2.3. Creation of Administrative Units without budget provision: Local Governments noted that most of the newly created Town Councils and Sub Counties have not been provided for in the budget. Secondly for those that have been budgeted for, the amounts that have been provided are not sufficient to start and also operate these institutions. It was also noted that, creation of these institutions requires some policy pronouncements such as a Health Centre and a Secondary School in each of the Sub-counties as well as some other administrative costs which is expensive for Government. **It was therefore agreed that creation of administrative structures should have a certificate of financial implications from the MoFPED.**

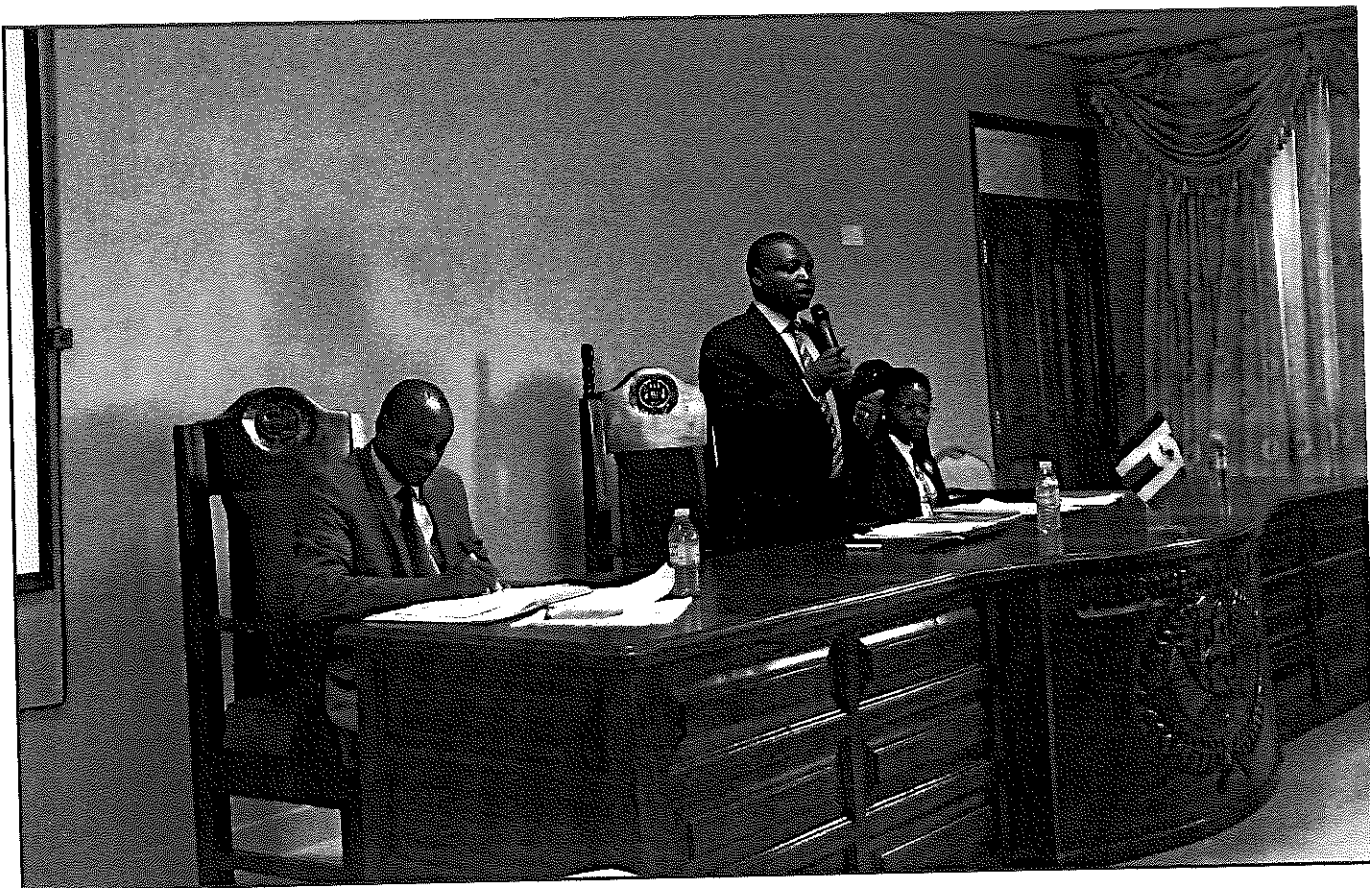
2.2.4. Implementation of Staff Structures: Government is currently implementing the newly approved staff structures by Cabinet. However across the Local Government divide, the implementation is slow because of inadequacy of resources and lack of adequate knowledge on customization of staff structures to suite the LGs. **It was recommended that the Ministry of Public Service supports Local Governments on the customizations of structures.**

2.2.5. Limited coverage in payment of Hard to Reach Allowance Frame (HTR). Since FY 2014/15, the Ministry of Public Service has been reviewing the hard to reach framework to expand its coverage of to cater for new LGs and review the areas that were earlier considered to see if they are no longer hard to reach. While this work commenced, Local Governments were concerned that the review of this framework and the report have taken so long and yet they are unable to retain staff in areas they consider hard to reach. It was therefore agreed that the Ministry of Public Service should finalize the review by December 2018 such that this fits in the budget process for FY 2018/19.

2.2.6. Inadequate budget allocations for Salaries, Pension and Gratuity. Whereas Government has cleaned up the payroll to get rid of “ghost workers”, there are still challenges in budgeting for salaries and wages. Often times, salaries are estimated using performance of March and April which does not cater for some cases for instance, ongoing recruitment after April, reinstatements onto the payroll following cases of interdictions, as well as random deletions. These cases have an impact in the estimation of Salaries and hence cause the need for a supplementary within the

Financial Year. This leads to wage shortfalls as the Indicative Planning Figures are not accurate. They therefore proposed that MoFPED and MoPS reconsiders use of Local Government Performance Contract wage estimates in the estimation and the Accounting Officers held accountable for the information provided. All recruitment should be done by 31st December every year.

- 2.2.7. Payroll deductions leading to automatic staff removal from the payroll. The Local Governments informed the workshop that staff are getting off the payroll when deductions on their salaries exceed the maximum fifty percent (50%). This leads to poor budgeting and salary arrears. Secondly, it was brought to the attention of the meetings that there is a new company called "Lenders Association" contracted to manage deductions. This contravenes the policy of decentralization of Salaries and Pension payment which gives the right of management of deductions to the Accounting Officer. Secondly, Local Governments wondered who bares the cost of managing deductions; the Salary earner or the Government. **The Ministry of Public Service was requested to clarify on the issues raised through a circular to the public service.**



The Hon. Minister of State for Finance, Planning and Economic Development (Planning) addressing participants at Ridar Hotel, Seeta. On the left is the Under Secretary and the right, the Commissioner Budget Policy and Evaluation Department, MoFPED

2.3. FINANCIAL MANAGEMENT MATTERS

2.3.1. Budgeting for Refugees: It is estimated that about 3,000 refugees migrate into Uganda every week from other countries and settle in districts of Kyegegwa, Isingiro, Yumbe, Arua, Moyo, Adjumani and Koboko, among others and hence increase the population in the host Local Governments. During the budgeting process, such increments in population are not catered for and yet they have an impact in the delivery of Social services especially in Health and Education. **The Office of the Prime Minister should inform the Local Governments about the funds obtained from Development Partners and how they are distributed to the affected areas.**

2.3.2. Low Local Revenue Collections: The spirit of decentralizing presupposes that Local Governments would collect their own sourced revenue to fund their operations. However, there are a number of directives that have been issued that

have affected local revenue mobilization and the most recent one by H.E the President which directed a moratorium on the collection of daily dues from the informal Sector. This has further crippled LGs since the sources that H.E guided on including Taxi dues, market dues and licenses are the largest sources of revenue to Local Governments. **It was therefore proposed that government reviews revenue collection regulations and laws in line with Decentralization Policy and the Local Governments Act.**

2.3.3. Board of Surveys: Local Governments use motor vehicles and/or motorcycles to facilitate monitoring and delivery of services to the citizenry. However, when these are delivered to the LGs by the center or development partners, these vehicles do not come with logbooks hence ownership is not transferred which becomes difficult for LGs to dispose them once these assets are old and no longer functional. Secondly, it was noted that approvals from the Chief Government Valuer take a long time. **It was, therefore, recommended that as principle, these assets be transferred to the Local Governments to allow the Board of Survey authority to decide on their disposal and that the offices be set up at Regional level.**

2.3.4. Inadequate capacity for management of Program Based Systems (PBS): Government is implementing the reform of Program Based Budgeting (PBB). The PBB reform focuses on improving the effectiveness and efficiency of public resources by linking the funding of MALGs to the results they are expected to deliver. While the training was done in the month of August 2017 for all Local Governments, they noted that the training was insufficient to help them to prepare key budget documents. Further to that, the system requires an online connection which is a challenge to many Local Governments. **Participants were informed that the Ministry is going to provide an offline module that will be used in instances/places where is no and/or limited internet connectivity. In addition, NITA-U has been requested to prioritize Local Governments with internet connectivity challenges during the rollout of the National Internet Backbone Infrastructure programme. There will also be another refresher training in the month of November 2017.**

2.3.5. Harmonization of Item Codes on the IFMS and the PBS: Local Governments also raised concern over the inconsistencies in the Chart of Accounts. They noted that item codes in the IFMS do not cover all the expenditure areas in the Output Budgeting Tool for instance in the Natural Resources department on the IFMS, five (5) expenditure areas are captured while in the PBS eleven (11) areas are captured. They therefore, proposed that these two systems are harmonized before the Programme Budgeting System (PBS) is issued for budgeting in the next financial year.

3. SECTOR SPECIFIC ISSUES

3.1. AGRICULTURE SECTOR

PRODUCTION

3.1.1. Refocusing of Operation Wealth Creation: Local Governments expressed concern that the inputs being distributed under Operation Wealth Creation are of low quality, others are distributed even when the rains have not started or ended, those not needed by the farmers and some inputs are brought from different regions when they have been weakened and some are even infested by diseases during transportation. For animals, Local Governments do not have the animal holding grounds to observe animals for any diseases before they are distributed to farmers, there is minimum cognizance to climatic conditions, and there are no extension services, among others. It was therefore recommended that government reviews the modality of implementation of NAADs by using a decentralized modality where LGs are at the forefront of implementation, decentralising the provision of inputs after seeking consent from the farmers that are known, documented and prepared in advance to handle the inputs. **For proper management, it was recommended that orders in respect to inputs should be done through the Accounting officers before the Financial Year starts.**

3.1.2. Additional recruitment and provision for operational funds for Agricultural Extension Workers: In the FY 2015/16, Government provided UgShs. 10 billion

for recruitment of extension staff to support the Single Spine Agricultural Extension System. An additional UgShs 20.1Bn was allocated for recruitment at sub-county level and this has resulted into a staffing level of about 68 percent leaving a gap of 32%. While there is still a gap in the recruitment that Government needs to fill especially at the sub-county level, there is need to provide additional funding to recruit the remaining extension staff. The other challenge is lack of basic equipment such as transport and soil testing equipment, and absence of demonstration farms, training materials among others. Whereas Government is investing a lot in the provision of inputs, this funding may not necessarily benefit farmers where there is limited extension services. Local Governments proposed that government should consider reallocating some of the funds used for inputs under NAADs Secretariat to Local Governments for provision of Agricultural extension services and also to set up simple demonstration farms at sub-county level. **Government should provide funds for basic equipment to facilitate the extension services.**

3.1.3. Quality Control of agricultural inputs: Local Governments were also concerned about the rise in the number of counterfeit agricultural inputs; and these include seedlings, pesticides, animal drugs, farm implements among others. They noted this as one of the reasons why some farmers are not getting good production, hence abandoning investments in the sector. They urged MAAIF to work with the Uganda National Bureau of Standards to ensure that standards are upheld for agricultural inputs. **The Ministry however informed the LGs that while the standards have been established, enforcement is the biggest concern and MAAIF should work with the MoTIC to establish and enforce the quality standards for all agricultural inputs.**

3.1.4. Limited awareness and access to Uganda Agricultural Insurance Scheme. In 2016, Government launched the Uganda Agricultural Insurance Scheme (UAIS) to curb a number of challenges and risks such as excessive rains, fire, flooding, drought, epidemics, crop pests and diseases that are associated with agricultural production. A few months down the road however, there has been limited knowledge about the scheme at the Local Government level and therefore the farmers are unable to take advantage of the scheme due to limited outreach and uptake of insurance in the

country, especially in the rural areas. To address this concern, Local Governments proposed that the Government starts with a mass sensitization campaign to provide knowledge to farmers on how to access this facility.

- 3.1.5. Agricultural Credit Facility (ACF):** In 2009 government set up ACF for purposes of promoting commercialization of agriculture through provision of medium and long term loans focusing on modernization of agriculture, value addition (Agro-processing), and Mechanization. While this facility is operational, Local Governments and prospective beneficiaries still have limited information on the facility. They proposed that MoFPED develops a sensitization drive across LGs. Secondly, Information about the ACF should be provided to all stakeholders

COMMERCIAL SERVICES

- 3.1.6. Implementation of Buy Uganda and Build Uganda (BUBU policy):** Following the directive by H.E the President for all Government MALGs to procure goods and services locally whenever appropriate, Cabinet approved the BUBU policy and implementation strategy in 2014 and June 2016 respectively. While this is appreciated, Local Governments were concerned that the policy is not appreciated across the country, the Politicians, Technical Practitioners, Administrators and Contractors are not aware of the implementation modalities of BUBU. They therefore proposed that a sensitization drive be done across the country and a deliberate effort to equip local contractors be undertaken. This can be done using a decentralization modality where the commercial service officers are involved.
- 3.1.7. Reviving the Cooperative Organizations:** As part of the strategies for promoting commercial services, LGs proposed that government rejuvenates Cooperative Societies where farmers come together to produce in bulk, add value and be able to market their goods especially for export purposes. Secondly, there are no one-stop-center facilities that can ensure effective storage, cleaning and drying of farmers produce. Government should therefore consider revitalizing the Warehousing receipt system and the Farmers' Cooperative Societies. This can be under a Public Private Partnership (PPP) arrangement.

3.1.8. Operationalization of the Commercial Office in Local Governments: In the new structures that were recently approved by Cabinet, the commercial services office under the Local Governments was elevated to the level of a department away from Production and Commercial Services. While this was done, in most Local Government the structure has not been operationalized due to lack of adequate resources. **The Local Governments noted that this role is important and should operationalized and facilitated given that the structures were approved. They were however informed that any additional recruitment should be within the available resources.**

3.2. EDUCATION

3.2.1. Phasing out of Private Schools in the USE Programme: The Ministry of Education and Sports recently announced in the media that Government intends to phase out private schools that are currently engaged in the USE/UPOLET Programme in January 2018. This is through a proposed programme to construct and replace them with Seed schools which will be constructed in 285 Sub counties without Secondary Schools which is being planned in January 2018. Wider consultations however need to be done before this is implemented especially with other Ministries like Ministry of Public Service, Finance and the Local Governments. **It was proposed that a circular and guidelines be issued by MoES on how this phased implementation would be done as a matter of urgency including addressing issues such as what would happen to students in the private schools, recruitment of teachers and requisite facilities for public schools arising out of increased enrolment. The guidelines should be prepared in consultation with all stakeholders (MoFPED, MoPS and LGs).**

3.2.2. Management of Post Primary Education by Local Governments: By Law, post primary education is decentralized but this service is still being managed by the Ministry of Education and Sports. The Local Governments noted that supervising these institution is becoming difficult because they owe their allegiance to the MoES and not to LGs as this encourages indiscipline and absenteeism. Secondly, budgets

for salaries, non-wage and development are appropriated at LG level but the accountability and reporting is to the MoES instead of the LG Accounting Officer. **They requested that the Ministry considers decentralizing Secondary Education especially the recruitment and or/deployment function.**

3.2.3. Uncoordinated inspection of Education Institutions at the Local Government level: It was noted that there is a lot of uncoordinated inspection by District/Municipal Education Officers, Inspectors and coordinating tutors whereby some have a larger area to cover than others. It was also noted that despite increased funding for inspection, there seems to be no corresponding increase in the quality of Education in the country. **It was recommended that every Local Government should harmonize the inspection schedules by District/Municipal Education Officers, Inspectors and coordinating tutors in Primary Teachers' Colleges.**

3.2.4. Special Allowance for Teachers that teach Special Needs Education: There are increased number of children with Special Needs that are being enrolled in government UPE schools which do not have the specialized facilities to handle them like sign language interpreters, basic reading and writing aids, specialized latrines among others. In LGs that have the specialized schools for the Special Needs Children, there is a large turnover of teachers since they are facilitated in the same way like other teachers and yet they do much more work to manage the children with Special needs. **Government should consider a special allowance for these teachers that will retain them into such schools, provide requisite equipment and encourage other teachers to also learn those skills.**

3.2.5. Procurement of vehicles for Local Government Education Officers in the new Districts and motorcycles for Inspectors. One of the challenges faced in the Management of Education is unavailability of transport for the DEOs. This makes it hard for them to carry out their supervisory role as required. While LGs are appreciative to government for authorizing purchase of vehicles using the development grant under the sector, authorization was not done for all LGs. They further urged government to also consider providing motorcycles for supervision. **Whereas the MoES should procure vehicles to all DEOs and motorcycles to inspectors respectively.**



Local Government Participants from the Central Region at the Workshop at Brovad Hotel, Masaka.

3.2.6. Inadequate facilities in BTVET institutions: It was noted that most BTVET institutions lack technologically advanced facilities, instructional materials, tutors yet they are in charge of implementing the skilling. To enable smooth implementation of the Skilling Uganda programme, it was recommended that **Government should equip BTVET institutions with the requisite facilities and recruit tutors to meet the current market.**

3.2.7. Special fund for implementation of Presidential Pledges: Local Governments noted with concern the increasing number of presidential pledges whose implementation takes precedence over the Local Government priorities. **They therefore proposed that Government creates an Education Presidential**

Pledges fund to implement all the existing presidential pledges outside their normal annual development grant allocation.

3.2.8. Limited focus on talent development. It was also observed that Government is putting a lot of focus on academic development with less emphasis on development of physical related talent which has hindered participation of pupils/students at district, regional and national competitions. As a result, a number of potential young talents have remained unidentified. This is evidenced by the lack of a talent development framework and inadequate facilities in school institutions with some sports grounds/facilities being given up to investors for other purposes without replacement. Secondly, the grant allocated to development of sports is meagre compared to other Education functions. **It was therefore recommended that government develops a clear Policy framework for the development of Sports and other co-curricular activities in the Country in addition to increasing the budget allocation for this function.**

3.2.9. Completion of schools formerly under the World Bank APL1 project: Concern was also raised over projects that were started under “Support to Uganda Post Primary Education & Training” funded by the World Bank but were not complete by the time it was halted. However, the Ministry took on retention works and arrears for works that were almost at completion stage and left most of those that were in early stages of construction. **It was therefore proposed that the Ministry of Education and Sports puts in place a modality for completing all the projects.**

3.2.10. Adjusting the staff ceiling to cater for an extra teacher: It was also noted that the teachers staff ceiling of having 7 teachers per class and an additional teacher for every 53 pupils in a primary school is not sustainable in cases where the teacher becomes unwell, or when a female teacher goes on leave to mention but a few. This leaves one classroom without a teacher causing pupils to be redundant for that time. **To address this concern, it was proposed that the staff ceiling be expanded to 8 teachers per school to leave room for the head teacher to do administrative functions and fill in the teaching gap whenever required.**

3.2.11. Irregular transfer of Secondary School Teachers. Currently, management of secondary school teachers is under the Ministry of Education and Sports. Local

Governments have expressed concern that a number of times, transfers are very irregular. For instance, in some cases, a Science teacher is transferred from one school to another and replaced with an Arts teacher thus creating gaps; sometimes teachers are posted without corresponding wage provision. It was therefore recommended that secondary school teachers' transfers be streamlined – specifically the Local Government should be consulted to avoid the irregularities. **In addition, the Local Governments recommended that the Ministry of Education should deploy the teachers to the Local Governments who in turn deploy them to the schools under their jurisdiction.**

3.3. HEALTH SECTOR

3.4.1. Inadequate operational costs for Decentralized Health services: There was concern by the Local Government's on the funding levels for Decentralized Health Services as being inadequate. The current funding of a Health Centre IV is averaged at UgShs.10million per quarter which is inadequate to run HC IVs efficiently. A Health Centre III receives approximately UgShs. 1.5m per quarter, while Health Centre IIs receive approximately UgShs. 300,000 per quarter. **It was recommended that Government reviews the current funding for decentralized health services by providing additional funds to provide meaningful services. However, LGs were informed that the funds are being solicited from Development Partners and will be communicated in due course.**

3.4.2. Decentralisation of PHC Development: In FY 2016/17, The Ministry of Health made a decision to centralise the Health Sector Development Grant (PHC Development) to cater for procurement of beds and uniforms, Hepatitis B and Forms Bs for distribution to the Local Governments. However, to date, the LGs are concerned that the intended purchases have not been supplied. Further concerns was raised on whether the MoH intends to revert these funds back to the Local Governments since this was the funding that Local Governments were using to construct new/rehabilitate Health Centres, and to construct staff housing among others therefore, taking away these funds completely from the Local Government would be a disservice. **They therefore proposed that the Ministry of Health and**

National Medical Stores deliver the beds, and uniforms to LGs first since the funds were re-allocated from their development grant budget in FY 2016/17. It was also recommended that the Ministry of Health should reinstate the development funding to the Local Governments in FY 2018/19 for maintenance of hospital infrastructure and Health centres.

3.4.3. Phase out of Health Centre II's and operationalizing those that were constructed before H.E the President's directive to stop building HC IIs: The change of policy direction to put a halt on the construction of new Health Centre IIs and upgrade the existing ones into Health Centre IIIs has come with some challenges to Local Governments that have just constructed health Centre IIs. The policy guidance is not clear on how the recently constructed Health Centers IIs are to be facilitated. **The Ministry of Health should take stock of the newly constructed HC IIs and ensure that they are operationalized to avoid wastage of investment, provide staffing and operational funds for the newly built ones.**

3.4.4. Preference for PULL System rather than the PUSH System for management of supplies: Under the existing modality of supplying drugs, HC IVs receive supplies using a PULL system, whereas the HC IIIs and IIs receive under the PUSH system. However, the PUSH system has resulted in cases of mismatch in delivery of supplies, accumulation of unwanted drugs that expire without usage and shortage of essential drugs. The drugs are supplied every two months leading to drug stock outs and does not match the quarterly system of funds transfer. It was also reported that up to now, some Health Facilities have not received drugs for the first quarter of FY 2017/18. **It was preferred that National Medical Stores and MoH should consider rolling out the PULL inventory management system to all Health Facilities, drugs should be supplied twice in a quarter for ease of accountability and avoid drug stock outs. It was also recommended that the LG Accounting Officer should be the one to place orders for drugs on the advice of DHO/MoH. LGs requested that NMS should provide an explanation for non/late supply and ensure that supplies are delivered**

3.4.5. Recruitment of Critical health workers: There was concern raised over the inadequacy of staff especially in Health Centre IVs which are ideally supposed to

have about 18 staff, a very big number do not have critical staff such as anesthetic Officers, theater assistants and attendants and this forces the in-charges to refer even minor cases or attempt to treat cases without confirmation but on suspicion. To address this concern, Government (MoH) was advised to undertake an inventory of staff then recruit the most critical staff in these facilities.

- 3.4.6. Lack of capacity of Health Unit Management Committees (HUMC):** It was noted that most of the HUMC members were not familiar with the roles that they are supposed to play in as far as management of the health facilities are concerned and this has affected the quality of service. It was therefore recommended that the MoH organizes induction of these committees and where they do not exist the Local Governments should urgently put them in place.
- 3.4.7. Ambulances in general hospitals:** It was observed that some General Hospitals have no functional ambulances and thus affecting the referral systems. It was recommended that the Ministry of Health prioritizes the provision of Ambulances to the affected hospitals
- 3.4.8. Severe drug stock outs in border districts and refugee host districts.** The local government have expressed concern that though the ministry of health advised that they should treat patient only after verifying that they are Ugandans, based of the National Identity Cards, the guidelines contradicts their ethical code of conduct which prohibits. While, the refugee host districts are finding it increasingly challenging to cope with increasing number of patients. It was therefore recommended that government should give special consideration when allocating drugs to the both the border districts and the refugee host districts.
- 3.4.9. Outstanding Government Commitment to have a HC III at every sub-county.** A number of sub-counties still do not have health centres III's. Representative from the ministry of health (MoH) clarified that, Under the 23 strategic directives, MoH has developed a medium strategy to improve the health infrastructure. Assessment has been done and priority will be given to upgrading of existing HCIIIs to HCIIIs starting with sub-counties without any health centre in FY 2018/19.

3.4. WORKS AND TECHNICAL SERVICES

3.4.1. Attraction and Retention of Engineers: Attracting, recruiting and retaining registered and skilled engineers has become a challenge to the Local Governments largely because of low salaries and the number of years of experience requirement (9years) for an engineer to fill the post of the District Engineer. Some of the Engineers have gone to UNRA, URF, KCCA and others to the private sector and this is largely attributed to the huge salary disparities between what the engineers in these Authorities earn compared to what the ones at the Districts and Central Government earn, as well the lack of career prospects at the Districts. **The Local Governments recommended that the Ministry should consider scaling down the required experience since the work done by most districts may not ideally require all the experience.**

3.4.2. Poor condition of former District roads taken over by UNRA: Local Governments noted that the formerly district roads taken over by UNRA degenerate very fast and where maintenance has been done, the quality of work is poor yet the costs incurred are higher than what the LGs would have spent. **The Local Governments proposed that the District marram roads be decentralized to LGs with associated funding since the LGs now have the necessary equipment to maintain them. However, a policy decision had already been made at the takeover of roads and emphasis should be on UNRA to step up the maintenance of these roads**

3.4.3. Roll out Low Cost Surfacing (LCS) Technology: The current marram surfacing technology used in maintenance of roads is temporal and the marram is becoming scarce making it more expensive in the long run. **It was therefore proposed that government considers the rolling out of the Technology.**

3.4.4. Inadequate pay of Road Gangs under the Force Account guidelines: It was also noted that the current modality of operation of Force Account has faced challenges which range from low pay for gangs, high staff turnover especially those that operate the road equipment and increase in the cost of procurement of materials from various suppliers which tend to increase on the cost of maintenance as compared to

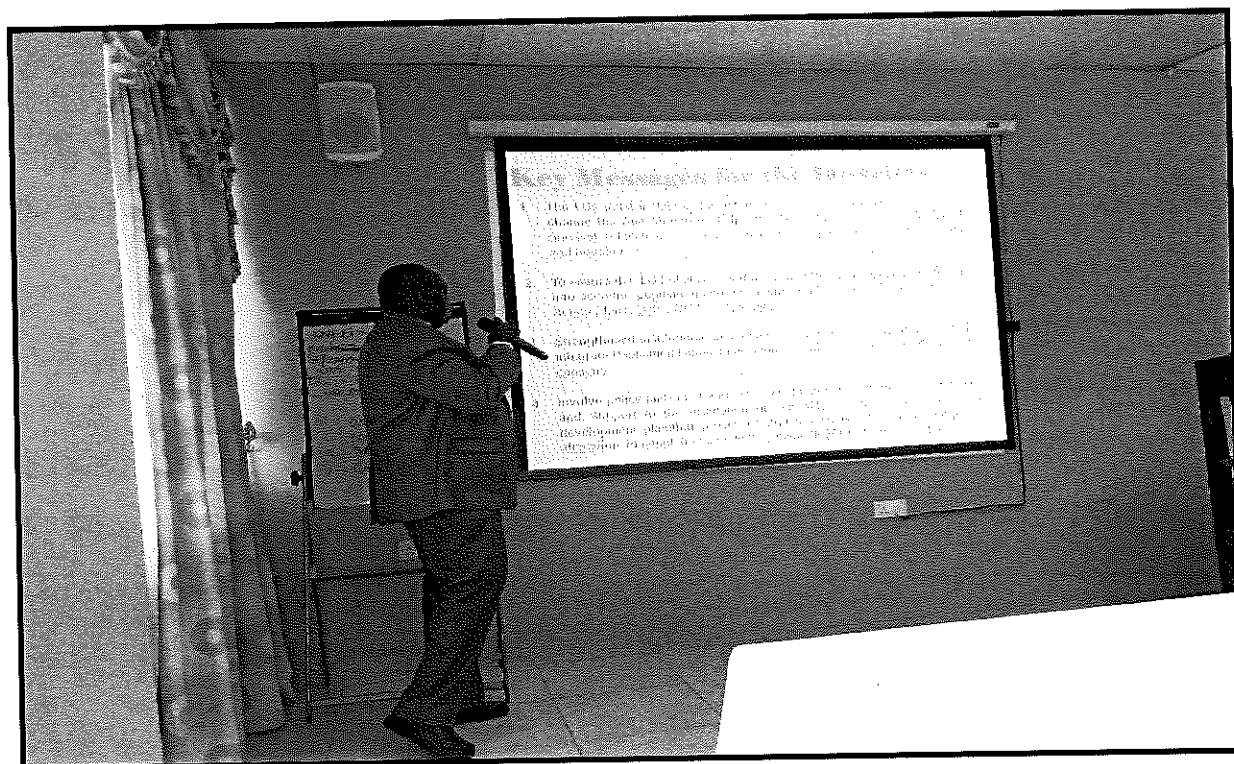
contracting out. They therefore proposed that the guidelines be reviewed to address the above concerns as well emerging concerns of maintenance of roads given that Local Governments have been given heavy duty road equipment. In addition, enhance the payment to road gangs, specifically, it was recommended that road gangs pay be increased from UShs. 100,000 to Ushs. 150,000; while the pay for their head should be increased from Ushs. 150,000 to Ushs. 200,000 per month.

- 3.4.5. Poor coordination in implementation of projects:** There is poor coordination on infrastructure development programs by utility companies leading to damage of the existing infrastructure like roads. For instance, UMEME, NWSC, and Telecom companies lay their utility lines after the LGs have constructed the roads. It was recommended that the central government should put up service lanes in all the urban centers for utility companies to use while extending their services.
- 3.4.6. Non-functional Road User Committee:** Whereas it is a requirement for district to have road user committees, they do not meet regularly due to lack of quorum especially the membership of the area Members of Parliament. It was therefore recommended that the current composition be reviewed to consider people that are based at the Local Government level and readily available.
- 3.4.7. Unmarked road Reserves in LGs:** The Road Act does not provide for road reserves in Local Governments and hence the population is constructing in supposedly gazetted road reserves. It was therefore recommended that MoWT expedites the review of Road Act to include road reserves to all roads under Local Governments.
- 3.4.8. Mechanical imprest for the maintenance of new equipment:** The funds provided by the Uganda Road Fund were for operation of existing equipment including the Chinese made ones. However, no operational funds for repair and maintenance have been earmarked for the new equipment imported from Japan. Even when there is a maintenance contract by the supplier for two years, there is still need for government to prepare to take over these costs in the near future.

3.4.9. Lack of specialised equipment for tarmac roads in Municipalities: There was also concern that the current set of equipment that government is giving to Local Governments are not suitable for maintenance of tarmac roads in Municipal Councils since most of their roads are tarmacked. **Ministry of Works and Transport should consider providing other equipment such as Garbage trucks, among others to Municipal Councils when distributing the recently acquired Japanese equipment.**

3.4.10. Lack of Axle load control on District Urban and Community Access Roads (DUCAR): There was concern that the axle control policy does not cover the DUCAR roads and this causes damage to the roads especially when heavy load vehicles use them hence increasing the maintenance/repair costs. **They therefore proposed that Ministry of Works and Transport commences policy formulation for Axle Load control on DUCAR Roads**

3.4.11. Limiting contracting by UNRA: The Local Governments observed that UNRA has now built enough capacity and equipment in their regional centers to construct and maintain road infrastructure. **They therefore proposed that this capacity be used to improve the road network instead of contracting out.**



A sector representative making presentation at Ridar Hotel, Seeta

3.4.12. Harmonize designs for Road Humps: It was also noted that there are different road designs and sizes of humps on both central and DUCAR roads. **The Ministry of Works and Transport should guide on standard designs and sizes of humps.**

3.4.13. There was concern that the traffic jam in most Municipal Councils along the main Jinja road highway disrupts the economic activities due to delays because there is no alternative route like a by-pass where most of the traffic can be diverted especially for heavy commercial vehicles like trucks. **Need for a By-pass in Mukono to divert the traffic away from Mukono Central Business area**

3.5. WATER AND ENVIROMENT

3.5.1. Lack of the irrigation policy and strategy: In the recent years, the country has been facing drastic climatic conditions that have resulted into long drought, declining and inconsistent levels of rainfall averages. The country is likely to face hunger spells which will affect mostly rural Ugandans whose household food requirements depend on rain-fed agriculture. The absence of the National Irrigation Policy has hampered the implementation of irrigation systems across the country. There was concern that the development of this policy is taking long and yet its intention is to tackle irrigation as quickly as possible. **They therefore proposed that the Ministry of Water and Environment expedites the development of the irrigation policy and strategy. Government also needs to explore possibilities of setting up and encouraging irrigation plants.**

3.5.2. Mainstreaming Climate Change issues across all Sectors: As a complementary action to tackle the issue of climate change, Government needs to incorporate climate change adaptation measures in cross sectoral planning, budgeting and execution. **It is, therefore, proposed that such issues are streamlined just like how gender issues are streamlined in budgeting and planning**

3.5.3. Construction of community dams vis-a-vis individually owned valley dams: Local Governments raised concern that whereas Government has invested a lot of

funds in constructing community valley dams in water stressed areas for rain water harvesting, these are not well maintained and end up drying out in the short run. **Local Governments** therefore preferred that **Government** establish genuine individually owned dams estimated at a cost of UgShs 20million instead of community dams which are expensive and end up being abandoned and not maintained. It was also recommended that **Government** considers combining irrigation matters under one Ministry for proper coordination.

- 3.5.4. Inadequate response to environmental issues in Local Governments:** Local Governments noted that the current allocation for wages and operational costs to the Natural resource department is inadequate to handle environmental matters. Secondly, implementation of wetland and forest restoration programmes are being affected by Political interference. NEMA is constrained by inadequate staff to enforce environmental protection. **Government** should provide additional funds for the recruitment of Environmental Officers as well as provide operational costs to enable them to enforce environmental issues. It was recommended that **Government** harmonizes programs such that those like OWC consider providing tree seedlings to curb climate change. The LGs were advised to initiate cost-effective initiatives such as establishment of community tree nursery beds to promote tree planting

3.6. NATURAL RESOURCES

- 3.6.1. Promotion of Tourism:** The biggest handicap to Tourism is access of the tourism sites due poor road infrastructure, for instance the roads to a number of national parks and tourist sites like Bwindi, Kidepo and Kalangala (Bukakata Road). **The Ministry of Works and Transport and that of Tourism, Wildlife and Antiquities** should prioritize these roads since they are potential sources of revenue to **Government**.
- 3.6.2. Implementation of the Ban of Polythene bags “Kaveera”:** Whereas **Government** pronounced itself on this matter of banning the kaveera, the pronouncement doesn't have implementation guidelines to enable the Local Governments implement it.

- 3.6.3. Dissemination of National Land Policy:** Across the country, there is increasing tension on land matters, issues of land ownership are of concern and this could be attributed to limited and/ misconceived rights, duties and obligations with regard to land ownership. This is largely because of lack of information on the National Land Policy¹. It was therefore proposed that Government undertakes a mass dissemination of the policy to Local Governments.
- 3.6.4. Acquisition of Land titles for Public Land:** Because of the rampant cases of encroachment on Government land, Local Governments proposed that Government embarks on the mass registration and titling of all Government land in various Local Governments. However, they were informed that records of all government land are available and it is incumbent upon the Accounting Officers to use the available resources to title the land in their localities. It was also agreed that this becomes a requirement for assessment of Local Government performance.
- 3.6.5. Land owned by Buganda Kingdom:** In 2014, Government returned a number of properties with land titles to the Buganda Kingdom, some of the land the land included land is where some of the District and Sub-Counties Headquarters are and a number of Local Governments have been pressured to vacate these premises. The Local Governments that raised this concern include Masaka and Kalungu Districts. They therefore proposed that Government provides some form of funds to help build the District's headquarters or provide additional funding to cater for the rent obligations since they are becoming unmanageable for the District.
- 3.6.6. Fees Charged by the Area Land Committees (ALCs):** It was noted that varying fees are charged by ALCs for land boundary inspection. In addition, there is poor remuneration for ALC members in Local Governments. MLHUD should issue guidelines to LGs on what to charge for land in rural and urban areas depending on the size and location of land. The Land Act should be amended and should clearly specify what the ALC should charge and their source of remuneration. The District

¹ A national land policy harmonizes the diverse needs for human settlement, production and conservation, by adopting best practice in land utilization for purposes of growth in the agricultural, industrial, and technological sectors

Councils were requested to increase funding for facilitation of ALCs and develop guidelines on fees charged by Area Land Committees.

- 3.6.7. Absence of Physical Development Plans in Local Governments.** There was concern that there are a number of uncontrolled and properly planned developments in many Local Governments that remain unchecked due to an apparent lack of/implementation of Physical Development plans. **It was recommended that Government should provide support to LGs to develop Physical development plans, especially for rapidly growing Local Governments.**

3.7. SOCIAL DEVELOPMENT

- 3.7.1. Elections for Women Councils:** Local Governments were also concerned that there have been delays in the Elections for Women councils and that their roles need to be clearly stipulated. The MoGLSD should disseminate Women Councils Amendment Act 2010 and National Women Council Regulations 2010 to all Local Governments and expedite the Election of Women Councils. These will be elected as part of the LC I elections in November 2017. These funds were released in the first quarter.

- 3.7.2. Rural training centers:** It was noted that rural training centres have ceased to operate and yet they were beneficial to Local Governments in terms of training local people. The Ministry of Gender should explore ways of renovating and rehabilitating of these centers. **It was clarified that the Ministry has set up a committee to identify all the institutions under Gender, to take stock of all these institutions, process land titles and consideration will be made to develop three of them per Year.**

- 3.7.3. Youth Livelihood Programme (YLP):** Government introduced the Youth Livelihood Programme in order to address the rampant problem of youth unemployment and empower them, among others. However, there was concern over the treatment of recovered funds under YLP as some wondered whether the paid back funds are remitted back to the consolidated fund, unclear guidelines on accountability of the funds and the role of LGs such that they can mobilize the youth to access the funds. It was also noted that the YLP is not inclusive of all stakeholders

but only caters for the District Executive Committee and leaves out other Councilors. LGs requested that these guidelines should be issued in line with the legal provisions, be completed and distributed to ease implementation. It was recommended that the programme is comprehensively reviewed to provide funds to existing projects and then attach youth to those business for mentorship first before they can get their own. Reduce the number of team members from 15. The MoFPED and MoGLSD should issue guidelines on the funds collected from the beneficiaries and collection banks. Institute a law to protect officers who enforce recovery of funds.

- 3.7.4. Roll out of SAGE grant.** Local Governments noted that although the Government together with the development partners initiated a monthly allowance to the elderly persons, only 2.9 percent are elders, however its expansion is slow to cover all the elders in the country given the meager resources. There is an apparent lack of clear parameters of selection of LGs that will be rolled onto SAGE. They suggested that the programme be rolled out to all Local Governments if additional funds are availed. Given that the funds have remained constant overtime, it was proposed that the beneficiary age is increased to cover fewer people but across the country.

ANNEXES

**PROGRAMME FOR LOCAL GOVERNMENT BUDGET CONSULTATIVE
WORKSHOPS FOR FY 2018/19**

DAY ONE

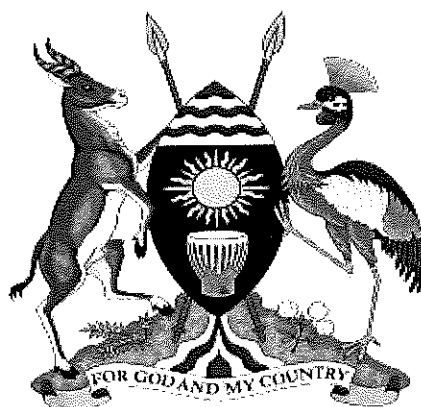
TIME	ACTIVITY	FACILITATOR	CHAIR
8.00 – 8.30a.m	Registration	Secretariat	Hon. MFPED
8.30 – 9.30a.m	Opening and Keynote address	Hon. Minister	
9.30 – 10.00am	Issues affecting Service delivery in Local Governments and Way Forward	MFPED	
10.00 – 10.30 am	Challenges to Service Delivery & Budget Transparency Initiatives - CSO perspective	CSBAG	
10.30 – 10.50am	The challenges in Planning and Budgeting for Local Governments	LG Representative	
10.50 - 11.10am	Discussion	All	
11:10 – 11:30 am	BREAK TEA/COFFEE		
11.30am-12.00pm	Progress of Implementation of the Budget Reforms: i. Inter-Governmental Fiscal transfers ii. Performance Based Budgeting	MFPED	Sector Ministry Representative
12.00-12.30 pm	Implementation of PFM Reforms in Local Governments with emphasis on improving Procurement	MFPED (Accountant General)	
12:30-1.00pm	Strengthening Planning in Local Governments - <i>Linking Sector Investment plans and Budgets to the NDP</i>	NPA	
1.00- 1.30pm	Discussion	All	
1.30 – 2.30p.m	LUNCH		
2:30 - 3:00 pm	Human Resource Issues in LGs • <i>Recruitment and Staff Establishment Ceilings</i> • <i>Salary Enhancement</i>	MoPS	LG Representative
3:00 - 3:30 pm	Effective Cash Management in Government	MFPED (DDCP)	
3:30 - 4:00 pm	Discussion	All	
4:00 – 5.30p.m	Public Sector Management (PSM) Parallel Session - OPM- Discretionary Development	OPM, PPDA	Sector Ministry Representative

TIME	ACTIVITY	FACILITATOR	CHAIR
	Equalisation Grant (DDEG) issues paper - Public Procurement Sector Issues Paper - LGFC/MoLG issues Paper - Revenue Mobilization and Challenges - Presentation by LGs on DDEG Issues - Discussion	MoLG/LGFC MoFPED, UBOS NPC, LGs	
4:00 – 5.30p.m	Social Development Parallel Session - Social Development Issues Paper - Presentation by LGs on Social Development Issues - Discussion	MGLSD LGs	LG Representative
4:00 – 5.30p.m	Education Parallel Session - Education Sector Issues Paper - Presentation by LGs on Education Sector Issues - Discussion	MOES LGs	
4:00 – 5.30p.m	Natural Resources Parallel Session - Water and Environment Sub-sector Issues Paper - Land Sub-sector - Presentation by LGs on Natural Resources Sector Issues - Discussions	MoWE MoLHUD LGs	LG Representative
4:00 – 5.30p.m	Production and Commercial Services Parallel Session - District Extension Commercial Services Sector Issues Paper - Presentation by LGs on District Extension Commercial Services Sector Issues - Discussions	MAAIF NAADS MoTWA MTIC, LGs	
4:00 – 5.30p.m	Works and Technical Services Parallel Session - Roads Sector Issues Paper - Presentation by LGs on Works Sector Issues - Discussions	MOWT/URF/ ICT/UNRA/ MoSTI, LGs	
4:00 – 5.30p.m	Health Parallel Session - Health Issues Paper - Presentation by LGs on Health Sector Issues - Discussions	MOH/UAC/ NPC LGs	
5.30 – 6.00p.m	EVENING TEA		

DAY TWO

TIME	ACTIVITY	FACILITATOR	CHAIR
8.00 – 8.30a.m	Registration	MoFPED	MFPED
	Group Presentations		
8.30 – 8.50 am	Production Session Report	LG Representative	Sector Ministry Representative
8.50 – 9.10 am	Natural Resources Session Report	LG Representative	
9.10 – 9.30am	Social Development Session Report	LG Representative	
9.30 – 9.50am	Administration Session Report	LG Representative	
9.50-10.20am	Discussions	All	
10.20 - 10.40a.m	BREAK TEA/COFFEE		
10.40 – 11.00am	Works and Technical Services Session Report	LG Representative	Sector Ministry Representative
11.00 – 11.20am	Health Session Report	LG Representative	
11.20-11.40pm	Education Session Report	LG Representative	
11.40 -12.10 pm	Discussion	All	
12.10 – 12.30p.m	Wrap-up	Secretariat	
12.30 – 1.00p.m	Closing Remarks	Hon. Sector Minister	
1.00 - 2.00p.m	LUNCH		

OPENING AND KEYNOTE ADDRESS



KEYNOTE ADDRESS

By

**Hon. Minister of Finance, Planning and Economic
Development**

At

**The Local Government Budget Consultative
Workshops for FY 2018/19**

18th September – 3rd October 2017

*Ministry of Finance, Planning and Economic Development,
P.O. Box 8147, Kampala*

Resident District Commissioners,
District Chairpersons and Your Worship the Mayors,
District and Municipal Council Speakers,
Chief Administrative Officers,
Town Clerks,
Heads of Departments,
Technical Officers representing Central Government Line Ministries and Local Governments,
Ladies and Gentlemen

I. INTRODUCTION

1. I wish to welcome you all to this year's Budget Consultative Workshop that kick starts the budget preparation process for FY 2018/19.
2. The main objective of the workshop is to communicate the Budget Strategy and the priorities for FY 2018/19 as well as generate a wider consensus.
3. Specifically, the following are the key objectives of this workshop:
 - i. Discuss the Budget Strategy and generate consensus on government priorities for FY 2018/19;
 - ii. Discuss the challenges in the execution of Government Programmes and Projects and agree on the strategies for addressing them in FY 2018/19; and
 - iii. Disseminate the Indicative Planning Figures for FY 2018/19, Sector Grant Guidelines and highlight the key aspects of the Programme Based Budgeting.
4. As per the PFMA 2015 as well as the Budget Calendar for FY 2018/19, these consultations will lead to:
 - i. The Local Government Budget Framework Paper which should be submitted to my Ministry by 15 November, 2017;
 - ii. The National Budget Framework Paper submitted to Parliament by 31st December, 2017;

- iii. The final Budget submitted to Parliament by 1st April and approved by Parliament by 31st May, 2018.

II. THE BUDGET STRATEGY FOR THE FY 2018/19

5. Ladies and gentlemen, I now wish to turn to the Budget Strategy and Priorities for the FY 2018/19.
6. Our national aspiration as stated in the NDP II is to attain middle income status by 2020. Accordingly, the theme of the Budget for next financial year, which we agreed at the EAC regional level is “***Industrialization for Job Creation and Shared Prosperity***”.
7. Specifically, the strategy for FY 2018/19 will focus on:

7.1 **Increasing production and productivity in agriculture:** The major issues affecting the agriculture sector relate to poor quality of inputs limited mechanization, diseases and pests as well as reliance on rain fed farming. Currently, Government is addressing the issue of poor inputs; and, piloting the solar irrigation system in the agriculture zonal institutes for rollout among other interventions. In the coming FY 2018/19, Government intends to:

- i. Mitigate reliance on rainfall by speeding up the development and implementation of the irrigation policy;
- ii. Continue with the provision of inputs with a focus on quality and timeliness, to improve productivity by enforcing standards through certification of agricultural input suppliers;
- iii. Instituting and promoting measures to protect the Environment to avert climate change effects on food security and agribusiness: tree planting, wetland restoration and enforcing East African Community endorsement to ban polythene bags of 30mg and below;
- iv. Intensify surveillance to check crop and livestock pests and disease outbreaks.
- v. Commodity specific interventions will target: Strengthening implementation of the Coffee 2020 road map aimed at achieving 60million bags per annum;

Improving the Tea research programme; aquaculture development and surveillance to control illegal fishing; oestrus synchronization for livestock breeding; and, provision of silos for grains.

7.2 Enhancing industrialisation to support job creation and exports: Commendable progress has already been made in the key industrialization pillars – infrastructure, human capital development and current emphasis on innovation to support technological development, other appropriate systems and frameworks for systematic actualization of the industrialisation agenda are proposed for FY 2018/19.

7.3 Government intends to review and update the National Industrialisation Policy and Plan as well tabling for approval, the Investment Amendment Code to support the following interventions:

- a. Continued improvement of facilities in Industrial Parks and enforcing coordinated sectoral plans and interventions;
- b. Supporting domestic technology development through increased focus on scientific research and innovation, supported by improving the capacity of vocational institutions to enhance provision of technical and scientific skills;
- c. Increase access of small and medium scale industries to financial services, including affordable credit; and
- d. Provision of infrastructure to the key Economic Zones – roads, electricity and water to support the implementation of the Free Zone Act 2014 and encourage private sector investments in export oriented industries e.g. leather, textiles, tea and coffee processing for exports.

7.4 Infrastructure Development - Energy, Transport & ICT: As key pillars necessary to sustain long term growth, Government will continually increase and improve the quality of transport, energy and ICT infrastructure to support productivity enhancement and incentivize innovation and industrialization.

- i. Under Energy, focus will continue to be on construction of Oil Roads, the development of Kabaale Airport in Hoima, the joint venture project between Uganda and Tanzania for the East Africa Crude Oil Pipeline, the Oil Refinery,

increasing electricity generation capacity and firmly dealing with associated power losses

- ii. Under Transport, emphasis will be on increasing the stock and quality of roads and rehabilitating existing road network.
- iii. Under ICT, Government will continue to extend the National Backbone coverage to improve efficiency and support smooth implementation of e-Government and related ICT reforms such as Program Budgeting System and IFMS. Government shall also establish regional ICT innovation hubs to stimulate incubation of ICT ideas.

7.5 Stimulating private sector growth: Having noted that the high cost of doing business is a major hinderance to private sector growth, Government has continued to invest heavily in transport and energy projects which will lower costs in the medium term. Therefore, in the coming FY 2018/19, as we continue with the gradual capitalization of UDB; Government will:

- i. speed up finalization of the Pension Sector reforms; and
- ii. consolidate and constructively channel the fragmented development funds under Microfinance Support Centres to private sector, at affordable rates.

7.6 Harnessing Tourism Potential: Tourism earnings are estimated to increase from the current USD 1.4 billion to USD 2.7billion by 2020, through increasing the number of visitors from 1.3million to 4million over the same period. Government will further enhance growth of the Tourism Sector through offering appropriate incentive packages and availing affordable capital for tourist related investments.

7.7 Improving service delivery: Because of the high influx of refugees into the country that has continued to exert pressure on social services, Government will enhance investment in human capital development, to ensure increased capacity of skilled population.

- i. Under the Health Sector, emphasis will therefore be on Health promotion and disease prevention measures at household and community level; improving maternal and new born child health; empowering the referral system with

necessary equipment to enable early diagnosis and treatment of non-communicable diseases.

- ii. Under the Education Sector, focus will be on skills development to provide the labour force with required skills needed by the small and medium scale and light manufacturing industries.
- iii. With the anticipated increase in industrial development in agriculture and petroleum sectors, we have to prepare for the greater need for skilled workers. Therefore, Government will prioritize; development of human resource planning policy to match skills required by industries; improving capacity of vocational training institutions to promote science & technology teaching through recruitment of teachers and provision of required learning kits; and putting measures to enable youth acquire skills through mandatory internship and apprenticeship programs.

7.8 Managing emerging issues: Recent statistics show that inequality has become a key challenge. Therefore, priority will be on strengthening coordination and effective implementation of programmes for economic inclusion under Youth Livelihood Programme, Uganda Women Entrepreneurship Fund and Social Assistance Grants for the Elderly, among others.

7.9 In addition, we shall focus on the following areas:

- i. **High Population Growth Rate:** Uganda's population growth rate of 2.8% is one of the highest in the world; leading to increased urban population and encroachment on wetlands. In the FY 2018/19, implementation of National Housing and Physical Planning Policies will be emphasised to ensure efficient urbanisation.
- ii. **Improving governance:** Over the years, Government has created a number of institutions so as to foster efficiency. However, we are in the process of restructuring them as guided by H.E. the President and fully embraced by Cabinet, due to overlapping roles. The restructuring will be focused on increasing efficiency and as a cost cutting measure.

- iii. Efficiency in the Justice System will be improved through application of faster and cheaper alternative corrective measures like community service, plea-bargaining and intermediation, especially for petty crimes. This will save on feeding, medical, transport and other prosecution related costs.
- iv. **Improving Project Implementation:** In order to address key causes of project delays Government intends to: (i) fast track amendment of PDDA Act to reduce procurement time; (ii) speed up ongoing reforms in land administration as well as strengthening the capacity of the Chief Government Valuer to ease acquisition of land for public infrastructure; (iii) instituting an inter-agency committee under OPM to improve coordination and monitoring of projects; and, (iv) restrict MDAs from taking on new projects before satisfactory implementation of ongoing projects under their respective dockets.
- v. In line with ongoing PFM reforms, effective FY 2018/19, all Non Tax Revenues shall be collected by URA, channelled to the Consolidated Fund and released normally to the spending institutions.

III. KEY ISSUES AFFECTING SERVICE DELIVERY

- 8. During the just concluded Government Annual Performance Review (GAPR) organized by Office of the Prime Minister, the following issues that affect service delivery were noted:
 - 8.1 **Share of Local Government Funding:** There is concern regarding the share of Local Government Funding compared to allocations to the Central Government Votes. While this is greatly appreciated, as we all know, there are items of expenditure at national level in our budget; like; Public Debt, Security, Power projects that cannot be disaggregated across levels of Government. In the same measure, there are also funds appropriated to line ministries but transferred to Local Governments like NUSAF3, Operation Wealth Creation, Road maintenance Funds, Uganda Women's Entrepreneurship Program (UWEP) and Youth Livelihood Program. When all these

are discounted, Local Governments get about 32% of the National Budget (*see Annex 1*).

8.2 Funding of Local Governments: The above notwithstanding, I do recognize the need to increase funding for decentralized services. Consequently, we are in negotiations with development partners under Education and Health, with focus on the following areas of funding:

Education: (i) Construction of secondary schools in sub-counties that have none; (ii) Construction of science laboratories in secondary schools that have none; (iii) Construction of primary schools in parishes that have none; (iv) infrastructure in existing primary schools to attract more pupils; and (v) outstanding Presidential Pledges for Primary and Secondary Education.

Health (i) district hospitals; (ii) health centres in sub-counties that have none; and (iii) equipping and staffing of existing health centres to improve functionality.

8.3 Creation of New Administrative Units: Whereas the major objective of Government is to extend services to all its citizens, continuous creation of new administrative units puts pressure on existing resources for Local Governments. To address this, creation of Sub counties, Town Councils, Municipal Councils and Districts shall only be allowed when the Certificate of Financial Implication clearly indicates that the resources will be provided.

8.4 Absence of District Service Commissions, Local Government Public Accounts Committee and Contract Committees: It has come to our attention that some of these Statutory Bodies have not been put in place in some of the Local Governments due to political reasons. The absence of these Committees affects governance and service delivery on the respective Local Governments. I am therefore calling upon you, to immediately ensure that these committees are put in place.

8.5 Delays in reporting: Despite repeated reminders, there is still a practice of late submission of Performance Contracts, quarterly and annual reports. **Any late submission must be accompanied with a written and justifiable explanation by**

the Accounting Officer. I have issued an instruction for this to inform the appointment or reappointment of Accounting Officers.

- 8.6 **Funds to be transferred to Local Governments through Line Ministries:** In the Budget of FY 2017/18, Ushs 39.6bn was appropriated under Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) for onward transfer to Local Governments for Agriculture Extension Workers. MAAIF will start transferring these funds to Local Government Votes in the second Quarter of FY 2017/18. In FY 2018/19, these funds will be incorporated and transferred to Local Government Votes as is the case with the other grants. Relatedly, Ush 11bn was provided to Ministry of Local Government (Ushs 9bn as Honoraria for Sub County Councillors and Ushs 2bn as startup costs for newly created Town Councils). Ministry of Local Government will therefore be making these transfers to your respective Votes.

IV. IMPLEMENTATION OF REFORMS

9. Budgeting for Salaries, Pension and Gratuity

- 9.1 Payroll management was decentralized to empower Accounting Officers plan, budget and execute their staff and pension payrolls. However, some Accounting Officers have not taken this role seriously by not projecting and submitting to my Ministry, the wage and pension requirements for the following financial year. In addition, some votes do not budget for wage by cost Centre causing shortfalls in certain wage categories and surpluses in others resulting in staff paid from categories where they do not fall.
- 9.2 With effect from FY2018/19, a provision has been made on PBS to facilitate capture of staff and pensioners by to enable generation of accurate wage and pension budgets.
- 9.3 The Wage and Pensions IPFs for FY 2018/19 will be generated from the PBS, and Accounting officers are urged to ensure that correct information on staffing including National Identification Numbers (NINs) are provided in the PBS to avoid under/over provision of Wage, Pension and Gratuity.

- 9.4 All authorized recruitment of staff for FY 2017/18 within the budget provision is expected to be concluded by 30th September, 2017 as guided in the Budget Execution Circular to enable recruited staff access the payroll by 30th December, 2017 to facilitate accurate budgeting for FY2018/19. Accounting Officers are reminded to ensure that recruitment and access of recruited staff are finalized within the set timelines and within the wage bill.
10. **Program Based Budgeting (PBB):** Helps us focus on desired outcomes and outcome indicators. On the other hand, the Program Budgeting System (PBS) is a tool to implement PBB. Following the successful implementation of PBS by Central Government votes, the PBS was rolled out to all Local Governments in August, 2017. Like the Central Government Votes, all Local Governments will be expected to prepare their quarterly reports, Budget Framework Papers and Performance Contracts using PBS. I am aware that some Local Governments have challenges in using PBS due to poor network connectivity. Even then, this should not be an excuse because PBS is an online system that can be accessed from anywhere. Nonetheless, arrangements are being made to give these Local Governments priority in extension of the National Backbone by NITA-U.

V. CONCLUSION

11. My Ministry attaches great importance to these workshops and I call upon you to candidly discuss the sector grant guidelines in relation to the strategy in order to take this country to the middle income level.
12. I will take keen interest in the challenges and the agreed solutions.
13. I wish you fruitful deliberations and I declare the workshop open.

FOR GOD AND MY COUNTRY

ANNEX 1: SHARE OF LOCAL GOVERNMENT FUNDING

	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
TOTAL BUDGET	14,032.68	15,829.81	23,972.85	26,360.46	29,008.54
Public Debt	1,223.74	1,222.03	6,615.72	7,169.78	8,583.68
<i>Domestic Debt Re-financing</i>	-	-	4,787.49	4,977.69	4,998.70
<i>External Debt(Amortisation)</i>	248.40	139.16	172.04	169.18	949.58
<i>Interest</i>	975.34	1,082.87	1,656.19	2,022.91	2,635.40
External Financing	2,547.39	2,674.33	5,597.75	6,524.54	7,075.40
Appropriation In Aid	468.72	568.78	621.35	671.98	757.52
Sub Total Less Debt, External Financing & AIA	9,792.83	11,364.67	11,138.02	11,994.16	12,591.94
Cross cutting funding					
UNRA	1,279.73	1,269.86	1,346.29	1,365.21	1,618.05
Security Sector	804.05	906.04	1,073.83	1,103.22	1,119.22
Police	315.24	402.95	527.77	525.61	524.83
Road Fund	352.85	428.10	417.93	417.84	417.39
NAADS and UCDA	55.03	167.85	206.89	386.52	333.29
NMS	219.37	218.61	218.61	237.96	237.96
KCCA	118.41	137.73	156.60	149.83	162.70
Prisons	85.58	94.22	127.06	150.52	150.86
REA	16.98	16.98	47.40	56.98	81.98
Sub- Total Cross cutting funding	3,247.24	3,642.35	4,122.39	4,393.69	4,646.28
Sub Total Less Cross cutting funding	6,545.59	7,722.32	7,015.64	7,600.47	7,945.66
Local Government Grants	2,009.13	2,283.51	2,288.31	2,463.67	2,558.28
% Share	30.7%	29.6%	32.6%	32.4%	32.2%

CLUSTER OF LOCAL GOVERNMENTS THAT PARTICIPATED

GROUP ONE									
18th - 19th September 2017	21st - 22nd September 2017	25th - 26th September 2017	28th - 29th September 2017	2nd - 3rd October 2017					
Report on: 17th September 2017	Report on: 20th September 2017	Report on: 24th September 2017	Report on: 27th September 2017	Report on: 1st October 2017					
SunSet Hotel, JINJA	No. Mt. Elgon Hotel, MBALE I	No. Mbale Resort Hotel, MBALE II	No. Mbale Resort Hotel, MBALE III	No. Margaritha Palace Hotel, LIRA	No.				
1 NAMAYINGO	16 KUMI	16 MOROTO	16 AMURIA	16 KAABONG	16				
2 BUDAKA	16 BUKEDDEA	16 NAKAPIRIPIT	16 BULAMBULI	16 KOTIDO	16				
3 JINJA	16 SERERE	16 KWEEN	16 KATAKWI	16 AMOLATAR	16				
4 KIBUKU	16 SIRONKO	16 BUKWO	16 MANAFWA	16 KABERAMAIDO	16				
5 BUTALEJA	16 NGORA	16 AMUDAT	16 MBALE	16 ABIM	16				
6 BUSIA	16 KAPCHORWA	16 SOROTI	16 BUDUDA	16 NAPAK	16				
			NAMISINDWA		16				
	96	96	96	112	96				
1 JINJA MC	13 KUMI MC	13 MOROTO MC	13 MBALE MC	13 KOTIDO MC	13				
2 BUSIA MC	13 KAPCHORWA MC	13 SOROTI MC	13		13				
	26	26	26		13				
No. of Participants	122	No. of Participants	122	No. of Participants	125	No. of Participants			
GROUP TWO									
18th - 19th September 2017	21st - 22nd September 2017	25th - 26th September 2017	28th - 29th September 2017	2nd - 3rd October 2017					
Report on: 17th September 2017	Report on: 20th September 2017	Report on: 24th September 2017	Report on: 27th September 2017	Report on: 1st October 2017					
Hotel Brovad, MASAKA I	No. Hotel Brovad, MASAKA II	No. Ridar Hotel, SEETA	No. SunSet Hotel, JINJA I	No. SunSet Hotel, JINJA II	No.				
1 RAKAI	16 BUKOMANSIMBI	16 LUWERO	16 KAMULI	16 NAMUTUMBA	16				
2 KYOTERA	16 GOMBA	16 NAKASEKE	16 KALIRO	16 BUGIRI	16				
3 MASAKA	16 LWENGO	16 MUKONO	16 TORORO	16 LUUKA	16				
4 KALANGALA	16 KALUNGU	16 KAYUNGA	16 PALLISA	16 BUYENDE	16				
5 KYANKWANZI	16 LYANTONDE	16 BUVUMA	16 BUTEBO	16 IGANGA	16				

6	KIBOGA	16	SEMBABULE	16					MAYUGE	16
7	BUTAMBALA	16	MUBENDE	16						96
		112		112			80		80	
			Municipalities							
1	MASAKA MC	13	MUBENDE MC	13	MUKONO MC	13	KAMULI MC	13	IGANGA MC	13
2					NANSANA MC	13	TORORO MC	13	BUGIRI MC	13
3					MAKINDYE-SSABAGABO MC	13	NJERU MC	13		
4					LUGAZI MC	13				
		13		13		52		39		26
No. of Participants		125	No. of Participants	125	No. of Participants	132	No. of Participants	119	No. of Participants	122
GROUP THREE										
18th - 19th September 2017			21st - 22nd September 2017		25th - 26th September 2017		28th - 29th September 2017		2nd - 3rd October 2017	
Report on: 17th September 2017			Report on: 20th September 2017		Report on: 24th September 2017		Report on: 27th September 2017		Report on: 1st October 2017	
Hoiwa Resort Hotel, HOIMA	No.	No.	Mountains of the Moon Hotel, FORT PORTAL	No.	Kyangabi Crater Resort, RUBIRIZI	No.	IGONGO Cultural Centre, MBARARA I	No.	Lake View Hotel, MBARARA II	No.
1 BULISA	16	16	BUNDIBUGYO	16	KASESE	16	ISINGIRO	16	KISORO	16
2 MASINDI	16	16	KABAROLE	16	BUSHENYI	16	KAMWENGWE	16	RUKUNGURI	16
3 KAKUMIRO	16	16	KYENJOJO	16	SHEEMA	16	KIRUHURA	16	KANUNGU	16
4 KIBAALLE	16	16	KYEGEGWA	16	BUHWEJU	16	NTUNGAMO	16	RUBANDA	16
5 HOIMA	16	16	NTOROKO	16	MITOOMA	16	MBARARA	16	KABALE	16
6 KAGADI	16	16	BUNYANGABU	16	RUBIRIZI	16	IBANDA	16	RUKIGA	16
	96	96		96		96		96		96
Municipalities:										
1 MASINDI MC	13	13	FORT-PORTAL MC	13	SHEEMA MC	13	NTUNGAMO MC	13	KISORO MC	13
2 HOIMA MC	13	13	KASESE MC	13	BUSHENYI-ISHAKA MC	13	MBARARA MC	13	RUKUNGURI MC	13
3							IBANDA MC	13	KABALE MC	13
	26	26		26		26		39		39
No. of Participants	122	122	No. of Participants	122	No. of Participants	122	No. of Participants	135	No. of Participants	135
GROUP FOUR										
18th - 19th September 2017			21st - 22nd September 2017		25th - 26th September 2017		28th - 29th September 2017		2nd - 3rd October 2017	
Report on: 17th September 2017			Report on: 20th September 2017		Report on: 24th September 2017		Report on: 27th September 2017		Report on: 1st October 2017	

September 2017		September 2017		September 2017		September 2017		October 2017			
Heritage Courts Hotel, ARUA		No.	Acholi Inn Hotel, GULU I	No.	Bomah Hotel, GULU II	No.	Margaritha Palace Hotel, LIRA	No.	Ridar Hotel, SEETA	No.	
1	MARACHA	16	KITGUM	16	AMURU	16	APAC	16	NAKASONGOLA	16	
2	MOYO	16	LAMWO	16	NWOYA	16	DOKOLO	16	MPIGI	16	
3	YUMBE	16	PADER	16	OMORO	16	KOLE	16	WAKISO	16	
4	ARUA	16	KIRYANDONGO	16	GULU	16	ALEBTONG	16	MITYANA	16	
5	KOBOKO	16	AGAGO	16	NEBBI	16	OTUKE	16	KCCA	6	
6	ZOMBO	16	OYAM	16	PAKWACH	16	LIRA	16	BUIKWE	16	
			ADJUMANI	16							
		96		112		96		96		86	
Municipalities											
1	ARUA MC	13	KITGUM MC	13	GULU MC	13	APAC MC	13	ENTEBBE MC	13	
2	KOBOKO MC	13			NEBBI MC	13	LIRA MC	13	MITYANA MC	13	
3									KIRA MC	13	
		26		13		26		26		39	
No. of Participants		122	No. of Participants		125	No. of Participants		122	No. of Participants		125

Annex 2a: LIST OF LOCAL GOVERNMENT PARTICIPANTS

(a) Districts

- i) District Chairpersons;
- ii) Resident District Commissioners;
- iii) Chief Administrative Officers
- iv) Chief Finance Officers;
- v) District Planners;
- vi) Secretaries of Finance;
- vii) District Speaker;
- viii) District Health Officers;
- ix) District Education Officers;
- x) District Engineers
- xi) District Human Resource Officers;
- xii) District Production Coordinators;
- xiii) District Water Officers;
- xiv) Natural Resource Officers;
- xv) Community Development Officers;
- xvi) District Internal Auditors;
- xvii) PWD Representatives.

(b) Municipal Councils

- i) The Municipal Mayors;
- ii) Town Clerks;
- iii) Municipal Treasurers;
- iv) Municipal Planners;
- v) Secretaries of Finance;
- vi) Municipal Speaker;
- vii) Municipal Health Officers;
- viii) Municipal Education officers;
- ix) Municipal Engineers;

- x) Municipal Human Resource Officers;
- xi) Natural Resource Officers;
- xii) Municipal Internal Auditors;
- xiii) Community Development Officers;

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Annex 2b: LIST OF FACILITATING MINISTRIES, DEPARTMENTS AND AGENCIES

- i) Ministry of Finance, Planning and Economic Development
- ii) Ministry of Public Service;
- iii) Ministry of Health;
- iv) Ministry of Education and Sports;
- v) Ministry of Water and Environment;
- vi) Ministry of Agriculture, Animal Industry and Fisheries;
- vii) Ministry of Gender, Labour and Social Development;
- viii) Ministry of Lands, Housing and Urban Development;
- ix) Ministry of ICT and National Guidance;
- x) Ministry of Works and Transport;
- xi) Ministry of Trade, Industry and Co-operatives;
- xii) Ministry of Tourism, Wildlife and Antiquities;
- xiii) Ministry of Local Government;
- xiv) Office of the President;
- xv) Office of the Prime Minister;
- xvi) National Planning Authority;
- xvii) Local Government Finance Commission;
- xviii) Public Procurement and Disposal of Public Assets Authority (PPDA);
- xix) National Environmental Management Authority;
- xx) NITA-U;
- xxi) Uganda Aids Commission;
- xxii) The Uganda Road Fund;
- xxiii) Uganda Bureau of Statistics
- xxiv) National Medical Stores
- xxv) NAADS Secretariat; and
- xxvi) National Population Council.
- xxvii) Uganda National Teachers Union
- xxviii) Equal Opportunities Commission
- xxix) Civil Society Budget Advocacy Group
- xxx) Uganda Local Governments Association

Annex 3: SCHEDULE OF TOP MANAGEMENT ATTENDING THE WORKSHOPS

No.	Name	Dates	Workshop Venue
1	Hon. Matia Kasaija	18 th - 19 th September 2017	Hoima Resort Hotel, HOIMA
		25 th - 26 th September 2017	Kyangabi Crater Resort, RUBIRIZI
		28 th - 29 th September 2017	SunSet Hotel, JINJA I
		2 nd - 3 rd October 2017	Ridar Hotel, SEETA
2	Hon. Gabriel Aridru Ajedra	18 th - 19 th September 2017	SunSet Hotel, JINJA
		25 th - 26 th September 2017	Acholi Inn Hotel, GULU I
		28 th - 29 th September 2017	Mbale Resort Hotel, MBALE II
		2 nd - 3 rd October 2017	Margaritha Palace Hotel, LIRA
3	Hon. Evelyn Anite	18 th - 19 th September 2017	Heritage Courts Hotel, ARUA
		25 th - 26 th September 2017	Hotel Brovad, MASAKA II
		28 th - 29 th September 2017	Bomah Hotel, GULU II
		2 nd - 3 rd October 2017	SunSet Hotel, JINJA II
4	Hon. David Bahati	18 th - 19 th September 2017	Mountains of the Moon Hotel, FORT PORTAL
		25 th - 26 th September 2017	Ridar Hotel, SEETA
		28 th - 29 th September 2017	Mbale Resort Hotel, MBALE III
		2 nd - 3 rd October 2017	Lake View Hotel, MBARARA II
5	Hon. Kyeyune Haruna Kasolo	18 th - 19 th September 2017	Hotel Brovad, MASAKA I
		25 th - 26 th September 2017	Mt. Elgon Hotel, MBALE I
		28 th - 29 th September 2017	IGONGO Cultural Centre, MBARARA I
		2 nd - 3 rd October 2017	Margaritha Palace Hotel, LIRA
6	Ms. Maris Wanyera	25 th - 26 th September 2017	Mbale Resort Hotel, MBALE II
7	Mr. Keith Muhakanizi	21 st - 22 nd September 2017	Hotel Brovad, MASAKA II
8	Mr. Patrick Ocailap	21 st - 22 nd September 2017	Mt. Elgon Hotel, MBALE I
		28 th - 29 th September 2017	Mbale Resort Hotel, MBALE III
9	Mr. Lawrence Semakula	25 th - 26 th September 2017	Kyangabi Crater Resort, RUBIRIZI
10	Mr. Kenneth Mugambe	28 th - 29 th September 2017	IGONGO Cultural Centre, MBARARA I
		2 nd - 3 rd October 2017	Ridar Hotel, SEETA
11	Mr. Moses Kaggwa	18 th - 19 th September 2017	SunSet Hotel, JINJA
		2 nd - 3 rd October 2017	SunSet Hotel, JINJA II
12	Dr. Fixon Akonya Okonye	2 nd - 3 rd October 2017	Margaritha Palace Hotel, LIRA
13	Ms. Betty Kasimbazi	25 th - 26 th September 2017	Ridar Hotel, SEETA

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