



THE REPUBLIC OF UGANDA

NTOROKO

DISTRICT LOCAL GOVERNMENT

Local Government Performance Improvement Plan

2019/20

JUNE 2020

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TABLE OF CONTENTS

TABLE OF CONTENTS2

SIGNATORY PAGE.....1

CHAPTER ONE: INTRODUCTION.....2

 1.1 BACKGROUND2

 1.2 PROCESS FOR DEVELOPMENT OF THE PIP3

 1.3 AGREED NEXT STEP3

CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY DLG.....5

CHAPTER THREE: ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM NRP..... ERROR!
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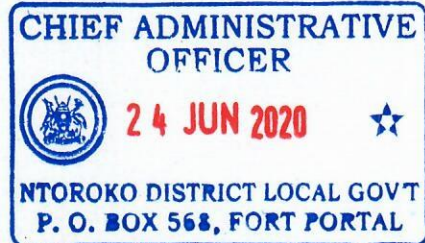
SIGNATORY PAGE

- I confirm that this plan has been developed jointly in accordance with process described in chapter 1,
- I commit to support the implementation of agreed actions

W. Inyang...

CAO/Town Clerk

Place /date



Muthabings Ben

Chairperson/Mayor

Place /date

Emu Paschal

Team Leader of the National Resource Pool / official GoU title

Place /date

CHAPTER ONE: INTRODUCTION

1.1 Background

Since 2015 Government has been implementing reforms aimed at improving the adequacy and equity of fiscal transfers and improve fiscal management of resources by Local Governments for improved service delivery. In order to ensure that public resources for service delivery are efficiently used and properly accounted for, Government has designed a system for assessing the performance of Local Governments.

The Office of the Prime Minister coordinated a country wide Local Government Performance Assessment exercise during focusing on: i) compliance with the accountability requirements and ii) functional processes and systems of importance to LGs for efficiency in service delivery addressing cross-cutting, Education, Health and Water processes. Local Government Specific Reports as well as Synthesis Report detailing the key assessment findings and recommendations for addressing the weak areas at both LG and MDA levels have been compiled and shared with local governments and all the reports are available at <https://budget.go.ug/lgpas>

Whereas our local government have initiated activities to address some of the gaps identified during the Local Government Performance Assessment, it is realized that additional efforts and support are required in order to address all performance gaps.



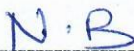
The Ministry of Local Government (MoLG) has constituted the Local Government Performance Improvement Task Force (LGPITF) composed of representatives from the relevant Ministries, Departments and Agencies (MDAs). The LGPITF has reviewed the Local Government Performance Assessment (LGPA) Synthesis report and identified a list of LGs that have scored below average selected for targeted performance improvement support.

Support teams composed of National Resource Pool (NRP) members with representatives from the crosscutting specialized Ministries that have the professional capacity to offer support to core functions of the LG as well representatives from the Ministries of Health and Ministry of Education and Sports have subsequently been deployed by MOLG to assist identified LGs.



1.2 Process for Development of the PIP

This Performance Improvement plan was developed over the period from 22nd to 24th January, 2019 as a collaborative effort between Njeru Local Government and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. Eramu Pascal _____

2. Edidah Busingye _____

3. Juma Moses _____

4. Nuwagaba Benson _____

The development of this Performance Improvement Plan is based in the following:

- Analysis of the final and complete version of the Local Government Performance Assessment Report;
- Discussions with staff and political leadership of the local government for identification of underlying causes of underperformance in the Local Government;
- Joint development proposals of actions to undertaken by: the LG; with support from the NRP team; and by other agencies;
- Review by the TPC and executive of draft proposals; and
- Subsequent amendments and signing of the agreed Performance Improvement Plan.

1.3 Agreed Next Step

Our Local Government commits to implementation of the agreed action points outlined in section 2.

Ministry of Local Government commits to development of a detailed action plan for follow up on agreed actions as outlined in section 3 and communicate this in writing to the local government .



The Ministry of Local Government commits to table the local government request for additional external support (section 4) to the Local Government Performance Improvement Task Force and communicate the agreed action to the local government.

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CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BYDLGMC

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Accountability Requirements					
Crosscutting Performance Measures					
The Physical Development Plan was in a draft form and therefore not yet approved.	To plan, develop physical development plan and submit for approval.	Recruit Physical Planner, Lobby for funding.	CAO, DEC Planner,	Recruitment by December, 2020, Planning by Sept, 2020	A draft physical development plan for the district developed. A Physical planner recruited.
The LG submitted only 1 set of minutes of the physical planning committee out of the mandatory 4 to Kabarole Zonal Office	Quarterly meetings to be held and 4 copies of minutes to be submitted to Kabarole zonal office and MOLHUD.	One sitting per quarter, develop and publish a schedule of meetings.	CAO, PAS, Lands Officer	Quarterly	Schedule of meetings and Minutes on file.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
during FY 2018/19					
The District did not have an approved Physical Development Plan to approve all infrastructure projects	The District is planning to develop a physical development plan for infrastructure development.	Physical planning committee in place and will be sitting quarterly to address the matter.	CAO, Lands Officer, DNRO, Committee.	By Sept, 2020	Minutes reports on actions to develop a physical development plan in place.
There was evidence that the LG had budgeted for O & M for infrastructure in the previous FY basing on reviewed assets and projects in need of Maintenance.(Budget for O&M in FY 2018/2019 was Shs 70,200,070. Actual expenditure on O&M during the FY was Shs. 52,286,000= Percentage = 74%.)	To budget and execute for O&M	Quarterly expenditures to reflect O&M, TPC review to review O&M expenditure.	CAO, CFO, HODs,	Quarterly	Minutes and reports on file.
No evidence that all HoDs were substantively	7 substantive HODs have been recruited. Recruitment Plan in place, Secured	Advert placement, interviews and appointments.	CAO, PHRO	By quarter 1 fy, 2021	HODs substantively filled and

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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
filled.	wage awaiting for advert	deployment.			deployed.
No evidence that all the HoDs including those in acting positions were appraised as per guidelines issued by the MoPS during the previous FY 2018/2019.	Filling of performance and agreements and conducting appraisals.	Conducting performance appraisal meetings.	CAO, PHRO, HODs	First week of July, 2020	Performance reports and agreements for 2019/20 on file, Appraisals for 2020/21 conducted.
No substantial evidence that all positions submitted for recruitment were considered.	Consideration will be made for submission for 100% Wage.	Submissions to DSC, Place adverts.	CAO, PHRO	By July, 2020	100% consideration of all submissions made.
No evidence that recruited staff accessed the payroll within 2 months.	The District to pay newly recruited staff within 2 months period as per the guidelines.	IT Officer to help new staff to acquire TIN and Supplier numbers in time.	CAO, PHRO, IT Officer.	Within 2 months after recruitment.	Newly recruited staff access pay within 2 months.
No evidence of staff that who had retired in the previous FY accessed pension payroll within 2 months.	Retired staff shall access pay roll within 2 months.	PHRO to prepare retired staff documents in time.	CAO, PHRO	Within 2 months of retirement.	Retired staff access payroll within 2 months.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Out of following 4 AWP water facilities for 2018/19 visited, none of them were labelled	Water facilities shall be engraved in FY 2020/21	Cost of engraving will be incorporated in the BOGs.	DWO, PDU	By Aug, 2020	Water sources facilities engraved.
No evidence that implementation of the audit findings by the internal audit through the quarterly reports were timely addressed by both Council and the LGPAC.	Internal Audit reports to be reviewed by LGPAC Quarterly and submitted to Council	Quarterly basis	CAO, Clerk to Council, IA	Quarterly	Internal Audit reports reviewed by LGPAC and submitted to Council.
Whereas the Accounting Officer received the quarterly internal audit reports, review of the submitted reports was not timely done.	Timely responses to IA reports will be done.	Quarterly	CAO, HODS, IA, CFO	Quarterly	Responses to IA reports made.
The DLG did not maintain a detailed and updated Assets Register as a required in accordance with the format provided in the LG Accounting Manual.	To maintain a detailed and updated Assets registers.	Quarterly updates	CFO, PAS	Quarterly	detailed and updated Assets registers in place.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Assets acquired during the FY2018/19 were manually recorded in counterbooks which did not follow the format provided in the Local Governments Accounting Manual 2007.					
No evidence that the LG had designated a person to coordinate response to feed-back (grievance /complaints) and responded to feedback and complaints	The District to designate a person to identify and coordinate responses, grievances, complaints.	Keep complaints register	CAO, PHRO	July	Designated person in place, and complaint register.
No evidence of a streamlined system for recording, investigating and responding to grievances.	To streamline the feedback system	Suggestion box, designation person to record and review complaints. Recording system in place	CAO, PHRO	August, 2020/21	All grievances documented and responded to.
No display on the notice boards LG Payroll and Pensioner Schedule.	To display LG payroll and pensioner schedule on a monthly basis	Monthly basis	PHRO	Monthly	LG payroll and pensioner schedule

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No display of procurement plans nor awarded contracts and amounts on the notice boards.	To display procurement plans, awarded contracts and amounts on the procurement notice boards.	Secure procurement notice boards.	PDU	August	Procurement information displayed.
No evidence that the HLG had communicated and explained guidelines, circulars and policies issued by the national level to LLGs during previous FY	To communicate and explain guidelines, circulars and policies to LLGs	Through meetings, writing letters and share online.	CAO, HODs & IT Officer	As and when there is guidelines, circulars and policies to LLGs	Dessemination of guidelines, circulars and policies to LLGs.
No evidence that the LG during previous FY had conducted discussions fora, barazas, radio programmes etc.).	The LG to conduct barazas, Radio talk shows and document information of the meetings held and receipts.	Bi annual barazas, quarterly radio talk shows	PAS, CO	Bi-Annual/ Quarterly	Documentation of barazas, radio talk shows conducted.
No evidence that projects are implemented on land	To secure land agreements, titles, consent letters and	Conduct meetings with land Stakeholders; owners.	CAO, Lands Officer, CDO,	July	Land ownership documentation

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
where the LG has proof of ownership (e.g. a land title, agreement etc..):	MOUs.	communities and individuals. Start the process of titling land.	DEC.		secured.
No evidence that all completed projects had Environmental and Social Mitigation Certification Form completed and signed by Environmental Officer and CDO.	To Certify all projects for environmental and social compliance	Environmental and social mitigation measures be included in the BOQs	EO, PDU, CDO and DE	Whenever a project is implemented	Environmental and social certificates for all projects completed and signed by the EO and CDO.
No evidence that the contract payment certificates includes prior environmental and social clearance.	Environment clearance certificate attached before final payment.	Whenever there is contract and payment to be done.	CAO, HODs. CFO,	Whenever there is payment for the project	Environment and Social concerns addressed.
No evidence that the Environmental Officer and CDO prepared monthly reports on projects supervision and monitoring to assess the level of implementation of	CDO, EO to visit project sites	By conducting site visits and meetings.	CDO, EO	Whenever there is a project being implemented	Environmental and social development/ gender reports on file.



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Environment and Social safeguards.					
Educational Performance					
No evidence to show that the LG substantively filled all positions of school inspectors as per staff structure. The LG had 2 school inspectors as per the approved structure (senior Inspector and inspector of schools	All Inspectors of schools in place.	N/A	N/A	N/A	N/A
No evidence that the LG Education department had communicated all guidelines, policies, circulars issued by the national level in the previous FY 2018/2019. The DEO's office did not provide minutes of meetings discussing	Guidelines, Policies, Circulars have been disseminated.	As and when Guidelines, Policies, Circulars are received.	DEO, Inspectors of schools.	As and when Guidelines, Policies, Circulars are received.	Dissemination of information done.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
circulars with head teachers					
No evidence that the LG Education department had held meetings with primary school head teachers to explain guidelines received from MoES	Meetings shall be held with Head teachers of Primary schools.	Termly	DEO, DIS, SEO	Termly	Minutes on file.
No evidence that the LG Education department had submitted school inspection reports to DES	To submit inspection reports to DES	Quarterly	DEO, DIS	Quarterly	Inspection reports received and stamped by DES
No evidence that LG submitted accurate/consistent data. The MoES enrolment data 2019/2020, Ntoroko had total enrolment of 13,519. While the Ntoroko budget framework paper 2019/2020 shared by the Planner had 24,808 for	Harmonise enrolment figures with the MoES.	Sharing data with the MoES and data cleaning.	DEO, DIS, Head Teachers.	Termly	Harmonised enrolment figures.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
the FY 2019/2020 enrollment	To publish all schools receiving grants.	Put information on the notice board and information on grants with schools in meetings.	DEO, SEO, Head Teachers	Termly	Display of Schools attaining grants
The assessment team found that the Education department had submitted input into the procurement unit covering major investments in education on 1st October 2019, way beyond the recommended deadline of 30th April.	To submit procurement plan of the department to PDU by 30 th April	Submit the procurement requirements by September	DEO, CFO, PDU	By Sept	Procurement plans submitted to PDU
No evidence that the department submitted the annual performance report for the previous FY to the Planner by 15th of	To submit annual performance report to the Planner in time.	Compile quarterly and annual performance report	DEO, CFO	By 15 th July, Quarterly.	Annual and Quarterly performance reports submitted and filed.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
July for consolidation:					
No evidence that the LG Education department in consultation with the gender focal person disseminated gender guidelines to schools.	To disseminate gender related information and guidelines.	Coordinate with Gender focal person by conducting orientation meetings and head teachers, senior women and men.	DEO, DCDO, Sr. Inspector of schools and Head Teachers.	Termly	Gender guidelines/ policies disseminated, Minutes filed.
No evidence that LG Education department in collaboration with gender department had issued and explained guidelines on how to manage sanitation for girls and PWDs in primary schools:	To involve Community Based Services in issues of sanitation to girls and PWDs in primary schools.	Through Senior Management meetings, Meeting With Senior Women and Men Teachers.	DEO, DCDO, Health Inspectors	Termly	Minutes on file. School action plans on file.
There was partial evidence that the School Management Committee met the guideline on gender	To design a mechanism to improve membership on SMCs	Through writing circulars to schools guiding them on the membership composition.	CAO, DEO.	July	Presence of circulars Appointment of letters of appointments of

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
composition.					SMCs.
No evidence that the LG Education department in collaboration with Environment department had issued guidelines on environmental management to primary schools	To work with Natural resource officers to develop guidelines on environmental guidelines.	Will acquire guidelines on environment and distribute them primary schools	DEO,	July	Availability of guidelines, dissemination lists on file.
No evidence that the environment officer and the CDO visited the sites to check whether the mitigation plans are complied with	Involve the CDO, NRO in inspection and monitoring of all capital projects.	By involving them in monitoring and support supervision of projects.	CAO, DEO, DCDO, NRO,	Quarterly	Quarterly monitoring reports
Health Performance					
No evidence that all Health facility in-charges were appraised in the previous FY	To appraise all health in-charges.	To write to all health in charges	DHO, PHRO	July	All health incharges appraised.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
2018/2019. There were 6 Health Facilities and only 4 out of 6 Incharges were appraised					
The were old guidelines that were issued during FY2018/19 NOT for that current year under assessment.	To provide guidelines on sector grants and budget	Distribute guidelines on sector grants and budget to health facilities	DHO	As soon as the guidelines are received from the Centre	Guidelines desseminated.
No evidence of any meeting with in-charges where guidelines, policies or circulars were explained.	To explain guidelines, policies or circulars were explained.	Through conducting meetings and explain guidelines, policies or circulars.	DHO	July	Guidelines, policies circulars explained. or
There was evidence that DHT supervised Karugutu HCIV. However, Only one supervision report (for FY2018/2019 quarter one) was availed and it was dated 30th July 2018.	Quarterly integrated supervision documentation /Reports will be produced accordingly.	Quarterly support supervision visits to be done to HCIVs	DHO	Quarterly	Support supervision conducted and reports on file.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No evidence that the HSD supervised lower level units. No support supervision reports available.	Quarterly supervision of lower health centers by HSD will be conducted.	Quarterly support supervision	HSD in charges	By 1 st Quarter	Lower Health Centers supervised.
No evidence that supervision reports were discussed.	Supervision minutes and reports will be discussed.	Through meetings to review actions from the supervisions held	DHO, DHT	Quarterly, shortly after supervision	Reports discussed
No evidence of follow up of any recommendations	Supervision reports and recommendations to be followed up.	Through meetings	DHO, DHTs	Quarterly after supervision	Reports and recommendations followed up.
No evidence that the health sector committee presented issues that required approval to council.	Health Sector Committee will be presenting sector meetings to Council.	Copies of sector reports/ issues will be reflected in the minutes, be sent to DEC and retain copies on file	DHO	Quarterly	Copies of sector reports/ issues will be reflected in the minutes, be sent to DEC and Council and retained copies on file

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No adequate evidence that some HUMCs were functional as per 3 facilities visited.	HUMCs have been functional	HUMCs are functional with minutes in place	DHO, Facility incharges	Quarterly basis	Functional HUMCs
There was evidence that the health department submitted the procurement plan to the PDU, within the required time frame of 30th April.	Submission of procurement plan to be submitted to PDU in time.	Procurement plans prepared in time and Submitted by 30th April.	DHO	By 30th April	Procurement plans submitted in time.
There was evidence that the department initiated the procurement requisition on 18th September 2019, However, the requests were not authorized by the Chief Finance Officer and not approved by CAO.	Health department will follow requisition procedures and approvals	Ensuring that there is timely coordination whenever there is requisitions.	DHO	Quarterly	Procurement procedures, process and approvals followed.
There was no evidence that the health department submitted annual performance	Health department will submit quarterly and annual performance reports	Prepare reports within the PBS system reports and file,	DHO, Stastician	By 15th of the first month of the new	Soft and hard copy Reports submitted to planner and

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
reports for the previous FY 2018/19 with all quarterly reports to the planner		notify the planner.		quarterly	acknowledged.
There were in total fourteen queries that were raised during the year out of which nine queries were addressed and cleared as five queries were still pending at the time of the assessment	All IA findings to be responded to and be cleared.	Conduct Meetings to discuss Audit findings and queries discussed and responded to.	DHO	Quarterly	IA findings responded to and cleared.
only 5 out of the 7 health facilities met the gender composition Requirement of 30% ie HUMCs	HUMCs to meet the Gender Composition Guidelines Requirements of at least 30%	Involve the local leadership and the founding bodies of PNFPs on the selection of the committee to adhere to the Gender composition guidelines requirements.	DHO	By December	Gender Composition Guidelines Requirements of at least 30% adhered to.
No evidence that the Health infrastructure projects	Screening of projects to be done before the implementation.	involve natural resources department to	DHO,EO	As and when projects	Projects screened for environmental

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
were screened by environmental Officer before approval for construction		screen projects before implementation.		are implemented.	impact assessment before implementation.
The environmental officer and community development officer did not visit the sites to check whether the mitigation plans where complied with.	CDO, EO to visit project sites	By conducting site visits and meetings.	CDO, EO	Whenever there is a project being implemented	Environmental and social development/ gender reports on file.
Water Performance					
Nocommissioning/handover reports from the Contractor to the DLG. All the Boreholes were completed and were already functional.	Commissioning of projects to be done after practical completion.	Commissioning and handover meetings with district leadership.	CAO, WO	After every project completion	Commissioning and handover reports
Failure to allocate atleast 60% of the water grant to sub counties below the District water coverage	To ensure that atleast 60% of water grant is allocated to subcounties below the district water coverage.	Through planning and budgeting processes.	CAO, DWO, CFO, Planner	October	Increase water coverage to water stressed subcounties.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No evidence that the department had submitted the annual performance report for the previous FY 2018/2019 including all 4 quarterly reports to the planner.	Timely submission of annual and quarterly performance reports to the planner	Prepare and submit both soft (PBS) and hard copies.	DWO,	Quarterly	Annual and quarterly performance reports submitted in time.
No evidence that the water sector committee presented issues that require approval to Council:	Committee reports to be submitted to council for consideration.	Prepare reports for presentation to committee	DWO, Clerk to Council	Quarterly	Water committee reports submitted and discussed
No evidence that communities applied for water/ public sanitation facilities during the FY 2018/19.	Sensitize communities to apply for water/ public sanitation Facilities	Outreach meetings to the communities	DWO, CDO	Annually	Application for water / public sanitation facilities.
Trees were not planted based on the evidence of the site visit by the assessor however these projects were not commissioned and no certificate of completion and the screening had	To improve environmental protection measures	Planting grass and fencing the water facilities	DWO, EO,	On each and every project	Environmental protection reports prepared.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
no clear dates and no reports were presented to the assessor					
No evidence that there had been follow up support provided in case of unacceptable environmental concerns in the past FY:	Ensure that follow ups on environment unacceptable concerns are done	Site inspections will be conducted and reports on file.	DWO, EO, CDO	Before every project is executed	Follow ups made, Follow up reports prepared.
No evidence that WSC had complied with minimum Requirement of women representative in key responsible Positions.	To implement the guidelines on WSC composition	Will constitute a WSC as per the guidelines.	DWO, CDO	Before every project is executed	A proportion of women on WSC composition is considered as per the guidelines.

General challenges

- Poor internet/telephone Network
- Lack of local FM radio station for effective mobilization
- Lack of a Bank
- Hard to reach nature of the District
- Poor Local Revenue Base

General Recommendations to Improve Performance .

- Assessment results for HODs be included in performance agreements,
- HODs commit to the departmental performance score of a minimum of 75%.
- Brief DEC on the performance report and improvement plan.
- Discuss the assessment results and performance improvement action plan in TPC,
- Strengthen planning unit department with means of transport,
- Need to carry out internal mock assessment in preparation of the National assessment,
- CAO to caution HODs and Head of sectors whose performance was poor.

