



THE REPUBLIC OF UGANDA

**PAKWACH DISTRICT LOCAL
GOVERNMENT**

Local Government Performance Improvement Plan

2019/20



TABLE OF CONTENTS

TABLE OF CONTENTS..... 2

SIGNATORY PAGE..... 1

CHAPTER ONE: INTRODUCTION..... 2

 1.1 BACKGROUND 2

 1.2 PROCESS FOR DEVELOPMENT OF THE PIP 3

 1.3 AGREED NEXT STEP..... 3

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

**CHAPTER THREE: ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM
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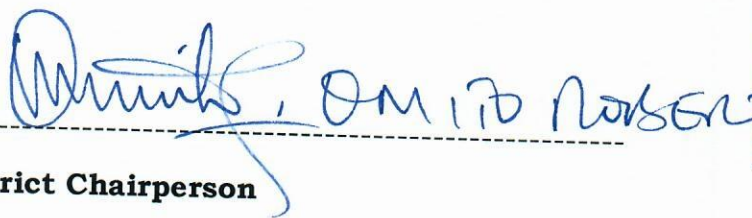
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OTHER AGENCIES**.....ERROR! BOOKMARK NOT DEFINED.

FOR CHIEF ADMINISTRATIVE OFFICER
PAKWACH DISTRICT LOCAL GOV'T
26 JUN 2020
P O. BOX 1, PAKWACH

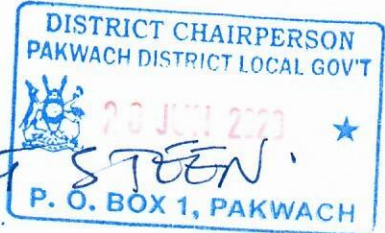


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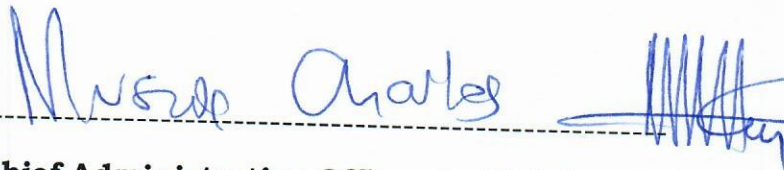
- I confirm that this plan has been developed jointly in accordance with process described in chapter 1,
- I commit to support the implementation of agreed actions



District Chairperson



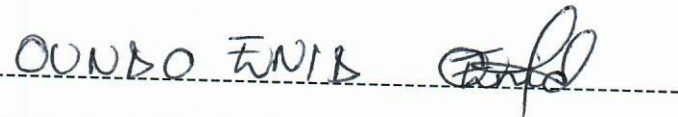
Place /date





Chief Administrative Officer / official GoU title

Place /date



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 in 2019 for FY 2018/19 focusing on: i) compliance with the accountability requirements and ii) functional processes and systems of importance to LGs for efficiency in service delivery addressing cross-cutting, Education, Health and Water processes. Local Government Specific Reports as well as Synthesis Report detailing the key assessment findings and recommendations for addressing the weak areas at both LG and MDA levels have been compiled and shared with local governments and all the reports are available at <https://budget.go.ug/lgpas>

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

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

Support teams composed of National Resource Pool (NRP) members with representatives from the crosscutting specialized Ministries that have the professional capacity to offer support to core functions of the LG as well



representatives from the Ministries of Health and Ministry of Education and Sports have subsequently been deployed by MOLG to assist identified LGs.

1.2 Process for Development of the PIP

This Performance Improvement plan was developed in June 2020 as a collaborative effort between Pakwach Local Government and the members of the National Resource Pool (NRP). The team comprised of the following NRP members:

1. Oundo Enid
2. Chris Magezi
3. Chris Barungi

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.



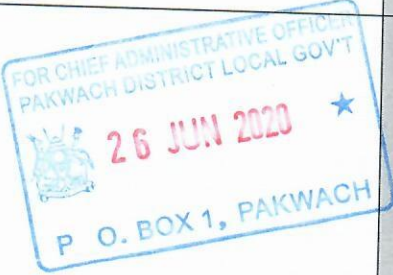
CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY PAKWACH DISTRICT LOCAL GOVERNMENT

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Human Resource Management						
Vacant positions of Heads of Department (CFO, DE, DCO, DCDO, DNRO, DEO, DP)	Request MoFPED to re-vote the un absorbed wage (455,455,854) for fy 2019/20 to fy 2020/21.	Request MoFPED to re-vote the un absorbed wage (455,455,854) for fy 2019/20 to fy 2020/21.	-Wage analysis -Clearance from MoPS	CAO, H/HR	31 st July 2020	Heads of department filled within the available wage
Vacant staff positions e.g HIA, Inspectors, PHC, teachers, Agric extension staff and urban staff	Request MoFPED to re-vote the un absorbed wage amounting to Ugx. 455,455,854 for fy 2019/20 to fy 2020/21.	Request MoFPED to re-vote the un absorbed wage amounting to Ugx. 455,455,854 for fy 2019/20 to fy 2020/21.	-Seek clearance from MoPS to recruit HoD	CAO, H/HR	31 st July 2020	Staffing levels improved for better service delivery


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 26 JUN 2020
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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
	-Recruit within the available wage			31 st August, 2020	
Job placement	Re-designating officers to right positions (examiner of accounts in the audit)	Analysis of the staff structure	PHRO CAO	By 31 st July, 2020	
Pensioners not accessing the pensioners' payroll within two months after retirement.	Update staff files/records and review files staff due to retire in two years	Verification of staff files to ensure that all the mandatory records are on file -Improve on file/record management in the registry	CAO PHRO	Immediate	Pensioners payroll accessed within two months after retirement
Failure to display the payroll and pensioners schedule	Mandatory display of Monthly payroll and pensioners schedule	Posting the payroll and schedule on notice boards	CAO PHRO CO	Immediate	Transparency and Accountability enhanced





Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Performance management	-Signing performance agreements between the HoD, Head teachers with the Accounting Officer for 2020/2021 -Developing performance plans for 2020/2021 - Appraisal of all staff for backlog and FY 2018/2019	of	-Workshop to induct new staff and appraisers;	CAO	By 15 th July, 2020	
				H/HR		
				HoD		
Performance management	Develop an appraisal Tracking Register	register / tool	PHRO	By July 2020	Performance appraisal tracked	
	Develop Pakwach DLG clients charter or a communication strategy	Consultations and meetings	CAO PHRO CO	By September, 2019	Citizenship satisfaction and all complaints handled	
	Rewarding and sanctioning staff on performance matters	In accordance with R&S framework	CAO PHRO	Annually	Performance management improved	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	O
Internal Audit / LGPAC Functions						
Poor / Non response to internal audit queries	-Timely execution of audit	-Issuing management letters with timelines within which auditees to have given their responses	Following of the audit procedures	CAO HIA	Quarterly	Ac st
Acting on Audit reports	-Implementation of audit recommendations	-Implementing LGPAC recommendations	Follow-up on the implementation status of audit and LGPAC recommendations	CAO HIA Sec. LGPAC	Quarterly	Au rec im.
Late submission to PS/ST the report on actions taken on internal audit recommendations	Timely submission to PS/ST the report on actions taken on internal audit recommendations	Compiling of report status ahead of time	CAO HIA	By end of February, 2021	Au imp	
Local revenue Mobilization and Financial Management						

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Low local revenue collected	Appoint a revenue enhancement team to mobilize revenue by mapping all the revenue sources and assessing their potential and setting targets for the revenue collectors.	and assessing revenue potential per source	CAO	By end of July, 2020	Local revenue collection enhanced 
	Enumeration, Assessment, collection and enforcement of revenue collection	Orientation of the revenue committee	HoF	By end of July, 2020	Local revenue collection enhanced
	Updating the revenue/tax payers register and sharing it with Ilgs	Data collection	HoF	By 31 st July, 2020	Local revenue collection enhanced
Planning, Budgeting and Reporting					
Poor planning budgeting and budget execution for Operations and Maintenance	Prioritisation of O&M for infrastructure projects and assets	Guidance to departments by Budget desk	Budget desk/ District Planner	By June, 2020	Infrastructure and assets maintained


Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Delayed Accountability and reporting	Timely distribution of budget figures to department to enhance accountability and reporting by HODs/ Vote controllers	-Vote controllers submitting their performance reports to district planner by 15 th day following the end of the quarter.	Create a resource pool for peer learning	HoD District Planner	Quarterly	Timely accountability submitted to MoFPED  
Project description and management	Developing and discussing project profiles for approved projects in the AWP	-Guiding HoDs & Sub-county chiefs on project profiles Discussion of profiles in TPC Meeting	District planner	By 31 st July 2020		Projects well managed
Statistical abstracts	Collecting develop abstract data, statistical and	Involve CDOs in data collection	District planner	By 31 st August 2020		Statistical abstracts developed

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
	discussing abstract in TPC	the				
Physical planning	Undertake physical planning and approve a District physical plan	physical	Consultancy	CAO Physical Planner	2022	Guided and controlled infrastructure developments
Functionality of the physical planning Committee	Orientation of the Physical committee on the Physical Planning Committee for appreciation of their roles and functions	the planning on the Physical Planning Committee for appreciation of their roles and functions	Source technical support from MOLHUD	CAO Physical Planner	By September, 2020	Guided and controlled infrastructure developments
Governance, Oversight, Transparency and Accountability						
Authentication documents(DDP, and General committee minutes)	of Council purpose (committee minutes)	Endorsing of the five year development plan and sharing of copies	Internal consultations	District chairperson CAO	By 15 th July 2020	Reliable documents use in LG operations

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Capacity gaps for SMCs, HUMCs, WUCs, Physical planning committee, LGPAC	Capacity building of committee members on their roles and responsibilities for performance improvement.	Workshops/ Trainings Support supervision and feedback	CAO HoDs PHRO	Immediate	Systems strengthened	
Grievance handling and coordination of feedback	Develop a system for handling complaints from service consumers/clients	Designating an officer to lead in handling complaints	CAO	immediate	Client satisfaction on service provision	
Poor dissemination of guidelines e.g sector grant management guidelines issued by national level (MoH, MoES MoW)	Identification of the current guidelines and circulars issued by national level	Consultation with line MDAs on current circulars/ guidelines.	HoD	Continuous	National standard and guidelines adhered to.	
Environment and Social safeguards						
Poor planning and budget for environmental and social issues in project execution	Prioritize planning and budgeting for EIA/ screening and mitigation measures	Screening of approved projects for social and environmental compliance	CAO DNRO SCDO	By 30 th Aril, 2021	Environmental and gender issues addressed	

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Poor coordination with other department to conduct screening and develop a costed ESMP to inform BoQ preparation	Involve Environmental Officer in the preparation of BOQs specifically for issues of environment	the	Screening of projects Submission of environmental requirements	DWO DE DHO District Environment Officer	By end of 31 st April, 2021	Environmental and gender addressed in project implementation
No certification of the implementation of mitigation measures	Certification of mitigation measures should inform payment of the final/last certificate	of	Physical inspection and verification of project sites	District Environment Officer	Before payment of retention	Environmental Measures implemented
No Gender mainstreaming and sharing of gender information	Build capacity of CBS/ GFPP on gender issues	of	Induction and orientation of CBS staff/ Gender FPP Bench marking with peers in the region Access to applicable laws and policies	CAO	By end of June 2020	Gender issues mainstreamed.

FOR CHIEF ADMINISTRATIVE OFFICER
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2020 MAY 29
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Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Procurement and Disposal					
Non timely (by April) submission of the sector procurement inputs to Procurement Unit that covers all investment items in the approved Sector annual work plan.	Compiling of sector procurement inputs for submission to PDU by end of April to PDU	Submission to PDU	HoDs	By April 2021	Owned procurement requirements  sector
Delayed preparation of bid documents -Engineers delay in the preparation and submission of BOQs/ designs, Scope of Work	Producing bid documents by 31 st August 2020	Communicate to HoD the schedule for submission of procurement requisitions	CAO SPO	Continuous	Procurement plan adhered to.
Contract management	Appointing contract managers to manage projects in terms of quality, time and resources	Provision of ToRs to UD	CAO UD	Routinely	Projects completed within budget and time
Failure to display mandatory information (procurement plan, Awarded contracts)	Procure a separate notice board for PDU for display of	Display only procurement related information	SPO	By 31/12/2020	Transparency and accountability enhanced.

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Incomplete procurement files and un-updated contracts register	procurement information.	-Reviewing and updating procurement files with mandatory records. -updating the contract register	Networking with other departments	SPO	By 31/07/2020	Updated and complete procurement files in place
Sector specific Issues - Inspection, Monitoring and support supervision						
Lack of follow-up meetings arising from school inspection, support supervision and monitoring of schools, Health facilities, water facilities.	Establish multi-sectoral monitoring teams	joint/ site meetings and provide feed back	Site meetings Pre-monitoring meetings Communicate feed back	CAO HoD	Immediate	Service strengthened delivery

DISTRICT ADMINISTRATIVE OFFICER
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Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Poor compliance to sector guidelines	LG to report timely;	Water sector to plan and budget for sub-counties with safe water below the district average	Compliance to sector guidelines	CAO HoD	Immediate	Service observed standards

CHAPTER THREE: ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM NRP

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output
Poor structure for internal audit unit	Internal structure should be revised to include an Auditor U4, Senior Internal Auditor U3 and Principal Internal Auditor U2	Internal audit structure should be revised to include an Auditor U4, Senior Internal Auditor U3 and Principal Internal Auditor U2				




Delays by MDAs in responding to LG concerns addressed to them.	Engage with MDAs for timely feedback to LGS				
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4. REQUESTED ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM OTHER AGENCIES

Issue	Proposed (What)	Activity	Modality (How)	Responsible (Who)	When	Output

General Recommendations

FOR CHIEF ADMINISTRATIVE
 PARKWACH DISTRICT LOCAL
 26 JUN 2022
 PARKWACH