

Republic of Uganda

SOCIAL DEVELOPMENT SECTOR

Issues Paper

on

The Local Government Budget Consultative Workshops

For FY2016/17

August-September 2015

1.0 INTRODUCTION

- 1.1 The Social Development Sector closely works with collaborative partners including across the country to ensure delivery of a better standard of living for all. It is responsible for mobilizing and empowering communities to harness their potential, while protecting the rights of the vulnerable population groups. It also redresses imbalances to eliminate the discrimination and inequalities against any individual or group of persons and also takes affirmative action in favour of the marginalised.
- 1.2 The sector is comprised of state and non-state actors including the Ministry of Gender, Labour and Social Development which coordinates all Social Development Sector agenda to ensure effective programming and resource utilization for sustainable development.
- 1.3 The mandate of the Sector is; "*To empower communities to harness their potential through skills development, cultural growth and labour productivity for sustainable and gender responsive development*". The Sector Mandate is broad and covers the life cycle of a person from childhood to old age as well as issues of labour productivity and employment; disability; community development; family; culture and gender.
- 1.4 The Social Development Sector promotes community level actions to reduce poverty and plays a facilitating role that creates the necessary conducive environment for the other sectors to effectively deliver services to all other sections of the population. The Sector is one of the least funded despite the fundamental role that the Sector plays in creating demand for social services and laying a foundation for other sectors to improve their outcomes.
- 1.5 The sector has prioritised seven objectives to be achieved in the National Development Plan II over its period. The objectives are:
 - (i) Promote decent employment opportunities and labour productivity;
 - (ii) Enhance effective participation 9of communities in the development process;
 - (iii) Improve the resilience and productive capacity of the vulnerable persons for inclusive growth;
 - (iv) Improve the capacity of youth to harness their potential and increase selfemployment, productivity and competitiveness;
 - (v) Promote rights, gender, equality and women empowerment in the development process;
 - (vi) Improve the performance of SDS institutions; and
 - (vii) Reduce imbalances and improve access to opportunities for all

2.0 VISION, MISSION AND GOAL

- 2.1 The Sector Vision is "a better standard of living, equity and social cohesion."
- 2.2 The Mission is "Promotion of gender equality, social protection and transformation of communities" while the Goal is to "Promote employment and productivity, positive cultural values, rights of vulnerable groups and gender responsive development".

3.0 PROGRESS OF IMPLEMENTATIONS OF RECOMMENDATIONS

3.1 Recommendation 1

3.1.1 Youth Livelihood Programme (YLP): It was noted that the YLP is not inclusive of all stakeholders but only caters for the District Executive Committee but leaves out other Councillors. There are no clear guidelines on the role of Local Governments such that they can teach the youth on how to access the funds. It was recommended that the Guidelines be completed and distributed to all Local Governments and stakeholders.

3.1.2 Status of implementations of the recommendations

- 3.1.2.1The implementation of the 1st phase of YLP was approved in September 2013 during the Corrigenda for the Budget FY2013/14 when the Councillors had already considered and approved the Local Governments Budgets for the financial year under discussion. The 2nd and 3rd phases of implementation, the councilors were involved in the discussion and approval of Budgets for revenues and expenditures for their respective Local Governments. It should be noted that the implementation of the programme does not change their roles as stipulated in the Local Government Act Cap 243.
- 3.1.2.2Up to date a total of 35,231 members of the Youth Project Management Committee, Youth Procurement Committee and Social Accountability Committee members have been trained on YLP. Training services have also been conducted for 610 LG TOTs in all LGs i.e five (5) from each district and three (3) from the Municipalities; 264 Local Government technical staff in M&E, MIS and reporting and inadvertently left out the Councilors.
- 3.1.2.3 The Ministry developed guidelines to facilitate the implementation of the Youth Livelihood Programme:
 - (i) Youth Livelihood Programme Document in English and five (5) Local languages: Runyakitara, Luganda, Ateso, Luo and Lumasaba;
 - (ii) Livelihood Component Handbook;
 - (iii) Skills Development Component Handbook;
 - (iv) Fund Access Handbook;
 - (v) Community Procurement Handbook;
 - (vi) Programme Communication Strategy;
 - (vii) Revolving Fund Recovery Strategy; and
 - (viii) Cabinet Memorandum to brief the MPs on the implementation of the Youth Livelihood Programme up to date.

3.1.2.4 All the documents mentioned in 3.1.2.3 above have been printed and disseminated.

3.2 Recommendation 2

3.2.1 In adequate funding for the Community Development Workers and FAL instructor grant/ allowances: Community Development Workers and FAL instructors have continued to receive limited funding per annum as remuneration notwithstanding the standard of Living. There is need to need to increase the funding to improve community services at the Local Governments.

3.2.2 Status of implementations of the recommendations

- 3.2.2.1 The Ministry engaged various stakeholders including the Presidential Advisory Committee on Budget (PACOB); Parliament Committee on Gender, Labour and Social Development as well as the Parliament Budget Committee. All were in agreement to increase the resources for the Community Development Workers and FAL Grant/ allowances but due to competing demands this was not possible in the current FY 2015/16. It is the hope of the Ministry that these resources would found in the coming financial year 2016/17.
- 3.3 Recommendation 3
- 3.3.1 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 council Amendment Act 2010 and National Women Council Regulations 2010 to all Local Governments and expedite the Election of Women Councils.

3.3.2 Status of implementations of the recommendations

- 3.3.2.1 The Women Councils and committees elections were last held in 2003 for a four year term of office in line with the National women's Council Act that expired in 2007. Before the expiry of the Council and committees term of office, the Constitution Court was petitioned under Petition No. 21 of 2006 challenging the constitutionality of certain provisions of the National Women's Council Act and regulations.
- 3.3.2.2Following the petition the Constitutional Court agreed with the petitioner that some sections of the Act were Unconstitutional. The Ministry embarked on the amendment of the NWC Act and Regulations

to suit the ruling and were concluded in 2011. However since then, the Women's Council elections have not been conducted by the electoral commission despite reminders and interfaces on the matter.

3.3.2.3 The commission has however indicated that the Women's Council elections will be conducted after the 2016 general elections.

3.4 Recommendation 4

3.4.1 *Dissemination of the PWD Act*: It was noted that whereas the PWD Act is available, there are no copies available in most of the Local Governments as the dissemination was not yet done. Furthermore, the implementation of the Act is not put into practice by the Local Governments. The Ministry of Gender, Labour and Social Development were requested to continue disseminating the PWD Acts to Local Governments and other stakeholders. There is need to enforce what is stipulated in the Act.

3.4.2 Status of implementations of the recommendations

3.4.2.1 The Persons With Disability Act, 2006 is currently under review and before the Parliament Committee on Gender, Labour and Social Development. Once the Act is passed, dissemination will be done promptly.

3.5 Recommendation 5

3.5.1 No clear guidelines on mainstreaming of gender and disability issues in the Local Governments. There are no clear guidelines of mainstreaming gender and disability budget issues to the Local Governments. There is need to provide clear guidelines of mainstreaming gender and disability issues to the Local Governments.

3.5.2 Status of implementations of the recommendations

- 3.5.2.1 The Ministry has formulated National Gender Mainstreaming Guidelines which set standard for all MDAs including Local Governments to ensure that Gender Perspective is integrated in their plans, programmes and Budgets. (Copy is available)
- **3.5.2.2** The Ministry has formulated Guidelines on disability to facilitate the stakeholders including Local Governments to provide service to PWDs. (Copy is available)

3.6 Recommendation 6

3.6.1 Absence of Interpreters at Health Centres for PWDs: It was noted that most of the Health Centres countrywide do not have interpreters to cater for PWD health issues. Furthermore, most Health facilities lack equipment for PWDs for example Maternity beds.

3.6.2 Status of implementations of the recommendations

- 3.6.2.1 Section 4.1 of the National Policy on Disability in Uganda provides for the intervention of promotion of the use of sign language, Braille, tactile among parents and service providers and communities.
- 3.6.2.2 Each Sector has to implement interventions within its area of mandate and focus as provided by the Act.
- 3.7 Recommendation 7
- 3.7.1 Extend PRDP funding to the Social Development Sector: It was noted that currently under PRDP II programme coordinated by the Office of the Prime Minister, there are 8 beneficiary sectors. The LGs requested that the OPM consider extending PRDP funding to the social development sector under PRDP III given that the work currently being done by them encompasses all the sectors in the LGs

3.7.2 Status of implementations of the recommendations

3.7.2.1The Ministry has trained a total of 100 youth in tailoring, liquid soap making, tender craft and entrepreneurship to prepare them to benefit from PRDP III in order to improve their livelihood.

3.8 Recommendation 8

3.8.1 General under funding in the Community Based Services (CBS) department: It was noted that most Higher Local Governments and Lower Local Governments consider small proportion of the allocation of the Local revenue to the CBS department to facilitate all its functions.

3.8.2 Status of implementations of the recommendations

3.8.2.1 Status see 3.2.2.1 above i.e "The Ministry engaged various stakeholders including the Presidential Advisory Committee on Budget

(PACOB); Parliament Committee on Gender, Labour and Social Development as well as the Parliament Budget Committee. All were in agreement to increase the resources for the Community Development but due to competing demands this was not possible in the current FY 2015/16. It is the hope of the Ministry that these resources would found in the coming financial year 2016/17".

- 3.9 Recommendation 9
- **3.9.1** Construction of Community Centres and Decentralization of Remand Homes: Local Governments noted that there is an increasing trend of children below the age of 18 committing crimes and cannot be remanded alongside adults in the detention centers like prisons. Given that most of the Children remand homes are centralized and far from their localities it becomes a challenge for probation Officers to transfer to and from these children for Court Sessions since these children are taken to Naguru Remand Homes at the localities. It was therefore suggested that government considers regionalizing remand centers to serve districts within their reach. The Local Governments also requested that resource permitting funds should be provided to enable the districts set up community centers to address the problem of Juvenile Justice Cases. It was noted that the Local Government Act needed to be amended to enable LGs construct community development centrers.

3.9.2 Status of implementations of the recommendations

- 3.9.2.1 Construction of Community Centres is the responsibility of the Local Governments. The sector provides guidelines and sets standards for the operationalization of these centres. The Local Governments therefore should prioritize the construction of centres under jurisdiction.
- 3.9.2.2 There are five functional regional remand homes: Mbale for the Eastern Region; Fort portal for the Western Region; Arua for the West Nile Region; Gulu for the Northern Region and Kabale for Southern Region is completing the construction. Abim, Moroto and Rukungiri Local governments have expressed interest to construct remand homes and require support from the Ministry and other stakeholders.
- 3.9.2.3 It is in the interest of the Ministry not to construct additional remand homes given the high costs involved in operating these institutions: staff coping the institution; maintenance of the institution covering food and non-food items.

3.10 Recommendation 10

3.10.1 District Council for Disabilities; It was also noted government pass the Person with Disabilities Act (2006) however this has not been effective in ensuring that the rights of the disabled are considered, the Act has some gaps. Secondly, with no funds to and interpretation of the contents of the Act, implementation is becoming a challenge to some LGs. It was proposed that MoGLSD should work out effective dissemination strategies aimed at reviewing the disability Act and government should avail funds aimed at training all CDOs in sign language to assist in retraining those with such problems.

3.10.2 Status of implementations of the recommendations

- 3.10.2.1 The Person with Disabilities Act (2006) is under review and before parliament Committee on Gender, labour and Social development
- 3.10.2.1 Section 4.1 of the National Policy on Disability in Uganda provides for the intervention of promotion of the use of sign language, Braille, tactile among parents and service providers and communities. Therefore it is the responsibility of each Sector has to implement interventions within its area of mandate and focus as provided by the Act.
- 3.11 Recommendation 11
- 3.11.1 Gender Based Violence: Across the Country, there is an increasing trend in gender based violence on women, children and in some instances men, Government needs to look at this issue and empower communities to end gender based violence. This can be done through training of the PSWOs at lower levels on gender based related issues.

3.11.2 Status of implementations of the recommendations

- **3.11.2.1** The Ministry has formulated the National Policy and Action Plan on Elimination of Gender Based Violence in Uganda. The policy and action plan will guide all stakeholders including the communities on prevention of GBV and provision of care and support services to survivors/victims. The policy and action plan will also serve to eliminate impunity and foster zero tolerance to GBV;
- 3.11.2.2 Through implementation the policy it is anticipated that all local Governments will be able to integrate activities to prevent and respond to GBV in their Development Plans and in this way GBV programming will cover the entire Country; and

- 3.11.2.3 In the 35 programme Districts, trainings conducted by the Ministry target the Probation and Social Welfare Officers who are key duty bearers in handling GBV cases. However, it should be noted that the PSWO work in collaboration with other duty bearers who include the Police, Health, Judicial officers, LCs and community members (Faith Based and Cultural Leaders)
- 3.12 Recommendation 12
- 3.12.1Lack of transport facilities for Community Development Workers: Community Development Workers are one of the officers who are at the forefront of mobilisation of communities to engage in developmental activities. However these Officers are not fully facilitated to engage in mobilisation. They do not have transport facilities to reach the hard some areas. This is escalated in hard to reach and stay areas. It is promised that this this issue be considered in FY 2015/16.

3.12.2 Status of implementations of the recommendations

3.12.2.1 The Ministry engaged various stakeholders including the Presidential Advisory Committee on Budget (PACOB); Parliament Committee on Gender, Labour and Social Development; the Parliament Budget Committee and other implementing partners (UNICEF in Particular). All were in agreement to mobilize resources to facilitate the CDOs with transport. UNICEF has motor cycles to 8 districts of the Karamoja sub region to facilitate the CDOs with transport to do community mobilisation for implementation in their area with particular reference to nutrition. This is the 1st phased of their support and the entire country will be covered in a phased manner.

The districts supported are: Kaboongo, Kotido, Abim, Moroto, Nakapiripiriti, Amudati, Napak and Katakwi

- 3.13 Recommendation 13
- 3.13.1 Construction of Community Centres and Regional Juvenile Remand Homes: The Local Governments expressed concern on the need to set up regional juvenile remand homes and resource permitting provide funds to enable the districts set up community centers to address the problem of Juvenile Justice Cases. It was noted that the Local Government Act needed to be amended to enable LGs construct community development centres

13.2 Status of implementations of the recommendations

13.2.1 See 3.9.2.1 above i.e "Construction of Community Centres is the responsibility of the Local Governments. The sector provides guidelines and sets standards for the operationalization of these centres. The Local Governments therefore should prioritize the construction of centres under jurisdiction".

13.2.2 See 3.9.2.3 above i.e "It is in the interest of the Ministry not to construct additional remand homes given the high costs involved in operating these institutions: staff coping the institution; maintenance of the institution covering food and non-food items".

4.0 Implementation challenges to service delivery

4.1 The matrix presents the challenges faced in the delivery of services during the Financial Year 2015/16.

CHALLENGES	MITIGATION MEASURES		
(a) Youth Livelihood Programme			
1. Overwhelming demand for support across all districts amidst budgetary constraints.	 (i) The MGLSD communicates the resource allocation to each district and municipality on annual basis based on the IPFs provided by MFPED; and 		
At the moment, the Programme has been able to finance less than 20% of the youth groups that have registered interest.	(ii) Continuous sensitization of the public on the revolving nature of the fund.		
2. Low technical capacity (low staffing levels) in some Local Governments	 (i) The Local Governments advised to rationali the deployment of the existing staff to impromonitoring and technical supervision Programme activities; (ii) The YLP-Technical Support Team in the MGLS provides targeted support to the most affected districts on regular basis. 		
3. Delays in transfer of funds in some districts under the Integrated Financial Management System (IFMS)	(i) The MGLSD maintains constant touch with the MFPED and MoLG to address the bottlenecks as they emerge.		
4. Tendency of some stakeholders to violate guidelines/procedures on	(i) The MGLSD has instructed all the districts and municipalities to provide detailed reports on		

CHALLENGES	MITIGATION MEASURES
selection of beneficiaries, approval of projects, and implementation of projects	 all YLP activities undertaken, and to submit detailed information on all projects they approve, as well as those they defer with reasons for deferment. (ii) Prompt response to grievances raised at any level (investigation and fixing). (iii) Involvement of Transparency and Accountability Government Agencies.
5. Beneficiary drop-out. Drop-out in membership has been registered in some groups. Reasons include females getting married away from their original communities, laziness of some members, some members returning to school, internal conflicts e.t.c.	 (i) The Districts have been advised to: Strengthen the training in group dynamics and follow-up to promote group cohesion. Support the development of group bye-laws to govern the internal operations and management of the groups.
6. Inadequate funds for strengthening support systems at the Local Government level for continuous and timely follow-up, training, mentorship and coaching of the beneficiary groups.	 (i) Establishment of collaboration/partnership networks with relevant programmes, institutions or agencies that provide training, mentorship and coaching services. (ii) Encourage and support the Local Governments to strengthen coordination of Government Programmes at the District level so as to tap on the benefits of the synergies.
(b) Community and FAL	
7. Lack of development programme for the Social Development sector activities at the Local Government	 The Ministry has embarked on developing a programme " Integrated Community Learning for Wealth Creation (ICOLEW) Programme for submission to finance
8 .FAL instructors work on a voluntary basis	 The LGs have continued to non-cash incentives by providing public recognition for the job well- done and also linked them to other Government programme for livelihood support.
9. Low Staffing levels under the community Departments	 The PS MoGLSD has written to his counterpart in MoLG requesting him to impress it upon LGs to recruit fill all the vacant approved posts for CDO's in the LGs.
10. High dropout rate of the enrolled learners and attitude that FAL learning is for female	 Encourage the learners to continued and linking them to benefit from other government programmes

CHALLENGES	MITIGATION MEASURES		
	-		
11 . Community Development Officers have been assigned other functions and many are in acting capacity. Many have been assigned to act as sub county chiefs. This has led to some community development functions not being supervised properly and failures to follow implementation guidelines.	- This has remained a challenge		
12 Labour administration in the LGs is very weak. Majority of the districts do not have substantive labour officers. Many districts have assigned CDO to handle this function and in most cases are compromised	 The Ministry has written to MoLG bringing it to the attention to recruit labour officers as stipulated in the Employment Act, 2006 		
13 Un uniform structure of the Community Services Department depending on the modal. This has resulted into A multi of functions being handled by one CDO even where (s)he may not have the technical knowledge.	-		
14 The culture function has been neglected at the LGs and no funding is provided;	- Government through NDPII is promoting culture creative economy. In addition the Ministry is developing a programme on strengthening the culture function at the local Government level.		
15 Gender and other Social development concerns have not been properly mainstreamed into the development plans of most districts	_		
16.Delay in the disbursement of the revolving funds to the beneficiary groups due the long procedure (group formation , opening of	 Training of the group members before funds are disbursed, seeking permission from the AG to open a separate UWEP Account in each HLG 		

CHALLENGES	MITIGATION MEASURES
UWEP district account which requires approval from the AG) 17.Delays and default on the repayment of the loans by the beneficiary	 Involvement of ATAC and community; regular monitoring of the programme by the relevant stakeholders; m and Continuous sensitization of the public on the revolving nature of the fund
 18 Overwhelming demand for support across all districts amidst budgetary constraints. At the moment, the Programme has been able been allocated Shs2.00Bn for the revolving fund in FY2015/16 	 The MGLSD communicates the resource allocation to each district and municipality on annual basis based on the IPFs provided by MFPED; and Continuous mobilization of the fund for the programme.
(c) Social Assistance Grant for Empowerment (SAGE)	
19 Over dependency on Development Partners Support Shs 9.00Bn against 56.00Bn represent 16% government contribution	 Engaged MoFPED to gradually increase the resource to the programme
20 Overwhelming demand for support across all districts amidst budgetary constraints.	 Developed a roll out plan to cover more LGs starting with fewer beneficiaries (100 beneficiaries per LC III)
21 Un reliable mobile money network in some parts of the LGs delays Payment to the beneficiaries.	- The Ministry has started a competitive procurement process to get an efficient and effective service provider.

5.0 Key Policy and Administrative Issues (KPAI)

5.1 The table 5.1 below depicts the key policy and administrative issues of FY 2015/16 and highlights the successes, challenges and key areas of improvement.

SN	Key Performance Administrative Issue	Success	Challenge	Areas of improvement
1	- Implementation of the Uganda Women Entrepreneurship Programme (UWEP)	 Funding up to a total of Shs3.00Bn has been secured from the Government of Uganda. The pilot districts (20 in number) have been identified basing on the experience on YLP, social- economic and other considerations have been identified. Programme Document has been finalised; Cabinet Memo prepared 	 Insufficient funds to cover the overwhelming demand from the large number of women; Insufficient funds to cover all the districts in Uganda 	 Increased funding to the Programme Joint Monitoring of all Government Programmes by the relevant district stakeholders Regular report on progress of implementation; More sensitization on the programme to new leaders Capacity building amongst the group leaders in Financial Literacy; entrepreneur; record management; group cohesion and dynamics; etc
2	 Approximately an additional 5,000 beneficiaries from the remaining six (6) sub counties will be enrolled this Financial Year 2015/16. Roll out SAGE to 40 new districts. The roll out will start with 20 districts in FY 2015/16 and then bring on board 5 districts each subsequent year for the next four years. This will bring up the total coverage to 55 districts including 	 Over 108,978 beneficiaries in the 15 pilot districts have been enrolled and are currently benefiting from the SAGE programme. The national rollout plan was completed and approved by the MGLSD and Development Partners. MoFPED has provided UGX 149Bn for the next five years to roll out to 40 new districts 	- Following the Annual registration and validation exercise undertaken in November 2014 a total of 11,975 (72%) beneficiaries have so far been enrolled in the first window of June 2015. Subsequent enrolment will be completed by August 2015. The enrolled beneficiaries	 Increased funding to the Programme Joint Monitoring of all Government Programmes by the relevant district stakeholders Regular update of the register for beneficiaries

Table 5.1 Key Policy and Administrative Issues (KPAI)

SN	Key Performance Administrative Issue	Success	Challenge	Areas of improvement
	the current 15 pilot districts.	- Consultations with the development Partners were completed and as a result, the Development Partners have committed to continue supporting the Programme for the next five (5) years providing UGX 290Bn to support the Government with the roll out and enable Government to subsequently takeover of the Programme in a phased manner after five years period.	will receive their first payment in August 2015	
3	- Roll out Youth Livelihood Programme to all LGs (111 Districts and 32 Municipalities)	- A total of 71,866 youth beneficiaries (39,753 male representing 55% and 32,113 female representing 45%) directly received technical and financial support to implement 5,507 projects worth UGX 38,842,186,924.	 Overwhelming demand for support across all districts amidst budgetary constraints Low technical capacity (low staffing levels) in some Local Governments 	 Increased funding to the Programme Joint Monitoring of all Government Programmes by the relevant district stakeholders Regular report on progress of implementation
	-	- The 5,507 Projects generated fall under the following categories:	 Delays in transfer of funds in some districts under the Integrated Financial Management System (IFMS) 	 More sensitization of new leaders on the programme Capacity building amongst the group leaders in Financial Literacy; entrepreneur; record management; group dynamics; etc
		S/N Sector NumberAmount (UGX)(i)Agriculture2,56818,153,352,252(ii)Trade1,47610,001,804,712(iii)Vocational Skills4253,312,026,061(iv)Services3702,922,327,045(v)Industry3752,253,467,250(vi)Industry (Agro)1721,325,270,648(vii)ICT49405,757,735(viii)Agro-Forestry63391,954,081(ix)Creative Industry976,227,104	- Beneficiary drop-out. Drop- out in membership has been registered in some groups. Reasons include females getting married away from their original communities, laziness of some members, some members returning to school, internal conflicts e.t.c.	

SN	Key Performance Administrative Issue	Success	Challenge	Areas of improvement
	-	 A total of 766 groups (670 groups under the 1st Phase and 96 groups under the second phase of the programme have begun repaying the revolving fund to the tune of Shs798,092,148 (Shs686,786,948 and Shs111,305,2000 in Phase 1 and II respectively). Additional recoveries are expected in the 1st Quarter of the FY2015/16 as more repayments fall due; GIS mapping of the 1,646 projects in 27 districts under phase I has been concluded. The maps have been printed to facilitate monitoring , promoting accountability and transparency 	 Tendency of some stakeholders to violate guidelines/procedures on selection of beneficiaries, approval of projects, and implementation of projects Inadequate funds for strengthening support systems at the Local Government level for continuous and timely follow-up, training, mentorship and coaching of the beneficiary groups; 	
4	- Expansion of Library Grant from 12 Libraries to 32 public libraries	- The Public Libraries to benefit have already been identified and the list is attached.	- Some Public Libraries were using the grant to pay wages for their staff. (Fort portal)	-

6.0 IPFs and Allocation; Consolidation of transfers, Allocation formulae and Budget guidelines

Indicate the effects of Consolidation of transfers and the new Allocation formulae. Furthermore discuss the Budget Guidelines of FY 2016/17.