



**Republic of Uganda
Ministry of Local Government**

**Thematic Performance improvement Plans for LGs in 2020 for: (a)
Construction Management; and (b) Environmental and Social
Safeguards**

As at February 17, 2020

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1 Introduction and Background

The Government of Uganda with support from the World Bank is implementing the Uganda Intergovernmental Fiscal Transfer Program for Results (UgIFT) supporting Uganda's Intergovernmental Fiscal Transfer Reform Program (IGFTR).

A Local Government Performance assessment was designed to provide incentives to the LGs so that they put in place effective behaviour, systems and procedures of importance for efficient local government administration and service delivery by rewarding good and sanctioning poor performance. Whereas, due to the incentives, LGs can improve some of the processes on their own, there are a number of cases where they need support from Central Government to improve their performance.

Thus, GoU targets performance improvement support to: (i) the LGs that perform poorly in the local government performance assessment; (ii) the areas where most of the LGs across the Country receive low scores in the LG performance assessment exercise.

The Program Operational Manual – specifically Volume 2, ANNEX 9 issued by GoU, outlines the overall approach and guidelines for development of targeted Local Government Performance Improvement Plans (PIPs). While main emphasis of the guideline is how to support the most underperforming LGs, then the guidelines also (in chapter 4) provides some guidance on how Government intends to provide performance improvement support to all LGs within specific thematic areas identified as being common across all (or majority of) LGs.

The main elements of the current guideline have been applied in this thematic PIP with emphasis on how best practically to combine effective dissemination of priority guidelines and thematic PIP to LGs. After completion of the thematic PIP and review of experiences the POM will be reviewed to ensure consistency between the POM guidelines and actual PIP development and implementation practices.

Whereas DLI #3: Assessment and Targeted Performance Improvement of the Fiscal Management by LGs focusses on among others on the preparation and agreement of performance improvement plans poorly performing LGs as well as thematic areas of underperformance, one of the key challenges identified during the second Government of Uganda and the World Bank Implementation Support Mission for the Uganda Intergovernmental Fiscal Transfers Program for Results (UgIFT) conducted from 25th November to 11th December 2019, was the past failure by Government to develop **thematic PIPs**. While PIP support was provided to under-performing LGs, then there has been no support provided to all LGs for performance improvement in identified common themes of underperformance (beyond the issuance of an administrative circular).

Table 1: Summary Achievement DLI #3: Assessment and Targeted Performance Improvement of the Fiscal Management by LGs.

DLRs	Status	Value
DLR # 3.1: Annual performance assessment of FY2016/17 is conducted, validated and publicly disseminated.	Partially Achieved.	US\$2.25 million
Performance improvement plans prepared for and agreed with at least 5 LGs and in 1 thematic areas of underperformance.	Thematic Performance Improvement Plan was not prepared.	75% of allocated amount of US\$3 million
DLR # 3.2: Annual performance assessment of FY2017/18 is conducted, validated and publicly disseminated.	Partially achieved.	US\$1.5 million
Assessment manual for assessment of FY2018/19 onwards updated and disseminated to take into account updated procedures in grant manuals and agreed additional performance parameters.	Assessment manual not yet updated.	50% of allocated Amount US\$3million, 25% per DLR dimension achieved
Performance improvement plans prepared for and agreed with at least 20 LGs and in 2 thematic areas of underperformance.	Performance improvement plans not prepared	
A value for money audit of FY2017/18 is conducted in a sample of LGs expenditures in health and education.		

Under the intergovernmental fiscal transfer reform coordination arrangements, the MoLG is tasked to coordinate the development and implementation of PIPs.

After analysing the performance gaps from the LG performance assessment, the implementation support mission and the baseline value for money audit, it was agreed to develop thematic PIPs in two thematic areas:

- a. Strengthening Oversight and Monitoring of Construction
- b. Strengthening Implementation of Environment and Social Requirements

The remaining chapters of this thematic PIP elaborate on (i) the nature of LG level performance gaps within these thematic areas and (ii) the proposed strategies to improve the performance of LGs.

2 The Nature of Common Performance Gaps in LGs

The two above-mentioned thematic areas have been identified through the LGPAs undertaken to-date as well as from previous analysis of LG grant management, including the:

- **Office of Auditor General (OAG):** Synthesis Report for the Baseline Value for Money Audit/Assessment on Selected Local Governments Under the Uganda Inter-Governmental Fiscal Transfer Programme for the Financial Year 2017/18 (issued September 2019 its final report)
- **First and second Implementation Support Mission** for the Uganda Intergovernmental Fiscal Transfers Program for Results (UgIFT) – June/July 2019 and November/December 2019 respectively.

The problems have been persistent and latest observed by the second Implementation Support Mission that noted the need for:

- a. **Strengthening Oversight and Monitoring of Construction.** Oversight of construction remains inadequate and uncoordinated, contributing to variations in the quality of works, low absorption, delays and weak enforcement of environment and social requirements.
- b. **The need for Strengthening Implementation of Environment and Social Requirements.** Interactions with various government stakeholders at central level during the mission suggest a general lack of appreciation for environmental and social requirements as part of civil works implementation.

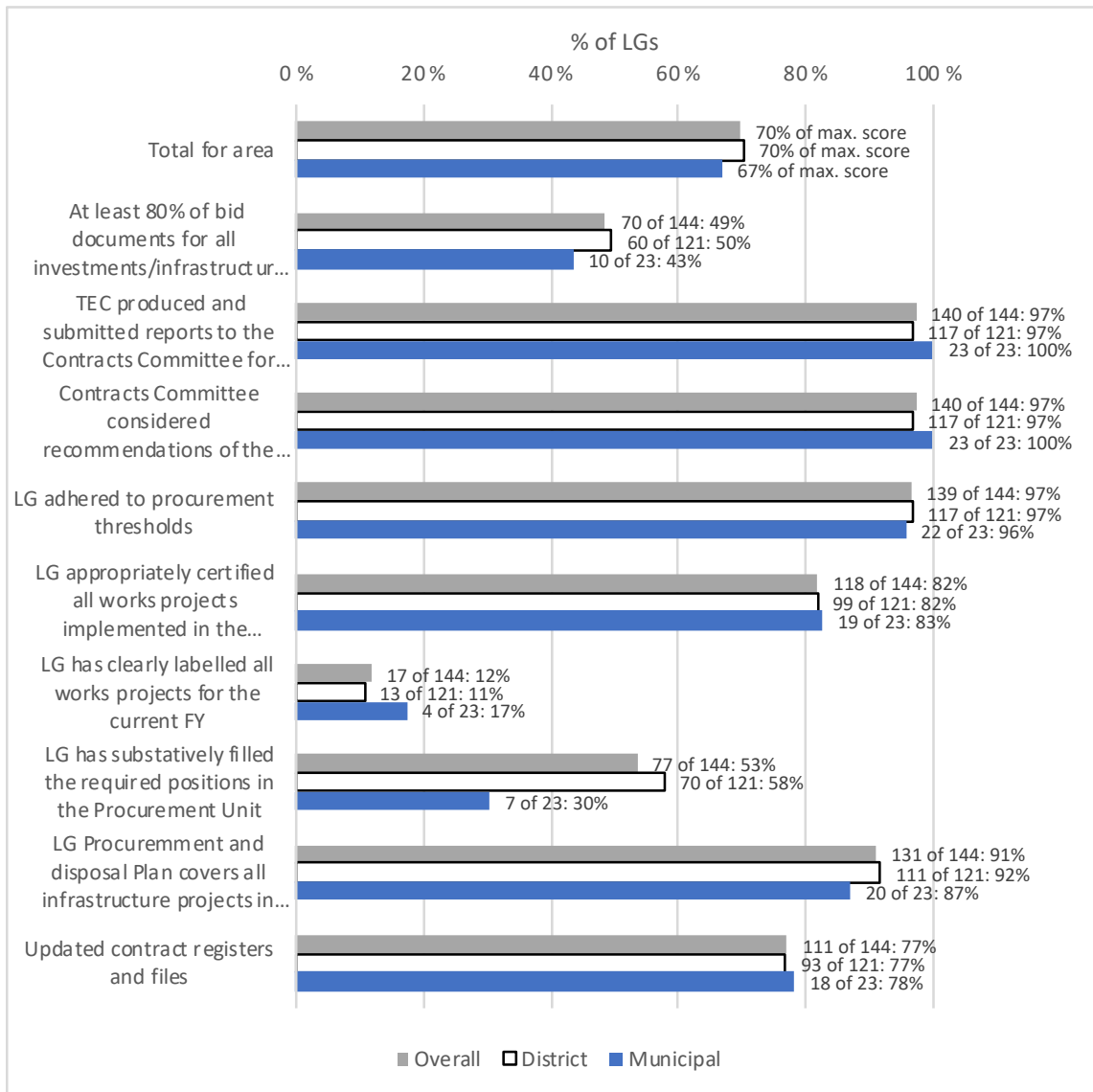
The nature of these problems was further discussed and unpacked by the LG Performance Improvement Task Force as described below.

2.1 Oversight and Monitoring of Construction

The LGPA results published by OPM June 2019 (for the LG performance FY 2018/19) indicated that the overall score for the thematic area “Procurement and Contract Management” was on average 70 % for all LGs (with a slightly less performing group of MLGs: 67% performance).

Only one performance indicator was below 70 % of max score and this was: “evidence that LGs have clearly labelled and indicated the name of the project, the contract value, contractor, source of funding and expected project duration” where only 17 of 144 LGs have obtained scores. This indicates limited transparency in the use of public resources and needs attention.

Figure 1: Crosscutting Performance Scores on Procurement and Contract Management



The LGPA only monitor selected indicators on contract management. Supervision missions and other studies have indicated a broader set of issues that need to be addressed. These issues and the proposed PIP Actions are summarised in the matrix below.

Table 2: Key Issues Identified and Proposed PIP Actions regarding oversight and monitoring of construction.

No.	Key issues identified	Proposed PIP Actions
1.	The drawings and BoQs are not customized to the ground conditions and terrain at the different locations (in both education and health);	<ul style="list-style-type: none"> • LGs should conduct geo technology and soil surveys as a basis for customizing the designs. • LGs should write to the regional laboratories requesting to conduct geo technology and soil surveys • The LG should budget for these costs from investment service cost. However, the list of eligible and non-eligible activities from the investment service cost should be clarified. • LGs should customize the designs based on the findings of the geo technology and soil survey findings • MDA to sign off the customized design before LGs commence with procurement and contracting • There is need for thorough appraisal for sites located on difficult terrain before bidding. Extra costs should be discouraged especially where the contractors failed to visit sites prior to bidding
2.	BoQs and technical drawings are incomplete but also inconsistent with each other resulting in Contractors executing works outside the contract	<ul style="list-style-type: none"> • MDAs should review and make technical drawing complete; • LGs to check and raise omission (if any) during supervision. • To enhance supervision: <ul style="list-style-type: none"> • Re-emphasize the role of each of the stakeholders as stipulated in the guidelines. • MDAs to develop a checklist that LGs Engineers should follow during supervision; • MDAs supervise the LG Engineer’s activities based on the checklist. Always MDAs should start by reviewing the Engineers Report to establish the status • MoLG to take administrative actions in case of non-compliance by the LGs to prescribed procedures
3.	No approved site plans	<ul style="list-style-type: none"> • MDA to provide a sample layout to LGs for the respective facilities; • LGs (Engineer and Physical Planner should customize the site plans) • No construction should be allowed before site plans are approved
4.	Need a realistic budget for the facilities.	<ul style="list-style-type: none"> • The LG budgets are constrained by the requirement to pay VAT

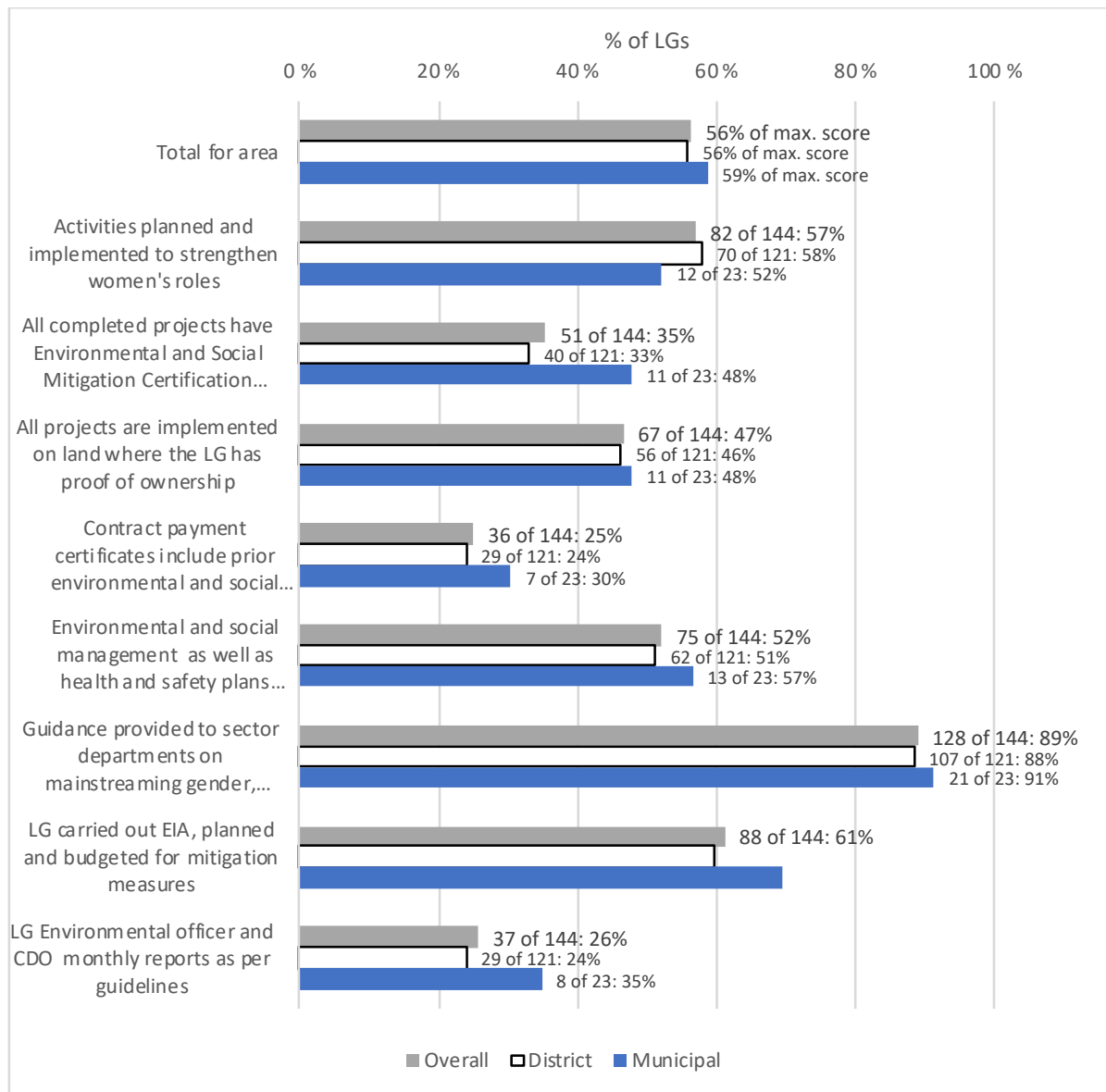
No.	Key issues identified	Proposed PIP Actions
		<ul style="list-style-type: none"> PS/ST should write to LGs clarifying whether contracts under UgIFT are VAT inclusive or exclusive – there are two contradicting letters to MDAs from PS/ST.
5.	The tender packages (by MOES) involved a high number of Lots constraining the logistical capacity of contractors	<ul style="list-style-type: none"> MoES and MoH to review the number of LGs a contractor serves (for 2020/21) before the adverts are made.
6.	Unclear complaints mechanism for the “clustered District” approach	<ul style="list-style-type: none"> PPDA issued revised guidelines clarifying on how to handle administrative reviews.
7.	MOES specified a Contract duration of 12 months and a payment period of 3 years in the same contract – an inconsistency that may result in contractual disputes	<ul style="list-style-type: none"> Guidance already issued There is a need to re-circulate guidelines
8.	Delayed payment of contractors	<ul style="list-style-type: none"> Clarify payment stages and timelines – no requirement for no objection from MDAs MDAs to check whether payments are made as per timelines during the monitoring visits – not more than 30 days after submission of the certificate with an invoice from the Contractor.
9.	General lack of structures for contract management and supervision: such as capable and designated: project and contract managers and clerks of work.	<ul style="list-style-type: none"> Structures for contract management and supervision are in the guidelines; Personnel specification and tasks specified for the different positions e.g. Ordinary Diploma for Clerk of Works; Require LGs to recruit Clerk of Works. Review status after 3 months and for those not filled, advertise centrally but LGs recruit
10.	Insufficient (or lack of?) testing of building material to confirm it is in line with the BoQ.	<ul style="list-style-type: none"> Clerk of Works to ensure that building materials are tested – taking them to the laboratory; Contractor pays the cost of testing as provided in the BoQ; LG Engineers to check results of building materials MDAs to validate whether materials were checked.
11.	Insufficient site visits (in terms of frequency and quality of the visits),	<ul style="list-style-type: none"> The LG Engineer should make mandatory stage approvals – before proceeding to the next stage. At least monthly site meetings
12.	Insufficient documentation of construction visits (e.g. visits)	<ul style="list-style-type: none"> LG to maintain comprehensive contract management/project files in line with PPDA template
13.	There are weaknesses in supervision by MDAs	<ul style="list-style-type: none"> Monthly supervision by the MoES and MoH using the checklist Joint supervision coordinated by MoWT – wrap-up meeting per LG and quarterly reporting to
14.	Irregular monitoring and inadequate monitoring reports	<ul style="list-style-type: none"> MOES and MOH to share monitoring reports with MoWT and other stakeholders

2.2. Implementation of Environment and Social Requirements

The latest supervision mission noted a general lack of appreciation for environmental and social requirements as part of civil works implementation. This was confirmed during the field visits where the teams found no evidence of safeguards due diligence being carried out.

The latest LGPA noted that Social and Environmental Safeguards was one of the weaker LG performing areas with an overall score of 56 % for all LGs (56 % for districts and 59 % for MLGs). However, one performance indicator was significantly better performing than others, and this was: Guidance provided to support departments on gender mainstreaming, which was achieved by 128 out of 144 (89%). The worst performing areas were contract payment certificates which includes prior environmental and social clearance (36 of 144 LGs or 25 %) and evidence that CDO provides monthly report including completed check list, deviations observed with pictures and corrective actions (37 of 144 LGs or 26 %).

Figure 2: Crosscutting Performance Scores in Social and Environmental Safeguards



The LGPA only monitor selected indicators on social and environmental safeguards. Supervision missions and other studies have indicated a broader set of issues that need to be addressed. These issues and the proposed PIP Actions are summarised in the table below.

Table 3: Key Issues Identified and Proposed PIP Actions regarding social and environmental safeguards

No	Key issues identified	Recommendations
1.	<p>Bid documents</p> <ul style="list-style-type: none"> • Bidding documents do not provide for the Environmental and Social safeguards. • Medical waste disposal and management not included in bid documents 	<ul style="list-style-type: none"> • Review projects documents and guidelines to incorporate environmental and social safeguards
2.	<p>Contracting</p> <ul style="list-style-type: none"> • Signing of contracts without securing land for HCs and Schools. • Advertising for construction before getting land documents. • Religious affiliations want to associate with the school hence religious affiliation not the LG. • Religious land not titled and body gives complicated conditions. • Issuance of titles by government takes long, especially due to lack of funds, leaving room for change of positions by donors. 	<ul style="list-style-type: none"> • Secure MOUs as a short time measure until titles are made with foundation bodies and titles for public land, also express land titling for government owned land. • MOES to develop a template for MOUs and share with other stakeholders • Advertise after confirming the land availability • Expand existing schools instead of opening new ones. • Speedy issuance of land titles for land donated to govt. • Need to allocate funds for processing land titles. • MOES and MOH to cost and unpack the activities that are within the investment service costs • Demonstrate how the LGs spent the 5% for investment service costs as a basis for an increased allocation
3.	<p>Community oversight and complaint handling</p> <ul style="list-style-type: none"> • No signage on-site and safety briefs • Lack of Labour Officers and gender focal persons on site • weaknesses in community engagement • Limited engagement and participation by the local leaders • Inadequate involvement and facilitation of Community Development, Labour and Environment Officers • Unclear mechanism for capturing and managing complaints associated with the projects • Unclear reporting mechanism of complaints • Facilitation arrangements for EOs & CDOs (investment service costs) • Lack of awareness of the CDOs, Labour Officers of their roles on social safeguards 	<ul style="list-style-type: none"> • Implement the environmental, social, health and safety concerns • Check for implementation of environmental and social safeguards during monthly supervision visits • Include clear indicators with high weights on environmental and social safeguards in the LGPA • Penalties to errant players like Engineers, Environmental officers, CDOs and contractors • MGLSD to develop training materials on social safeguards • MGLSD to organise a refresher training for CDOs on social safeguards • Conduct joint capacity building events on social and environmental and social safeguards for CDOs, Labour Officers, Engineers and EOs • Engagement and Facilitation of labour and gender focal officers. • Engagement of the local leaders and community

No	Key issues identified	Recommendations
4.	<p>Local labor/materials</p> <ul style="list-style-type: none"> Limited use of local labour and materials in the civil works by the contractors and noncompliance to health and safety guidelines Unfair payment of Local labourers and materials suppliers 	<ul style="list-style-type: none"> Provide a clear budget allocation not less than 5% of the investment service cost for social and environmental aspects. The handling of complaints/grievances has been institutionalised (standard format) in the second phase of the education component of the project, the same should be adopted for health component. MOLG in collaboration with MGLSD need to apply to PPDA for special reservations like for the youth, women, disabled etc. Enhance the role of labour officers in the management of the project. Contractors should have environment, health and safety officers to promote compliance Include the issues in the BCC. Include in then local government planning guidelines Sharing of information with EOs and CDOs and avail them facilitation. Joint monitoring and reporting.
5.	<p>LG oversight of Social and Environmental Safeguards</p> <ul style="list-style-type: none"> Non-elaboration/implementation of relevant safeguards instruments (ESIAs, Project Briefs, etc.) that would normally address issues such as stakeholder engagement, grievance redress, land acquisition, etc. Non-involvement of District/Municipal Community Development Officers (CDOs) and Environment Officers (EOs) 	
	<ul style="list-style-type: none"> 	

3 The Draft Thematic PIP

3.1 Overall Approach to Thematic PIP Support

Thematic PIP support for improved contract management and social and environmental management will be provided through a combination of three mutually reinforcing strategies which are:

- a. Local Government Performance Improvement Clinics – where LGs will be supported to address the identified gaps
- b. Oversight and Monitoring of Construction Sites – for following up issues for construction management and safeguards
- c. Issuance of an Administrative Circular to LGs – highlighting issues where LGs have to take action on their own.

3.2 Local Government Performance Improvement Clinics

3.2.1 Objectives

The LG Performance Improvement Clinics will be organised to simultaneously achieve a number of objectives including:

- a) Enhancing LGs' awareness of IGFTRs and UgIFT;
- b) Dissemination of (education and health) sector guidelines at LG level;
- c) Dissemination of contract management requirements;
- d) Dissemination of environmental, social, safety and health safeguards requirements;
- e) Conducting the first joint quarterly monitoring of construction: Undertake field visits to projects within each LG and review LG contract and environmental/social safeguard practices and provide on-site support supervision on how to improve.
- f) Taking note of priority actions for additional external support;

3.2.1 Approach and Duration

Each of the 174 Districts and Municipalities will be visited by a mobile team of technical officers from the National Resource Pool.

On the first day, the team members will visit each Local Government:

- a) Hold an entry meeting with the CAO/TC as well as the respective HoDs to discuss the background, objectives and approach of the support;
- b) Conduct the first joint quarterly monitoring of construction sites. The team from the MDAs will be accompanied by the DHO, DEO, District Engineer, District Environment Officer, Gender Focal Person, Labour Officer)
- c) Discern issues from the field visits for raising with LGs on the second day.

On the second day, the team members will hold a meeting with a cluster of 4 (four) LGs. Each LG will be represented by 25 participants listed below:

Crosscutting Technical

1. CAO
2. CFO
3. Planner
4. Procurement Officer
5. District Engineer
6. Water Officer
7. Environment Officer
8. Community Development Officer
9. Land Officer/Physical Planner
10. SAS of a LLG with ongoing construction

Education

11. DEO
12. DIS
13. Seed Secondary School - Head Teacher
14. Clerk of Works

Health

15. DHO
16. District Health Inspector
17. In-charge HC II being upgraded to HC III\
18. Clerk of Works

Political Leadership

19. RDC
20. Chairperson
21. Secretary - Education
22. Secretary – Health
23. Secretary – Works
24. Secretary – Environment
25. Chairperson of a LLG with ongoing construction

The issues to be covered include:

- a) Enhancing LGs' awareness of IGFTRs and UgIFT;
- b) Overview of education sector guidelines (not linked to construction management and safeguards)
- c) Overview of health sector guidelines (not linked to construction management and safeguards)
- d) Dissemination of contract management requirements
- e) Dissemination of environmental, social, safety and health safeguards requirements
- f) Action plan for implementation by the LG (short-term actions for LG to take –up)

3.2.3 Composition of sub-teams

Each team will have a maximum of eight team members that jointly will include the following main areas of expertise (not necessarily representing MDAs)

- a) Contract Management Expertise, including technical design, construction supervision and certification
- b) Sector construction management issues -
- c) Environmental, social safety and health safeguards: to handle issues including waste management, location of facilities, greening of the site, transport issues – noise, dust, drainage , etc. as well as social due diligence including designing, implementing, assessing, and monitoring safeguards of projects and programmes and the use of established safeguards standards.
- d) Health Sector expertise – health sector service delivery in LGs.
- e) Education Sector expertise – education sector service delivery in LGs
- f) Finance Management Expertise
- g) Local Government Administration –
- h) LG Human Resource Management

It is proposed to form twelve teams of eight people each as below

1. Contract Management – 12 people of which
 - a. MoWT –
 - b. MAAIF Irrigation -
 - c. PPDA –
2. Sector construction management issues - – 12 people of which
 - a. MoH Construction Unit–
 - b. MoES Construction Unit –
3. Education – 12 people of which
 - a. Planning
 - b. Basic
 - c. Secondary
 - d. DES
4. Health: - 12 people of which
 - a. Planning
 - b. Results Based Financing unit
5. Environmental and Social Safeguards – 12 people of which
 - a. NEMA –
 - b. MoGLSD –
 - c. MoWE -
6. LG Administration and M&E – 12 people of which
 - a. MoLG –
 - b. OPM –
7. LG Human Resource Management
 - a. MoLG -
 - b. MoPS -
8. Finance Management – 12 people of which
 - a. MoFPED –
 - b. Accountant General
 - c. OAG -
 - d. LGFC -

Prior to deployment the team will receive TOT training and orientation to specific materials, tools and approaches where required

3.2.4 Sequencing of Activities

No.	Activity	Jan	Feb	Mar						
		27	3	10	17	24	2	9	16	23
1.	MoLG to finalise the draft Thematic PIP				X					
2.	MoWT to receive the most recent monthly monitoring reports from MoH and MoES as a basis for developing the joint monitoring checklists	X	X							
3.	Development of materials to be used in the LG Clinics	X	X	X						
	a) Circular on VAT (MoFPED)									
	b) Circular (MoLG in liaison with MoWT, PPDA, MoH, MoES, NEMA, MoGLSD)									
	c) Communication of the LG PA results and how impacted on 2019/20 allocations (OPM)									
	d) Summary of health sector guidelines – MoH									
	e) Summary of education sector guidelines – MoES									
	f) Materials for construction management – (MoWT in liaison PPDA, MoH, MoES, NEMA, MoGLSD, MoLHUD)									
	g) Materials for environment (NEMA in liaison with MoH and MoES)									
	h) Social, health and safety (MoGLSD in liaison with MoH and MoES, MoLHUD)									
4.	Presentation of the Thematic PIP for clearance by the FD TC				X					
5.	MoWT to develop a checklist for joint monitoring in consultation with the relevant MDAs	X	X	X						
6.	MoLG communicates to LGs – the objectives, schedule, required preparations etc..						X			
7.	Programming of the Checklist on OPAMS – for ease of reporting and analysis				X	X				
8.	MoLG to convene a pre-field preparatory meeting to:						X			
	a) Discuss and clear the materials by the LG Performance improvement Task Force									
9.	Implementation of LG Clinics (see schedule attached)							X	X	
10.	Sub-teams report – reporting will be programmed online (under OPAMS)									X
11.	Final Reporting, synthesize emerging issues and make recommendations (administrative, policy etc..)									X

3.2.5 Funding/Financing

To enhance coordination, there is need for financing from one source (MDA). The proposal is for MoFPED to fund the activity.

3.2.6 Reporting

Reporting for the joint monitoring (day 1) will be online under OPAMS to standardise reporting and ease analysis.

Reporting for cluster meetings will be as per template to be developed and issued by MoLG.

3.3 **Oversight, Monitoring and Supervisory Support of Construction: Joint quarterly**

3.3.1 Objectives

The overall purpose is to oversee and ensure quality works. The specific objectives are to:

- a) To ensure consistent guidance from the MDAs to LG Engineers on construction matters, based on a harmonised monitoring checklist
- b) To ensure that specific advice and standards from various entities are adequately covered
- c) To achieve better coordination and cost effectiveness among MDAs in monitoring works at LGs

3.3.2 Approach and Duration for Monitoring and Oversight of construction

MoWT will coordinate the Joint Quarterly monitoring visits.

The model below will be used apart from the first Joint Quarterly monitoring visits that will be conducted together with the LG Performance Improvement Clinics (see 3.2).

- a) The MoWT will use the monthly monitoring reports from MDAs as a basis for developing the joint monitoring aspects (MoES and MoH to share their monthly monitoring reports to MoWT)
- b) MoWT will develop a checklist for the joint monitoring visits and submit copies of these to the participating MDAs prior to the joint monitoring mission(s) for internalisation, comments and preparation.
- c) Joint monitoring will be based on purposive sampling considering salient aspects from monthly MDA status reports as analysed, to pick up best practices, gaps and challenges etc..
- d) MoWT and MDAs as defined will constitute multi-sectoral teams
- e) MoWT to communicate schedule/calendar to concerned MDAs at least 2 weeks prior to the exercise
- f) Pre-field preparatory meeting to be convened by MoWT
- g) Each team to adopt the model of: (i) an entry meeting; (ii) site visit; and (iii) a debrief for each LG visited. One (1) LG visited by each team per day

- h) Propose to sample a minimum of 20 LGs per quarter which translates into at least 80 LGs per year;
- i) The MoH and MoES Engineers should write their recommendations in the **site visitors' book** for consideration by the District Engineers and **NOT issue instructions directly to contractors** in the **site instruction book**.
- j) Always start by reviewing the Engineers report to establish status
- k) When a recommendation is offered by the MDA Engineer, in the subsequent report the Clerk of works is required to report on actions taken
- l) Upon completion of the field work, Sub-Teams convene to discuss field findings, for MoWT to synthesise a report that is presented to the FD TC, FD-SC and Oversight Committee meetings.

3.3.3 Team Composition and Coordination

- a) Four sub-teams will be formed.
- b) Each team to be comprised of at least 7 members
- c) Each sub-team will have compulsory team members from the following MDAs:
 - MoWT;
 - MoLG;
 - MoH;
 - MoES;
 - MoGLSD;
 - NEMA; and
 - PPDA
- d) In addition, members from other MDAs will be co-opted depending on the issues to be addressed for example from:
 - MoFPED;
 - Accountant General
 - LGFC
 - OPM
 - MAAIF
 - MoWE
- e) Each of the 4 sub-teams will cover at least 5 LGs per quarter
- f) 1 week per quarter spent on joint monitoring

3.3.4 Funding/Financing

- a) Team members from the following MDAs will be financed by the respective MDAs:
 - MoWT
 - MoH
 - MoES
 - MoLG
- b) Team members from the following MDAs will be financed by MoFPED as they do not have own budget.
 - NEMA
 - PPDA
 - MoGLSD

3.4 Issuance of Administrative circular(s) to LGs

3.4.1 Objectives/Issues to be covered

Given the multi-sectoral nature of the issues to be addressed, two types of Administrative Circulars will be issued to LGs.

- a) Those by PS/ST - specific to Finance Management issues. One of the issues is clarification on whether contracts financed by UgIFT are VAT inclusive or VAT exclusive
- b) Those by PS MoLG regarding all issues concerning LG administration. For example
 - a. Contract management (MoLG in liaison with MoWT, PPDA, MoH, MoES)
 - o Environment, Social, Health and Safety (MoLG in liaison with NEMA and MoGLSD)

3.4.2 Effective Mode of Communication

- Sending to LGs (hard copies, email, social media platforms)
- Discussion during the CAO's quarterly meetings

Annexes

Annex 1 Materials that will be used during the LG Performance Improvement Clinics (see separate documents)

[Annex 1.1 Communication of IGFTRs and UgIFT – Sam Opio](#)

[Annex 1.2 Summary of education sector guidelines \(minus construction and safeguards\) – Derrick Namisi](#)

[Annex 1.3 Summary of health sector guidelines \(minus construction and safeguards\) – Dr. Sarah Byakika](#)

[Annex 1.4 Contract management requirements \(including checklist\) - Eng. Betty Nabbosa; Eng. Doreen Kakyo & Eng. Doreen Matovu/Nelson Mulindwa](#)

[Annex 1.5 Environmental safeguards requirements - Doreen Kamukama](#)

[Annex 1.6 Social, safety and health safeguards requirements – Khayongo Barbra](#)

[Annex 1.7 LG PA Results and Implications on Grant Allocations – Mr. Mayanja Gonzaga](#)

Annex 2 Administrative Circulars (see separate documents)

[Annex 2.1 Administrative Circular on VAT to LGs – Sam Opio](#)

[Annex 2.2 Administrative Circular on Construction Management and Safeguards – Andrew Kaggwa](#)

Annex 3 Organization of LG Performance Improvement Clinics

Annex 3.1 Cluster and Schedule for Onsite LG Performance Improvement Clinics – Andrew Kaggwa

PHASE 1 9TH TO 12TH March 2020					
TEAM A: NORTHERN UGANDA (GROUP 1 - 3)					
GROUP 1					
9TH-10TH March 2020			12TH-13TH FEBRUARY 2020		
Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020		
DATE: 10th March 2020			DATE: 13th March 2020		
Hotel: Desert Breeze, Arua			Hotel: Desert Breeze, Arua		
	No.			No.	
1	Koboko District	24	1	Arua District	24
2	Koboko MLG	12	2	Arua MLG	12
3	Yumbe District	24	3	Madi Okollo Distict	24
4	Maracha District	24	4	Zombo District	24
No. of Participants		84		No. of Participants	84
GROUP 2					
Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020		
DATE: 10th March 2020			DATE: 13th March 2020		
Hotel: Acholi Inn, Gulu			Hotel: Acholi Inn, Gulu		
1	Lamwo District	24	1	Kitgum District	24
2	Gulu District	24	2	Kitgum MLG	12
3	Omoro District	24	3	Pader District	24
4	Gulu MLG	12	4	Agago District	24
No. of Participants		84		No. of Participants	84
GROUP 3					
Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020		
DATE: 10th March 2020			DATE: 13th March 2020		
Hotel: Mbale Resort, Mbale			Hotel: Mbale Resort, Mbale		
1	Karenga District	24	1	Moroto District	24
2	Kaabong District	24	2	Moroto MLG	12
3	Kotido District	24	3	Napak District	24
4	Kotido MLG	12	4	Nabiatuk District	24
No. of Participants		84		No. of Participants	84
TEAM B: EASTERN UGANDA (GROUP 4 - 6)					
GROUP 4					
Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020		
DATE: 10th March 2020			DATE: 13th March 2020		
Hotel: Magherita Hotel, Lira			Hotel: Magherita Hotel, Lira		
1	Aleptong District	24	1	Kapelebyong District	24
2	Dokolo District	24	2	Amuria District	24
3	Kalaki District	24	3	Katakwi District	24
4	Kaberamaido District	24	4	Soroti Distict	24
No. of Participants		96		No. of Participants	96
GROUP 5					
Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020		
DATE: 10th March 2020			DATE: 13th March 2020		
Hotel: Mt. Elgon Hotel			Hotel: Mt. Elgon Hotel		
1	Kapchorwa District	24	1	Namisndwa District	24
2	Kapchorwa MLG	12	2	Manafwa District	24
3	Kween District	24	3	Bududa District	24
4	Bukwo District	24	4	Mbale MLG	12
No. of Participants		84		No. of Participants	84
GROUP 6					
Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020		
DATE: 10th March 2020			DATE: 13th March 2020		
Hotel: Sunset Hotel			Hotel: Sunset Hotel		
1	Pallisa District	24	1	Butaleja District	24
2	Buyende District	24	2	Tororo MLG	24
3	Kaliro District	24	3	Tororo District	24
4	Namutumba District	24	4	Bugweri District	24
No. of Participants		96		No. of Participants	96
TEAM C: WESTERN UGANDA (GROUP 7 - 9)					
GROUP 7					
Visit Projects in LG: 9th March 2020			Visit Projects in LG: 12th March 2020		
Date: 10th March 2020			Date: 13th March 2020		
Hotel: Mountains of the Moon			Hotel: Lake View Hotel, Mbarara		

	Bunyangabo District	24		Kiruhura District	24
	Kyenjojo District	24		Kazo District	24
	Kamwenge District	24		Ibanda District	24
	Kitagwenda District	24		Ibanda MLG	12
	No. of Participants	96		No. of Participants	84
GROUP 8					
	Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020	
	DATE: 10th March 2020			DATE: 13th March 2020	
	Hotel: Magherita Hotel, Kasese			Hotel: Igongo Hotel, Mbarara	
1	Kasese District	24		Bushenyi District	24
2	kasese MLG	12		Bushenyi MLG	12
3	Rubirizi District	24		Shema District	24
4	Buhweju District	24		Shema MLG	12
	No. of Participants	84		No. of Participants	72
GROUP 9					
	Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020	
	DATE: 10th March 2020			DATE: 13th March 2020	
	Hotel: Lake View Hotel			Hotel: Igongo Hotel, Mbarara	
1	Isingiro District	24		Rukungiri District	24
2	Rwampara District	24		Rukungiri MLG	12
3	Mbarara District	24		Mitooma District	24
4	Mbarara MLG	12		Ntungamo MLG	12
	No. of Participants	84		No. of Participants	72
	TEAM D: CENTRAL UGANDA (GROUP 10 - 12)				
GROUP 10					
	Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020	
	DATE: 10th March 2020			DATE: 13th March 2020	
	Hotel: Hotel Brovad, Masaka			Hotel: Hotel Brovad, Masaka	
1	Sembabule District	24	1	Lwengo District	24
2	Bukomansimbi District	24	2	Lyantonge District	24
3	Kalungu District	24	3	Kyotera District	24
4	Masaka District	24	4	Rakai District	24
	No. of Participants	96		No. of Participants	96
GROUP 11					
	Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020	
	DATE: 10th March 2020			DATE: 13th March 2020	
	Hotel: Ridar Hotel, Mukono			Hotel: Sunset Hotel, Jinja	
1	Kayunga District	24	1	Buvuma District	24
2	Mukono District	24	2	Lugazi MLG	12
3	Buikwe District	24	3	Jinja MLG	12
4	Mukono MLG	12	4		
	No. of Participants	84		No. of Participants	48
GROUP 12					
	Visit Projects in the LG: 9th March 2020			Visit Projects in the LG: 12th March 2020	
	DATE: 10th March 2020			DATE: 13th March 2020	
	Hotel: Ridar Hotel, Mukono			Hotel: Imperial Golf View, Entebbe	
1	Luwero District	24	1	Kalangala District	24
2	Nakaseke District	24	2	Masaka MLG	12
3	Kiboga District	24	3	Entebbe MLG	12
4	Kyankwzi District	24	4		
	No. of Participants	96		No. of Participants	48
PHASE 2: 16TH TO 20TH MARCH 2020					
TEAM A: NORTHERN UGANDA (GROUP 1 - 3)					
GROUP 1					
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Acholi Inn - Gulu	No.		Hotel: Desert Breeze, Arua	No.
1	Nebbi District	24	1	Moyo District	24
2	Nebbi MLG	12	2	Obongi District	24
3	Pakwach District	24	3	Adjumani District	24
4	Nwoya District	24	4	Amuru District	24
	No. of Participants	84		No. of Participants	96
GROUP 2					
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Mbale Resort Hotel			Hotel: .	
1	Nakapiripiti District	24	1		24
2	Amudat District	24	2		12
3	Abim District	24	3		24
4	Otuke District	12	4		24
	No. of Participants	84		No. of Participants	84
GROUP 3					
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Magherita Hotel, Lira			Hotel: Magherita Hotel, Lira	

1	Oyam District	24	1	Apac District	24
2	Kole District	24	2	Kwania District	24
3	Lira District	24	3	Amolatar District	24
4	Lira MLG	12	4	Apac MLG	12
	No. of Participants	84		No. of Participants	84
	TEAM B: EASTERN UGANDA (GROUP 4 - 6)				
	GROUP 4				
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Mt. Elgon Hotel, Mbale			Hotel: Mt. Elgon Hotel, Mbale	
1	Ngora District	24	1	Kumi District	24
2	Soroti MLG	12	2	Bukedea District	24
3	Serere District	24	3	Bulambuli District	24
4	Kumu MLG	12	4	Sironko District	24
	No. of Participants	72		No. of Participants	96
	GROUP 5				
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Mbale Resort Hotel			Hotel: Mbale Resort Hotel	
1	Mbale District	24	1	Busia District	24
2	Budaka District	24	2	Busia MLG	12
3	Butebo District	24	3	Bugiri District	24
4	Kibuku District	24	4	Bugiri ML	12
	No. of Participants	96		No. of Participants	72
	GROUP 6				
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Sunset Hotel			Hotel: Sunset Hotel	
1	Iganga District	24	1	Kamuli District	24
2	Iganga MLG	12	2	Kamuli MLG	12
3	Mayuge District	24	3	Jinja District	24
4	Namayingo District	24	4	Luuka District	24
	No. of Participants	84		No. of Participants	84
	TEAM C: WESTERN UGANDA (GROUP 7 - 9)				
	GROUP 7				
	Visit Projects in LG: 16th March 2020			Visit Projects in LG: 19th March 2020	
	Date: 17th March 2020			Date: 20th MARCH 2020	
	Hotel: Hoima Resort Hotel			Hotel: Hoima Resort Hotel	
	Bulisa District	24		Masindi District	24
	Hoima MLG	12		Masindi MLG	12
	Hoima District	24		Nakasongola District	24
	Kikuube District	24		Kiryandongo District	12
	No. of Participants	84		No. of Participants	72
	GROUP 8				
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Mountains of the Moon, Fort Portal			Hotel: Mountains of the Moon, Fort Portal	
1	Kagadi District	24		Ntoroko District	24
2	Kakumiro District	24		Bundibugyo District	24
3	Kibaale District	24		Kabalore District	24
4	Kyengegwa District	24		Fort portal MLG	12
	No. of Participants	96		No. of Participants	84
	GROUP 9				
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: White Horse			Hotel: White Horse, Kabale	
1	Ntungamo District	24		Kisoro District	24
2	Rukiga District	24		Kisoro MLG	12
3	Kabale District	24		Rubanda District	24
4	Kabale MLG	12		Kanungu District	24
	No. of Participants	84		No. of Participants	84
	TEAM D: CENTRAL UGANDA (GROUP 10 - 12)				
	GROUP 10				
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17 March 2020			DATE: 20 March 2020	
	Hotel: Mountains of the Moon, Fort Portal			Hotel:	
1	Mubende District	24	1		
2	Mubende MLG	12	2		
3	Kasanda District	24	3		
4	Mityana MLG	12	4		
	No. of Participants	72		No. of Participants	0
	GROUP 11				
	Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020	
	DATE: 17th March 2020			DATE: 20th March 2020	
	Hotel: Hotel Brovad, Masaka			Hotel	
1	Mityana District	24	1		

2	Gomba District	24	2		
3	Butambala District	24	3		
4	Mpigi District	24	4		
	No. of Participants	96		No. of Participants	0
GROUP 12					
Visit Projects in the LG: 16th March 2020			Visit Projects in the LG: 19th March 2020		
DATE: 17th March 2020			DATE: 20th March 2020		
Hotel: Esella Hotel			Hotel		
1	Wakiso District	24	1		
2	Kiira MLG	12	2		
3	Makindye Ssaabagabo MLG	12	3		
4	Nansana MLG	12	4		
	No. of Participants	60		No. of Participants	0

Annex 3.2 Budget for Onsite LG Performance Improvement Clinics – Andrew Kaggwa

Central Government				
Item	Per-Diem	Number	Days	Amount
	MDAs	84	14	183,120,000
	MoFPED	12	14	26,160,000
	Drivers	48	14	43,120,000
	Stationery and Production of Training Materials			41,760,000
	Fuel			124,640,000
			Sub-Total	418,800,000

Group 1				
DATE: 10th March 2020				
Venue	a) Local Government Costs			
	District (4) related costs.			
	i) Officers (Perdiem)	84	140,000	1 11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1 330,000
	iii) Body Guards	8	55,000	1 440,000
	iii) Fuel refund			2,742,857
				15,272,857
	b) Hotel: Desert Breeze, Arua			
	Hall Hire			1,000,000
	Lunch	95	35,000	3,325,000
	Teas	95	6,500	617,500
	Water	95	3,000	570,000
	Sub-total			5,512,500
	sub-total			Hotel: Desert Breeze, Arua 20,785,357
DATE: 13th March 2020				
Venue	a) Local Government Costs			
	District (4) related costs.			
	i) Officers (Perdiem)	84	140,000	1 11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1 330,000
	iii) Body Guards	8	55,000	1 440,000
	iii) Fuel refund			1,378,286
				13,908,286
	b) Hotel: Desert Breeze, Arua			
	Hall Hire			1,000,000
	Lunch	95	35,000	3,325,000
	Teas	95	6,500	617,500
	Water	95	3,000	570,000
	Sub-total			5,512,500
	sub-total			Hotel: Desert Breeze, Arua 19,420,786
	Total Group 1			40,206,143

Group 2				
DATE: 10th March 2020				
Venue	a) Local Government Costs			
	District (4) related costs.			
	i) Officers (Perdiem)	84	140,000	1 11,760,000
	ii) Perdiem - Drivers (6 per district)	7	55,000	1 385,000
	iii) Body Guards	8	55,000	1 440,000
	iii) Fuel refund			1,241,143
				13,826,143
	b) Hotel: Acholi Inn, Gulu			
	Hall Hire			1,000,000
	Lunch	95	35,000	3,325,000
	Teas	95	6,500	617,500
	Water	95	3,000	570,000
	Sub-total			5,512,500
	sub-total			Hotel: Acholi Inn, Gulu 19,338,643
DATE: 13th March 2020				
Venue	a) Local Government Costs			
	District (4) related costs.			
	i) Officers (Perdiem)	84	140,000	1 11,760,000
	ii) Perdiem - Drivers (6 per district)	7	55,000	1 3,960,000
	iii) Body Guards	8	55,000	1 3,960,000
	iii) Fuel refund			4,388,571
				24,068,571
	b) Hotel: Acholi Inn, Gulu			
	Hall Hire			1,000,000
	Lunch	95	35,000	3,325,000
	Teas	95	6,500	617,500
	Water	95	3,000	570,000
	Sub-total			5,512,500
	sub-total			Hotel: Acholi Inn, Gulu 29,581,071
	Total Group 2			48,919,714

Group 3					
Item	Per-Diem	Number	Rate	Days	Amount
DATE: 10th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				10,155,429

						29,835,429
b)	Hotel: Mbale Resort, Mbale					
	Hall Hire					1,000,000
	Lunch	95	35,000			3,325,000
	Teas	95	6,500			617,500
	Water	95	3,000			570,000
	Sub-total					5,512,500
	sub-total			Hotel: Mbale Resort, Mbale		35,347,929
DATE: 13th March 2020						
a)	Local Government Costs					
	District (4) related costs.					
	i) Officers (Perdiem)	84	140,000	1		11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1		3,960,000
	iii) Body Guards	8	55,000	1		3,960,000
	iii) Fuel refund					5,643,429
						25,323,429
b)	Hotel: Mbale Resort, Mbale					
	Hall Hire					1,000,000
	Lunch	95	35,000			3,325,000
	Teas	95	6,500			617,500
	Water	95	3,000			570,000
	Sub-total					5,512,500
	sub-total			Hotel: Mbale Resort, Mbale		30,835,929
	Total Group 3					66,183,857
Group 4						
DATE: 10th March 2020						
a)	Local Government Costs					
	District (4) related costs.					
	i) Officers (Perdiem)	96	140,000	1		13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1		3,960,000
	iii) Body Guards	8	55,000	1		3,960,000
	iii) Fuel refund					2,934,857
						24,294,857
b)	Hotel: Magherita Hotel, Lira					
	Hall Hire					1,000,000
	Lunch	95	35,000			3,325,000
	Teas	95	6,500			617,500
	Water	95	3,000			570,000
	Sub-total					5,512,500
	sub-total			Hotel: Magherita Hotel, Lira		29,807,357
DATE: 13th March 2020						
a)	Local Government Costs					
	District (4) related costs.					
	i) Officers (Perdiem)	96	140,000	1		13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1		3,960,000
	iii) Body Guards	8	55,000	1		3,960,000
	iii) Fuel refund					4,229,143
						25,589,143
b)	Hotel: Magherita Hotel, Lira					
	Hall Hire					1,000,000
	Lunch	100	35,000			3,500,000
	Teas	100	6,500			650,000
	Water	100	3,000			600,000
	Sub-total					5,750,000
	sub-total			Hotel: Magherita Hotel, Lira		31,339,143
	Total Group 4					61,146,500
Group 5						
DATE: 10th March 2020						
a)	Local Government Costs					
	District (4) related costs.					
	i) Officers (Perdiem)	84	140,000	1		11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1		3,960,000
	iii) Body Guards	8	55,000	1		3,960,000
	iii) Fuel refund					3,805,714
						23,485,714
b)	Hotel: Mt. Elgon Hotel					
	Hall Hire					1,000,000
	Lunch	95	35,000			3,325,000
	Teas	95	6,500			617,500
	Water	95	3,000			570,000
	Sub-total					5,512,500
	sub-total			Hotel: Mt. Elgon Hotel		28,998,214
DATE: 13th March 2020						
a)	Local Government Costs					
	District (4) related costs.					
	i) Officers (Perdiem)	84	140,000	1		11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1		3,960,000
	iii) Body Guards	8	55,000	1		3,960,000
	iii) Fuel refund					1,604,571
						21,284,571
b)	Hotel: Mt. Elgon Hotel					
	Hall Hire					1,000,000
	Lunch	100	35,000			3,500,000
	Teas	100	6,500			650,000
	Water	100	3,000			600,000

	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Mt. Elgon Hotel	27,034,571
	Total Group 5				56,032,786
Group 6					
DATE: 10th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				7,474,286
					28,834,286
	b) Hotel: Sunset Hotel				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Sunset Hotel	34,584,286
DATE: 13th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				4,210,286
					25,570,286
	b) Hotel: Sunset Hotel				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Sunset Hotel	31,320,286
	Total Group 6				65,904,571
Group 7					
DATE: 10th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,550,857
					23,910,857
	b) Visit Projects in LG: 9th March 2020				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Visit Projects in LG: 9th March 2020	29,660,857
DATE: 13th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,886,857
					22,566,857
	b) Visit Projects in LG: 12th March 2020				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Visit Projects in LG: 12th March 2020	28,316,857
	Total Group 7				57,977,714
Group 8					
DATE: 10th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,810,286
					21,490,286
	b) Hotel: Magherita Hotel, Kasese				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Magherita Hotel, Kasese	27,240,286
DATE: 13th March 2020					
	a) Local Government Costs				

	District (4) related costs.				
	i) Officers (Perdiem)	72	140,000	1	10,080,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,701,714
					20,701,714
b)	Hotel: Igongo Hotel, Mbarara				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Igongo Hotel, Mbarara	26,451,714
	Total Group 8				53,692,000
Group 9					
DATE: 10th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,241,143
					20,921,143
b)	Hotel: Lake View Hotel				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Lake View Hotel	26,671,143
DATE: 13th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	72	140,000	1	10,080,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				3,545,143
					21,545,143
b)	Hotel: Igongo Hotel, Mbarara				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Igongo Hotel, Mbarara	27,295,143
	Total Group 9				53,966,286
Group 10					
DATE: 10th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				3,120,000
					24,480,000
b)	Hotel: Hotel Brovad, Masaka				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Hotel Brovad, Masaka	30,230,000
DATE: 13th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,544,686
					23,904,686
b)	Hotel: Hotel Brovad, Masaka				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Hotel Brovad, Masaka	29,654,686
	Total Group 10				59,884,686
Group 11					
DATE: 10th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,412,571
					21,092,571

b)	Hotel: Ridar Hotel, Mukono				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Ridar Hotel, Mukono	26,842,571
DATE: 13th March 2020					
a)	Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	48	140,000	1	6,720,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,282,286
					15,922,286
b)	Hotel: Sunset Hotel, Jinja				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Sunset Hotel, Jinja	21,672,286
	Total Group 11				48,514,857
Group 12					
DATE: 10th March 2020					
a)	Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				960,000
					22,320,000
b)	Hotel: Ridar Hotel, Mukono				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Ridar Hotel, Mukono	28,070,000
DATE: 13th March 2020					
a)	Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	48	140,000	1	6,720,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				480,000
					15,120,000
b)	Hotel: Imperial Golf View, Entebbe				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Imperial Golf View, Entebbe	20,870,000
	Total Group 12				48,940,000
PHASE TWO					
Group 1					
DATE: 17 March 2020					
Venue	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	330,000
	iii) Body Guards	8	55,000	1	440,000
	iii) Fuel refund				4,491,429
					17,021,429
b)	Hotel: Acholi Inn - Gulu				
	Hall Hire				1,000,000
	Lunch	95	35,000		3,325,000
	Teas	95	6,500		617,500
	Water	95	3,000		570,000
	Sub-total				5,512,500
	sub-total			Hotel: Acholi Inn - Gulu	22,533,929
Venue	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	330,000
	iii) Body Guards	8	55,000	1	440,000
	iii) Fuel refund				6,137,143
					20,347,143
b)	Hotel: Desert Breeze, Arua				
	Hall Hire				1,000,000
	Lunch	95	35,000		3,325,000
	Teas	95	6,500		617,500
	Water	95	3,000		570,000
	Sub-total				5,512,500
	sub-total			Hotel: Desert Breeze, Arua	25,859,643

Total Group 1					48,393,571
Group 2					
DATE: 17 March 2020					
Venue	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	7	55,000	1	385,000
	iii) Body Guards	8	55,000	1	440,000
	iii) Fuel refund				6,706,286
					19,291,286
b)	Hotel: Mbale Resort Hotel				
	Hall Hire				1,000,000
	Lunch	95	35,000		3,325,000
	Teas	95	6,500		617,500
	Water	95	3,000		570,000
	Sub-total				5,512,500
	sub-total			Hotel: Mbale Resort Hotel	24,803,786
DATE: 20 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	-	140,000	1	-
	ii) Perdiem - Drivers (6 per district)	-	55,000	1	-
	iii) Body Guards	-	55,000	1	-
	iii) Fuel refund				-
					-
b)					
	Hall Hire				
	Lunch	-	35,000		-
	Teas	-	6,500		-
	Water	-	3,000		-
	Sub-total				-
	sub-total				-
Total Group 2					24,803,786
Group 3					
Item	Per-Diem	Number	Rate	Days	Amount
DATE: 17 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,364,571
					21,044,571
b)	Hotel: Magherita Hotel, Lira				
	Hall Hire				1,000,000
	Lunch	95	35,000		3,325,000
	Teas	95	6,500		617,500
	Water	95	3,000		570,000
	Sub-total				5,512,500
	sub-total			Hotel: Magherita Hotel, Lira	26,557,071
DATE: 20 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				3,078,857
					22,758,857
b)	Hotel: Magherita Hotel, Lira				
	Hall Hire				1,000,000
	Lunch	95	35,000		3,325,000
	Teas	95	6,500		617,500
	Water	95	3,000		570,000
	Sub-total				5,512,500
	sub-total			Hotel: Magherita Hotel, Lira	28,271,357
Total Group 3					54,828,429
Group 4					
DATE: 17 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	72	140,000	1	10,080,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				3,435,429
					21,435,429
b)	Hotel: Mt. Elgon Hotel, Mbale				
	Hall Hire				1,000,000
	Lunch	95	35,000		3,325,000
	Teas	95	6,500		617,500
	Water	95	3,000		570,000
	Sub-total				5,512,500
	sub-total			Hotel: Mt. Elgon Hotel, Mbale	26,947,929
DATE: 20 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000

	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,139,429
					23,499,429
b)	Hotel: Mt. Elgon Hotel, Mbale				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Mt. Elgon Hotel, Mbale	29,249,429
	Total Group 4				56,197,357
Group 5					
DATE: 17 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,577,143
					22,937,143
b)	Hotel: Mbale Resort Hotel				
	Hall Hire				1,000,000
	Lunch	95	35,000		3,325,000
	Teas	95	6,500		617,500
	Water	95	3,000		570,000
	Sub-total				5,512,500
		<i>sub-total</i>		Hotel: Mbale Resort Hotel	28,449,643
DATE: 20 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	72	140,000	1	10,080,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				3,428,571
					21,428,571
b)	Hotel: Mbale Resort Hotel				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Mbale Resort Hotel	27,178,571
	Total Group 5				55,628,214
Group 6					
DATE: 17 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,208,000
					21,888,000
b)	Hotel: Sunset Hotel				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Sunset Hotel	27,638,000
DATE: 20 March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,016,000
					21,696,000
b)	Hotel: Sunset Hotel				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
		<i>sub-total</i>		Hotel: Sunset Hotel	27,446,000
	Total Group 6				55,084,000
Group 7					
Date: 17th March 2020					
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,700,571
					21,380,571
b)	Hotel: Hoima Resort Hotel				

	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Hoima Resort Hotel	27,130,571
				Date: 20th MARCH 2020	
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	72	140,000	1	10,080,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				3,627,429
					21,627,429
	b) Hotel: Hoima Resort Hotel				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Hoima Resort Hotel	27,377,429
	Total Group 7				54,508,000
				Group 8	
				DATE: 17 March 2020	
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	96	140,000	1	13,440,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				4,305,120
					25,665,120
	b) Hotel: Mountains of the Moon, Fort Portal				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Mountains of the Moon, Fort Portal	31,415,120
				DATE: 20 March 2020	
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				2,701,714
					22,381,714
	b) Hotel: Mountains of the Moon, Fort Portal				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: Mountains of the Moon, Fort Portal	28,131,714
	Total Group 8				59,546,834
				Group 9	
				DATE: 17 March 2020	
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				1,920,000
					21,600,000
	b) Hotel: White Horse				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: White Horse	27,350,000
				DATE: 20 March 2020	
	a) Local Government Costs				
	District (4) related costs.				
	i) Officers (Perdiem)	84	140,000	1	11,760,000
	ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
	iii) Body Guards	8	55,000	1	3,960,000
	iii) Fuel refund				4,278,857
					23,958,857
	b) Hotel: White Horse, Kabale				
	Hall Hire				1,000,000
	Lunch	100	35,000		3,500,000
	Teas	100	6,500		650,000
	Water	100	3,000		600,000
	Sub-total				5,750,000
	sub-total			Hotel: White Horse, Kabale	29,708,857

Total Group 9				57,058,857
Group 10				
DATE: 17 March 2020				
a) Local Government Costs				
District (4) related costs.				
i) Officers (Perdiem)	72	140,000	1	10,080,000
ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
iii) Body Guards	8	55,000	1	3,960,000
iii) Fuel refund				5,156,571
				23,156,571
b) Hotel: Mountains of the Moon, Fort Portal				
Hall Hire				
Lunch	100	35,000		3,500,000
Teas	100	6,500		650,000
Water	100	3,000		600,000
Sub-total				5,750,000
	sub-total	Hotel: Mountains of the Moon, Fort Portal		28,906,571
-				
a) Local Government Costs				
District (4) related costs.				
i) Officers (Perdiem)	-	140,000	1	-
ii) Perdiem - Drivers (6 per district)	-	55,000	1	-
iii) Body Guards	-	55,000	1	-
iii) Fuel refund				-
b)				
Hall Hire				
Lunch	-	35,000		-
Teas	-	6,500		-
Water	-	3,000		-
Sub-total				-
	sub-total			-
Total Group 10				28,906,571
Group 11				
DATE: 17th March 2020				
a) Local Government Costs				
District (4) related costs.				
i) Officers (Perdiem)	96	140,000	1	13,440,000
ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
iii) Body Guards	8	55,000	1	3,960,000
iii) Fuel refund				9,181,714
				30,541,714
b) Hotel: Hotel Brovad, Masaka				
Hall Hire				
Lunch	100	35,000		3,500,000
Teas	100	6,500		650,000
Water	100	3,000		600,000
Sub-total				5,750,000
	sub-total	Hotel: Hotel Brovad, Masaka		36,291,714
-				
a) Local Government Costs				
District (4) related costs.				
i) Officers (Perdiem)	-	140,000	1	-
ii) Perdiem - Drivers (6 per district)	-	55,000	1	-
iii) Body Guards	-	55,000	1	-
iii) Fuel refund				-
b)				
Hall Hire				
Lunch	-	35,000		-
Teas	-	6,500		-
Water	-	3,000		-
Sub-total				-
	sub-total			-
Total Group 11				36,291,714
Group 12				
DATE: 17th March 2020				
a) Local Government Costs				
District (4) related costs.				
i) Officers (Perdiem)	60	140,000	1	8,400,000
ii) Perdiem - Drivers (6 per district)	6	55,000	1	3,960,000
iii) Body Guards	8	55,000	1	3,960,000
iii) Fuel refund				1,261,714
				17,581,714
b) Hotel: Esella Hotel				
Hall Hire				
Lunch	100	35,000		3,500,000
Teas	100	6,500		650,000
Water	100	3,000		600,000
Sub-total				5,750,000
	sub-total	Hotel: Esella Hotel		23,331,714
-				
a) Local Government Costs				
District (4) related costs.				
i) Officers (Perdiem)	-	140,000	1	-
ii) Perdiem - Drivers (6 per district)	-	55,000	1	-

	iii) Body Guards	-	55,000	1	-
	iii) Fuel refund				-
					-
b)		-			
	Hall Hire				-
	Lunch	-	35,000		-
	Teas	-	6,500		-
	Water	-	3,000		-
	Sub-total				-
			<i>sub-total</i>		-
	Total Group 12				23,331,714
	Grand Total				1,634,748,163