



**THE REPUBLIC OF UGANDA**

# **YUMBE DISTRICT LOCAL GOVERNMENT**

**Local Government Performance Improvement Plan**

**2019/20**

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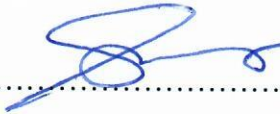
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**SIGNATORY PAGE**

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

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**District Chairperson**

Place /date

 28/06/2020

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**Chief Administrative Officer**

Place / Date

OUNDO ENID 

**Team Leader of the National Resource Pool / official GoU title**

Place /date

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background**

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

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

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

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

Support teams composed of National Resource Pool (NRP) members with representatives from the crosscutting specialized Ministries that have the



professional capacity to offer support to core functions of the LG as well representatives from the Ministries of Health and Ministry of Education and Sports have subsequently been deployed by MOLG to assist identified LGs.

### **1.2 Process for Development of the PIP**

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

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

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

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

### **1.3 Agreed Next Step**

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

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

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

**CHAPTER TWO: ACTIONS TO BE UNDERTAKEN BY YUMBE DISTRICT LOCAL GOVERNMENT**

<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
<b>Human Resource Management</b>					
Staffing gaps - HoDs and critical staff i.e Unfilled positions were; District Engineer, Head Internal Audit, District Commercial Officer and the district planner	For the positions of the DE and District planner, the LG to seek guidance from the parent Ministries	Formal submission seeking guidance from Parent Ministries	CAO	July, 2020	Heads of Departments filled
	For other un filled positions - where wage was available, the LG to advertise the vacant positions .	-Requesting MoFPED for re-voting of the conditional wage -Proper Wage analysis -Seek approval to recruit	CAO PHRO	30 <sup>th</sup> June, 2020	All critical positions filled within the available wage
Pensioners not accessing the pensioners' payroll within two months after retirement.	Update staff files/records and review files staff due to retire in two years	Verification of staff files to ensure that all the mandatory records are on	CAO PHRO	Immediate	Pensioners payroll accessed within two months after retirement



<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
		file			
Failure to display the payroll and pensioners schedule	Mandatory display of Monthly payroll and pensioners schedule	Posting the payroll and schedule on notice boards	CAO PHRO CO	Monthly	Transparency and Accountability enhanced
Non appraisal all head teachers, Health Workers.	Appraise staff for the previous performance periods and fy 2019/20	Workshop to induct new staff, appraisers; Develop performance appraisal plans/Agreements	CAO PHRO HoDs	15 <sup>th</sup> July 2020 for Traditional and PHC  15 <sup>th</sup> January 2021 for teachers	Performance of staff improved
	Develop Appraisal Tracking Register	Provision of register / tools	PHRO	By June 2020	Performance appraisal
Client Charter	Develop Yumbe DLG clients charter	Consultations, Review of applicable laws regulations and guide	CAO PHRO	By September, 2019	Citizenship satisfaction and all complaints handled
Staffing Gaps under;	Wage analysis/ seeking additional	Submission to MoPS &	CAO	By 31 <sup>st</sup> July,	Service delivery



<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
Education, Health & Traditional Staff	wage & seeking clearance to recruit.	MoFPED.	PHRO	2020	improved
Performance Management	Rewarding and sanctioning staff on performance matters	In accordance with R&S framework	CAO PHRO	Annually	Performance management improved
<b>Internal Audit / LGPAC Functions</b>					
Poor/ Non response to internal audit queries	Issuing management letters with timelines within which auditees to have given their responses	Following of the audit procedures	CAO HIA	Quarterly	Accountability strengthened
Acting on Audit reports	-Implementation of audit recommendations -Implementing LGPAC recommendations	Follow-up on the implementation status of audit and LGPAC recommendations	CAO HIA Sec. LGPAC	Quarterly	Audit recommendations implemented /LGPAC
Late submission to PS/ST the report on actions taken	Timely submission to PS/ST the report on	Compiling of status report	CAO		Audit function strengthened

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
on internal audit recommendations	actions taken on internal audit recommendations	ahead of time	HIA		
<b>Local revenue Mobilization and Financial Management</b>					
Low local revenue collected	Appoint a team that includes an auditor to investigate into local revenue collection and management at sub-county and district level. (Management of revenue contracts, collection, remittances, leakages etc...)	Provide ToRs to the team	CAO	By end of June, 2020	Local revenue properly Managed
	Setting up a revenue enhancement team to map all the revenue sources and assess their potential	and assessing revenue potential per source	CAO	By end of June, 2020	Local revenue collection improved



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
	Enumeration, Assessment, collection and enforcement of revenue collection	Orientation of the revenue committee/task force	HoF	By end of June, 2020	Local collection improved revenue
Non recommendation of suppliers for payment	Defer of payments for contractors/suppliers without the recommendation of the DEO	Vote controllers /project managers to endorse requests for payment	CAO CFO	Routinely	Improved management project
<b>Planning, Budgeting and Reporting</b>					
Poor budgeting and budget execution for Operations and Maintenance	Prioritisation of O&M for infrastructure and Assets	Guidance to departments by Budget desk	CAO District Planner	By June, 2020	Infrastructure and Assets maintained
Delayed Accountability and reporting	Timely distribution of budget figures to department to enhance timely accountability and reporting	Setting deadlines for departmental submission of accountabilities for consolidation	CAO HoD District Planner	Quarterly	Timely accountability submitted to MoFPED



<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
Physical planning	Undertake physical planning and approve a District physical plan	Consultancy	CAO Physical Planner	By July 2021	Guided and controlled infrastructure developments
Functionality of the physical planning Committee	Orientation of the Physical planning committee on the Physical Planning Committee for appreciation of their roles and functions	Source for technical support from MoLHUD	CAO Physical Planner	By September, 2020	Guided and controlled infrastructure developments
<b>Governance, Oversight, Transparency and Accountability</b>					
Capacity gaps for SMCs, HUMCs, WUCs, Physical planning committee, DSC, LGPAC	Capacity building of committee members on their roles and responsibilities	Workshops Trainings Support supervision	CAO HoDs PHRO	Immediate	Systems strengthened
Grievance handling and coordination of feedback	Develop a system for handling complaints from service consumers/clients	Designating an officer to lead in handling complaints	CAO	immediate	Client satisfaction on service provision

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<b>Environment and Social safeguards</b>					
Poor planning and budget for environmental issues	Prioritize planning and budgeting for EIA/ screening and mitigation measures	Screening of approved projects for social and environmental compliance	CAO DNRO DCDO	By end of June, 2020	Environmental gender addressed and issued
	Retrospective development of environmental management plans		CAO DNRO DCDO	By end of June, 2020	Environmental gender addressed and issued
Poor coordination with other department to include EIA and mitigation measures in the BoQs	Involve Environmental Officers in the preparation of BOQs specifically for environment	Screening of projects Submission of environmental requirements	DWO DE District Environment Officer	By end of June, 2020	Environmental gender addressed in project implementation and issued
No certification of the implementation of mitigation measures	Certification of mitigation measures should inform payment of the final certificate	Physical inspection and verification project sites	District Environment Officer	Before payment of retention	Environmental Mitigation Measures implemented



Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
No Gender mainstreaming and sharing of gender information	Build capacity of CBS/ GFPP on gender issues	Induction and orientation of CBS staff/ Gender FPP Bench marking with peers in the region Access to applicable laws and policies	CAO	By end of June 2020	Gender mainstreamed. issues
<b>Procurement and Disposal</b>					
Non timely (by April) submission of the sector procurement inputs to Procurement Unit that covers all investment items in the approved Sector annual work plan.	Compiling of sector procurement inputs for submission to PDU	Submission to PDU	HoDs	By April 2021	Owned procurement requirements sector
Delayed procurements -Engineers delay in the preparation and submission of BOQs/	Allocate timeframes within which to submit procurement PPF1	Communicate to HoD the schedule for submission of procurement	CAO SPO	Continuous	Procurement plan adhered to.



<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
designs Scope of Work		requisitions			
<b>Inspection, Monitoring and support supervision</b>					
Lack of follow-up meetings for schools, Health facilities, Water /Works	Establish joint/ multi-sectoral monitoring teams Conduct site meetings and provide feed back Develop action matrix and conduct follow up visits	Site meetings Pre-monitoring meetings Communicate feed back Conduct departmental meetings after field work	CAO HoD	Immediate	Service strengthened delivery
<b>Education Sector Specific issues</b>					
Failure to Inspect primary Schools	Set targets for school inspectors about inspection Explore working with Associate Assessors to do monitoring and inspection of all	Orientation of inspectors	DEO DIS	End of each school term	Education performance and standards improved

<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
	schools				
Poor dissemination of guidelines for education	Identification of the current guidelines and circulars issued by MoES	Consultation with MoES/DES	DEO	Continuous	National standard and guidelines adhered to.

**CHAPTER THREE: ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM NRP**

<b>Issue</b>	<b>Proposed Activity (What)</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>
Harmonisation of reporting period for EMIS and HDIS2 with that of PBS	Revision of the indicator in the manual		LGPA-TF		
Payment of suppliers	Be removed from the crosscutting performance measures is to				

	sectors				
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**4. REQUESTED ACTIONS TO BE UNDERTAKEN WITH SUPPORT FROM OTHER AGENCIES**

<b>Issue</b>	<b>Proposed (What)</b>	<b>Activity</b>	<b>Modality (How)</b>	<b>Responsible (Who)</b>	<b>When</b>	<b>Output</b>

**General Recommendations**