



Katakwi Local Government

Local Government Targeted Performance Improvement Plan 2018/19

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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

Chief Administrative Officer/Town Clerk
Place /date

Team Leader of the National Resource Pool / official GoU title
Place /date

District Chairperson / Mayor
Place /date

1. Introduction

1.1 Background

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

The Office of the Prime Minister coordinated a country wide Local Government Performance Assessment exercise during January and February 2018 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 <http://budget.go.ug/budget/LGPAs>.

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

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

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

1.2 Process for development of the PIP

This Performance Improvement plan was developed over the period from 13-16 August 2018 as a collaborative effort between the local Government and the following members of the NRP

- Magezi Chris [Team Leader]
- Nsubuga John D. S. [Team Member]
- Nayiga Zuraikah [Team Member]
- Dr. Mutaaya S. Abu-Baker [Team Member]

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
- 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 latest by 15th August, 2018.

The Ministry of Local Government commit 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 in writing by xxxxx

2. Actions to be undertaken by the LG

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Human resource Management					
Staffing Gaps [Based on Actual Need] Education – 344/1079 Health – 57/464 Traditional Staff – 61/306	Seeking additional wage & permission to recruit.	Writing a follow-up letter to the earlier response from MoPS, MoES & MoFPED.	CAO	September, 2018	Staff gaps filled
Low Staffing Levels [Based on wage bill] [i] Education: -42(HTR); 72(D HTR). [ii] Health: 6/9 (66%). [iii] Heads of Departments/Units [DE, SPO, DNRO, and PHRO -DSC]	Recruit on replacement basis.	[i] To review recruitment plan, Analyze wage. [ii]. Recruit within available wage	CAO	By the end of 2 nd Quarter FY 2018/19.	Staff recruited
Poor Appraisal System [Teachers, Health Workers, Heads of Departments, Traditional Staff]	[i] To mentor Staff on performance appraisal process.	Workshop	CAO	By end of end of September, 2018	Staff trained on appraisal system

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
	<p>[ii]. Develop performance appraisal plans/Agreements</p> <p>[iii] Staff appraised for FY 18/19</p> <p>[iii]. Develop Appraisal Tracking Register</p>	<p>Provide templates</p> <p>Open appraisal</p> <p>Provision of register / tools</p>	<p>CAO</p> <p>HoDs</p> <p>PHRO</p>		<p>Performance plans developed</p> <p>Performance Agreements signed</p> <p>All staff appraised</p> <p>Tracking register in place.</p>
Misplaced deployments	Placing of right officers in right positions with requisite qualifications	<p>Review deployment schedules</p> <p>Issue schedule of duties to officers</p>	CAO	By 30 th September, 2018	<p>Right officers placed in right positions</p> <p>Schedules of duty developed and issued</p>
Non-functional Rewards and sanctions framework	Establish/functionalize the Rewards and	Appointment/orientation of the R&S committee.	CAO	By 30 th September 2018	Quarterly Rewards and sections reports produced, shared and

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
[Retention, motivation and administrative sanctions and decisions]	Sanctions Committee	Provide ToR to the R&S committee Consider rewards and sanctions cases		As and of when necessary/quarterly	submitted to MoPS/MoLG
Absenteeism /late reporting for duty for all Trs, HWs and traditional staff	Put in place/Revive the arrival and departure register Take action [Rewards and sanctions]	Centralize in CAOs office the arrival/departure register Analyze arrival and departure trends	CAO	Monthly analysis	Reports produced and shared
Capacity gaps in [PBS, IFMS IPPS, HMIS, Mtrac and other operation and management systems, SMCs, HUMCs, BoGs, WUCs, Physical planning committee, DSC,	Capacity building of system users Capacity building of committee members	Workshops Hands-on trainings, attachments, Support supervision Mentorship, Coaching,	CAO	Immediate	Capacity gaps filled / addressed

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
LGPAC and Councils, Associate Assessors	on their roles and responsibilities				
Low service delivery standards e.g Teacher: pupil ratio Inspector: sch ratio Water coverage Health coverage	Collecting of data and building cases (M&E). Addressing service delivery gaps to MDAs	Lobby and advocacy	CAO	Immediate	Service and service delivery standards improved
Finance, planning and Administration					
Low funds absorption capacity [Agric. extension grant, water grant, health grant	Adherence to workplan timeframes Adherence to procurement timelines	Implementation of quarterly/annual & workplan reviews Timely initiation of procurements requests Timely reports on progress of contract execution	CAO HoDs CAO	Quarterly Accordinging plan Immediately after contract award	100% of released funds absorbed.

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
<p>Poor project and contract management</p> <p>No appointed project managers, project launch and commissioning</p>	<p>Appointment of contract managers</p> <p>Scaling up site meetings and site inspections</p> <p>Launching and commissioning of projects</p> <p>Strengthening PMCs</p>	<p>Appointing technical persons with clear TOR</p>	<p>CAO</p>	<p>Immediately after contract award</p>	<p>Quality and timely projects delivered</p>
<p>Low local revenue base/low Local revenues</p>	<p>Implementation of LED</p> <p>Developing and sharing of revenue registers with LLGs</p> <p>Implantation of revenue enhancement plan</p> <p>Establishing revenue generating projects</p>	<p>Gazzating new revenue sources</p>	<p>CAO</p>	<p>By end of 2nd quarter FY 2018/19</p>	<p>Local revenue increased</p>

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Poor Communication [Laws/policies, circulars, internal memos, guidelines, reports and feedback m-mechanisms]	<p>Identification of relevant laws/policies and circulars</p> <p>Orientation of key stakeholders on existing legal and policy framework</p>	<p>Integrate and strengthen communication structures/systems</p> <p>Designate the communication Officer to access and share information from the District Email Account</p> <p>Benchmarking with peers in the region</p>	CAO	Immediate	Improved communication
Late release of funds [Internal and external]	Implementation of workplans	Warranting /release	CAO	quarterly	Timely execution of activities
Delayed Accountability and reporting No accountability for Q4	Timely Implementation of the workplan	Setting deadlines for departmental submission of accountabilities for consolidation	CAO HoD	Quarterly	Timely accountability submitted to MoFPED

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Poor documentation and records management	Proper filing of documents/records	Sharing of records at departmental level and across departments	HoD	Immediate	Files on activities executed
Asset management No updated assets registers	Updating assets register Mapping of assets that have outlived their value for disposal Engraving of Assets	Supervision of concerned staff Follow due process for disposal Hire service provider to engrave assets	CAO	Immediate By the end of 2 nd qtr	Assets managed Assets that outlived their value boarded off
Absence of schedule of duties and poor delegation system (Health, Planning, finance, etc)	Induct and orient new staff and staff on assignment of duties Develop ToRs and schedule of duty per cadres	Workshop Support supervision and mentorship	CAO HoDs	By the end of the Q1	Coordinated implementation of activities

Procurement and Disposal

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Delayed procurements Low capacity of contractors Poor contract Management Financing of PDU Understaffing in PDU Incomplete Sector procurement plans for consolidation	Implementation of procurement plans Strict adherence to the procurement cycle	Induction and orientation of key stakeholder in the PDE	CAO	ongoing	Timely and quality delivery of goods, services and works
Inspection, Monitoring and support supervision					
Lack of follow-up meetings [school Health facilities, Water /Works	Establish joint/multisectoral 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 delivery strengthened

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Absence of sound means of transport [Health – Ambulance, DEO, Finance – for revenue mobilization]	Plan to procure vehicles/motorcycles based on need Repair and budget for vehicle maintenance Share available vehicles/motorcycles	Budget for procurement of Vehicles; and O&M Integration and coordination of field activities	CAO	Quarterly/Annual	A sound fleet maintained
Oversight and Governance					
Oversight and Governance issues [Political interference in technical decision making]	Induction and Orientation of political leaders	Workshops	District Chairperson CAO MoLG	By end of 2 nd qtr	Governance improved
Social safeguards					
Poor coordination and collaboration – for project screening and certification [DEO Vs DEO, DE, DWO, DHO, DP- on environmental issues]	Develop a plan for screening of all eligible projects for fy 2018/19	Perform M&E Identify resources to support DEO execute	CAO	By the end of Q1	Environmental concerns addressed

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
	<p>Screen and identify the environmental concerns</p> <p>Identify the Monitor the implementation of environment mitigation measure</p> <p>Certify implementation of migration measures</p>	<p>screening and monitoring</p>			
No Gender mainstreaming and sharing of gender information	<p>Build capacity of CBS/ GFPP on gender issues</p>	<p>Induction and orientation of CBS staff/ Gender FPP</p> <p>Bench marking with peers in the region</p> <p>Access to applicable laws and policies</p>	CAO	By end of 2 nd qtr	Gender issues mainstreamed.
Internal Audit/ LGPAC functions					
<p>Poor internal control systems</p> <p>Delegation of passwords</p>	<p>Strengthening internal controls</p>	<p>Adherence to Laws/ guidelines</p>	<p>CAO</p> <p>DIA</p>	<p>Immediate</p>	<p>Internal control systems</p>

Issue	Proposed Activity (What)	Modality (How)	Responsible (Who)	When	Output
Late preparation of Internal Audit reports	Timely Audit of Departments, LLGs and cost centres	Develop a comprehensive Annual audit workplan	CAO	By end of Q1	Timely audit reports produced
Connivance between audit and implementing HoDs to delay audit workplan execution	Strengthen independence of audit function	Facilitation of Audit function	CAO	Immediate	Independent audit function
No management letters issued to Auditees	Timely drafting and issuing of management letters to address queries in the draft audit report	Issuing of management letters to auditees	DIA	Immediately after audit	Quality Internal Audit reports
Poor implementation of audit recommendations	Taking of stock of all audit recommendations	Report on the status of implementation/non-implementation	CAO	Immediate	Status report on implementation of audit findings produced
Backlog in consideration of Audit reports	Timely consideration of audit reports by LGPAC	LGPAC sessions	CAO	Quarterly	Internal and Auditor general and Reports of inquiry considered

3. Actions to be undertaken with Support from NRP

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

4. Requested Actions to be undertaken with support from other Agencies

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