 

**THE REPUBLIC OFUGANDA**

**MASINDI DISTRICT LOCAL GOVERNMENT**

**MASINDI DISTRICT LOCAL GOVERNMENT**

**Capacity building plan**

**For financial years**

**2015/2016-2019/20**

**APPROVED UNDER MINUTE No.307/05/15**

**Human resource management section**

**p.o. box 67**

**masindi**

**FOREWORD**

Masindi District Local Government exists to serve its people through coordinate delivery of services focusing on National and Local Priorities to promote sustainable development.

The compiled five year capacity building plan presents a detailed analysis of the current Human Resource situation, performance levels, capacity building planning process and capacity workplan for F/Y 2015/16. The District Council has made significant achievements both at Higher Local Government and Lower Local Governments in the area of capacity building.

The Council has received the proposed five year development plan (DDP) 2015 -2020 with major components being capital development projects. Successful implementation of these capital projects however calls for corresponding capacity in forms of skills, knowledge, attitude and tools possessed by District service providers.

The 5 year capacity building plan has therefore been designed to address the capacity gaps still un addressed of key players mainly civil servants, elected leaders, Civil Society Organisations and the private sector. It covers both District and Lower Local Governments.

In accordance with article 190 of the Constitution of the Republic of Uganda (1995) and section 13(1) and 35(3) of the Local Government Act CAP 243, I hereby endorse and forward the Capacity Building Plan (2015/2016) for implementation.

I wish to extend my sincere gratitude to all those who were involved in the participatory process that led to its compilation and final approval by the District Council.

I call upon all stake holders to support Masindi District Local Government Capacity Building Efforts especially where there are still funding gapsto enhance our ability for continued delivery of qualitative and quantitative services**.**

Hon. Isingoma Wilson Mugimba

**DISTRICT CHAIRPERSON**

**i**

**ACKNOWLEDGEMENT**

The successful compilation of this proposed Capacity Building plan was a joint initiative of the Lower Local Governments, Higher Local Government and the Ministry responsible for Local Government.

I take this opportunity to commend the individuals, committees and other stakeholders for the roles they have played at different stages of compiling this draft Capacity Building Plan.

In a special way I would like to acknowledge the Human Resource Management for leading and coordinating the exercise. In particular we appreciate MugumyaYorokamu Rutahweire, Magezi B Godfrey Abwooli, Byaruhanga Jack, Kalyegira Moses, Kugonza Mansur, Musinguzi Charles, Musinguzi Denis, Bigirwa Evas and Mukidi Margaret who worked tirelessly to analyze data and draft this plan from the very beginning to the end.

I thank members of the District Technical Planning committee who provided invaluable input and support to enable Human Resource Management coordinate the process to a successful needs assessment.

I am very grateful to the Lower Local Governments staff, members of the private sector, and Civil Society Organisations for their collaboration during the capacity needs assessment.

I wish to acknowledge the members of the District Executive Committee who reviewed the plan and provided substantial input towards thepreparation of this draft plan.

Finally, I wish to acknowledge the members of the District Council who have received the draft plan for approval in time to ensure the plan is fully implemented. I wish the implementers of this plan a successful implementation of activities for effective and efficient service delivery..

Atama Gabriel

**AG. CHIEF ADMINISTRATIVE OFFICER-MASINDI**

**ii**

**EXECUTIVE SUMMARY**

The capacity Building successes registered in the recent past have been as a result of Local Government management service Delivery Programme and other poverty reduction programmes funded by the Central Government.

The five year Capacity Building Plan is an integrated plan with the underlying objectives.

The overall objective is to enhance staff development for improved productivity and retention.

To identify needs of appointed and elected District staff at Headquarters and Sub District Units and also those of civil society organizations, NGOs and the private Sector.

**Specific objectives**

* To enable LGS meet some of their own needs.
* To enable LGS identify the Capacity Building Needs of key stakeholders in the LG service delivery system.
* To plan and Budget for training needs of staff and political leaders.
* To ensure continuous availability of skilled manpower of the District service.
* To help District staff progress within service as they take on higher and challenging responsibilities.
* To fill performance gaps that exist in certain areas in the LG.

**The previous Capacity Building Plan had a budget of 32,229,000/= and from what we have received, we have spent as shown below:**

* Compilation of the CAN & CB Workplan 2014/15 **2,510,000=** - completed.
* Induction of new staff **2,180,000=** - completed.
* Post Graduate Diploma in Financial Management(Biingi Elizabeth) 1,500,000= - Completed
* Career Development ATC training (Biingi E, Harriet Nyamahunge &EvasBigirwa) 945000= - Completed
* Skills Development Procurement Course(Byarugaba Godfrey &BigirwaEvas) 1,482,000= - Completed
* Training LLG staff in Gender mainstreaming (Contracts award) 4,000,000= - Awaiting
* Training District staff on HIV/AIDS (Contracts award) 4.692,000= Awaiting
* Training HLG staff on Environment Assessment (conducted by NEMA) 4,000,000 - Awaiting
* Training LLG staff in Customer Care & Public Relations((Contracts award) 4,000,000= - Awaiting
* Training LLG staff in procurement & Contracts Mgt (Contracts award) 4,000,000 - Awaiting

**N/B: We have delayed to implement activities to be carried out by prequalified because we are still waiting for all up to date list from Ministry of Local Government**

**iii**

The 5 year Capacity Building Plan for 2015-2020 is expected to be funded with UG 84,372,320/= being Central Government transfers (LGMSD/CBG) and supplementary funding from Local Revenue and other stakeholders.

**Executive Summary**

The ending 5 year capacity building plan 2010-2015 had a total budget of 174,360,000/= from LGMSD/CBG now with the new IPF the next 5 year capacity building plan is expected to be funded with total budget of 84,372,320/= from LMGSD/CBG, Local Revenue and other stakeholders.

**SUMMARY OFCBG BUDGET ALLOCATIONS FOR 2015/2016**

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Percentage** | **Source of Funding** | **Budgeted** |
| Career Skills Development Courses | Maximum 20% | LGMSD(CBG) | 3,053850= |
| LG Basic Functional Development skills course, using GTMS for HLG staff, Councilors and members of Statutory bodies | No limits | LGMSD(CBG) | 4,990,514= |
| Skills Development courses using GTMS for LLG staff and councilors. | Maximum 25% | LMGSD(CBG) | 3,818,300= |
| Discretionary activities/opportunities | More than 20% | LGMSD(CBG) | 3,206,550= |
|  |  | **Bank charges** | 200,050= |

**Budget Estimates 2015 - 2020**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **Activity** | **B U D G E T** | | |  |  | TOTAL |
| **2015/2016** | **2016/2017** | **2017/2018** | **2018/2019** | **2019/2020** |  |
| To improve skills for increased productivity | Sponsoring staff for upgrading career development. | 15,269,264= | 16,032,727= | 16,834,363= | 17,676,081= | 18,559,855= | 84,372,320= |
| **Total** |  | 15,269,264= | 16,032,727= | 16,834,363= | 17,676,081= | 18,559,855= | 84,372,320= |

**iv**

**Activities Proposed for Financial Year 2015/2016**

The following activities have been proposed for implementation during FY 2015/2016 whose cost will be charged on Capacity Building Grant of UGX **10,269,264/= from LGMSD/CBG and 5,000,000/= from Local Revenue.**

|  |  |
| --- | --- |
| **Activity** | **Amount** |
| Support staff train in short term career & skills devpt courses | 3,053,850= |
| Training District staff on HIV/AIDS mainstreaming | 2,530,000= |
| Training District staff on Environmental Assessment | 2,530,000= |
| Training District staff in Gender mainstreaming | 2,530,000= |
| Induction/Orientation of newly recruited staff | 1,600,000= |
| Facilitation to HR to compile Annual Capacity Building Plan | 1,200,000= |
| Facilitation to District Councillors and other officials in sharing best practices in Revenue Mobilisaion outside the District | 1,625,364= |
| **Bank Charges** | 200,050= |
| **Total** | **15,269,264** |

**The TPC recommended supplementing capacity building grant funds under LGMSD with 5 million from Local Revenue, we request other stake holders to support advocacy and lobby for more supplementary funding to the grossly inadequate CBG under LGMSD.**

Unfunded activities to be considered once we receive funds from other stake holders to supplement funds available under Capacity Building Grant **currently.**

* **Training Town Board officials in solid waste management and disposal** 1,000/=
* **Training District officials in hygiene ,food security and nutrition 1,000/=**
* **Training District officials in HRM/D 1,000/=**

**Grand Total 3,000/=**

V

List of staffs who have expressed interest to undergo career and skills development courses subject to availability of resources and approval of the District Training and Advisory Committee is shown below:

* Magezi Abwooli -District Planner - Certificate in Law - LDC
* Monica Katusiime - Office Attendant -Secretarial Studies -KABALEGA COLLEGE (NTC)
* Mugisa Mugungu M. -SP& WO -TOT -UMI
* Businge W. Milton - Senior Accounts Asst -PGD/FMGT - UMI
* Katusabe Mugisa - Senior Accounts Asst -PGD/FMGT - UMI
* Kabega John - Senior Accounts Asst - PGD/PAM - UMI
* Hope Yudayah - HRO - PGD/HRM -UMI
* Kiiza Richard - SAS - MPAM - UMI
* Mutabazi Hakiimu - Clerk Assistant -PGD/PA - UMI
* Kiiza Roger - Town Clerk (Board) - -PGD/Urban Planning &Mgt - UMI
* Osumile Jonathan - Town Clerk(Board) -M/Housing & Urban Dev - Netherlands
* Irene Azikuru - Accounts Assistant - PGD/FMGT -UMI
* Rashid Yawiya - Population Officer - BECON - NDEJJE University
* Betty Nyamaizi - Stenographer Secretary - BBA -Bugema University
* Nyanjura Zaituni - Enrolled Nurse - Dip. In Nursing - Lacor School of Nursing
* Jupani Wilfred - Enrolled Nurse - Dip in Clinical Medicine -Kampala School of Comprehensive
* Byaruhanga Job - Agric Officer -PGD in Gender &Local Econ Dev. – MUK
* Kimuli Agnes - Office Attendant -Purchasing & Supplies Mgt - Kabalega College
* Ibanda Pheonah - Procurement Officer -MPSCM -UMI

List of staff responsible for process of compiling the five (5) year Capacity Building Plan 2015//2016 – 2019/2020 is shown here below on this draft.

1. Principal Assistant Secretary (PAS)
2. Chief Finance Officer (CFO)
3. District Planner (DP)
4. Human Resource Officer (HRO)
5. Secretary to HRM
6. Senior Accounts Assistants(SAA)

**CHAPTER ONE: BACK GROUND/INTRODUCTION OF THE LOCAL GOVERMENTG**

1. **Introduction**

Masindi District Local Government Capacity Building plan is a guiding document that is geared towards putting in place an organized and systematic staff development with an ultimate goal of serving the people of Masindi District through coordinated service delivery, focusing on National and local priorities to promote sustainable development.

In compilation of this capacity building plan, a bottom up planning approach was applied.

* 1. **Background of the District Local Government**

**1.2. Location**

Masindi District Local Government is located in the Midwestern part of Uganda with its headquarters 210 kms away from Kampala. It boarders Amuru district in the North, Oyam in the North East, Nakasongola in the South East, Kiboga in the South, Hoima in the South West and Buliisa District in the West.

It covers 7216 sq km ,2843sq kms is wildlife protected area, 1031sq kms is forest reserve with part of it in Buliisa District.

**1.3. Local Government/Administrative Units**

The District consists of 2 counties one Municipal Council 05 Sub counties, 21 Parishes and 315 Villages. The table below shows the number of sub counties by name in each Countyand Divisions by name in the Municipal Council.

|  |  |
| --- | --- |
| **County** | **SubCounty** |
| Bujenje | * Bwijanga * Budongo |
| Buruli | * Kimengo * Pakanyi * Miirya |
| Masindi Municipality | * Karujubu Division * Nyangahya Division * Kigulya Division * Central Division |

**1.3.1 Population Data**

The District has a population of 527,900 as per population census 2002. However 2012 projections indicated that the population was approximately 352,400 of which males were projected to be 176,200 and females are 173,700.

There are over 56 tribes; the predominant tribe is Banyoro who speak the following dialectics Rugungu, Ruruli, Ruchope, others are Luo and Banyankole .

**1**

**Economic Activities**

From the statistics, a number of our people are engaged in subsistence farming which is not Economical and can not reduce poverty easily and therefore there is a lot needed to be done to increase production and marketing .

**Proportion Distribution of Economic Activities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of livelihood** | **Rural** | **Urban** | | **Total** |
| Subsistence Farming | 72.7 | 9.0 | | 67.6 |
| Employment Income | 11.5 | 52.2 | | 14.8 |
| Business Enterprise | 4.8 | 18.2 | | 5.9 |
| Cottage Industry | 0.4 | 0.6 | | 0.4 |
| Property Income | 1.7 | 2.7 | | 1.8 |
| Family support | 5.9 | 15.3 | | 6.7 |
| Organisation Support | 1.0 | 1.9 | | 0.9 |
| Other | 2.0 | 1.9 | 1.9 | |
|  | 100% | 100% | 100% | |

**Social Economic Characteristics**

Masindi has 47,233 households spread over the District which has poverty levels (42% below poverty line) as follows: Buruli 40-50% and Bujenje 30-40%.

The Illiteracy rate is approximately28% among people aged 10 years and above.

Access to Health Services of Households by Rural-Urban remains inadequate as presented below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Rural** | **%** | **Urban** | **%** |
| Less than 1/2 | 6.9 | 3.7 | 10.6 |
| 1/2<1 Km | 10 | 3.10 | 13.0 |
| 1-5 Kms | 42.7 | 1.4 | 44.1 |
| > 5kms | 32.2 | 0.0 | 32.2 |
| **Total** | **91.1** | **8.1** | **100** |

A bigger population having limited Access to Health Services is higher in rural areas than urban areas.Access to water Sources: A big number of the population has access to water facilities within a Distance of 15 Kms, which has a lot of impact on production and productivity.

2

The District is faced with high dependency ratio of 109dependants per 100 actively employed persons, an indicator that 100 are supporting 109 dependents. High illiteracy levels of which 40% of the girls in the district aged 15-19 years are illiterate representing two thirds of the illiterate population in the District.

Low Agriculture/Livestock production of which it is estimated that average production per household is about five tones annually.

**1.3.2 Background to Capacity Building Programmes.**

This programme was developed to enhance the LGS to fulfill their mandates and also develop the Human Resources for improved service delivery. In 2005, Local Governments were restructured where some posts were abolished and others cleared. This caused new recruitments, deployment, new responsibilities and handling of retirements.

The Government is also devolving more and more responsibilities in a bid to reduce poverty. The programmes include NAADS, CDD,CAIP ,NUSAF, USE, UPE which all call for capacity building.

There has been a lot of labour mobility and high attrition rates due to HIV/AIDS which lead to continued recruitment of staff and this calls for more capacity building.

3

**CHAPTER TWO**

1. **Review of the previous Performance.**
   1. **Planned activities for Previous Years.**

During the previous years a lot of capacity activities were planned in two main areas. These were Human development and skills/performance improvement under Human development; the following were undertaken as under.

**TABLE 1 : Showing activities undertaken 2014/15**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Course** | **Beneficiary** | **Institution** | **Intended Objective** |
| **1** | **Environmental Mgt skills training** | LLG staff | **TEAM Business Inst** | **Check Environmental degradation** |
| **2** | **HIV/AIDS mainstreaming training** | **LLG staff & Councillors** | **BMR Associates** | **Contain regency of high HIV/AIDS prevalence** |
| **3** | **Clients Charter sensitisation** | LLG and HLG staff | **District Resource Pool** | **Sharing best practices** |
| **4** | **Gender Mainstreaming** | LLG staff | **BMR Associates** |  |
| **5** | **Nutrition, Food Security & Childhood illness** | **HLG & Councillors** | **District Resource Pool** | **Improve Management skills** |
| **6** | **Supervision of Project Implementation** | LLG & HLG Staff |  | **Improved monitoring & Supervision** |
| **7** | **Capacity Needs Assessment Skills Dev** | MugumyaYorokamu | **NALI** | **Skills Development** |
| **8** | **Procurement and Contracts Mgt** | HLG staff | **TEAM Business** | **Improve on Contracts Mgt** |

**TABLE 2:Showing Career Development Activities Undertaken 2014/15**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Course** | **Beneficiary** | **Institution** | **Intended Objective** |
| 1 | Postgraduate Diploma in Education Management | Inspector of Schools | Nkumba University | Career Development |
| 2 | Records Mgt Improvement Skills | Assistant Records Officer | UMI | Improve Management Skills |
| 3 | **Computer Training** | PHRO | **MUK** | **Improve skills** |
| 4 | **PGD/HRM** | **HRO** | **UMI** | Career Development |

4

The Following activities for performance improvement / Skills Training were carried out as outlined in the table below

**TABLE 3 : Showing Performance Improvement Skills Undertaken**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Activity** | **Beneficiary** | **Implementer** | **Intended Objective** |
| 1 | Induction of new staff | New staff from Health & Education | District resource pool | New staff Know their Roles /Responsible |
| 2 | Sensitisation of HIV workplace policy | LLG staff, TPC members,DEC,CSOs,NGOs,CBOs and the private sector | HIV/AIDS workplace policy dev committee | Conducive working environment |
| 3 | Mentoring on development planning | LLGs Staff | Planning Unit | Improve Planning Skills |
| 4 | Sensitizing Teachers on best practices in Teaching | Primary School Teachers | DEOs Office &Redearth Education | Improve Teaching and learning. |
| 5 | Training of LLG staff on OVC &Juvenile justice | LLG,LCS & Staff | Community based Services (Probation Officer) | Be able to monitor child Abuse |
| 6 | Training of LLG Councillors on roles/responsibilities | LLG Councillors& staff | HRM/ District Resource Pools | Improve management of LLGs |

**Table 4 Showing performance improvement Skills Undertaken 2014/15**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Activity** | **Beneficiary** | **Implementer** | **Intended Objective** |
| 1 | Training LLG officials in HIV/AIDS mainstreaming | LLG officials | Service Provider | Improved Work environment |
| 2 | Training in Environmental Mgt | LLG officials | Service provider | Improved environment mgt practices. |
| 3 | Induction and orientation of new staff | - Newly appointed staff | HRM Unit | Introduce staff to Government procedures |
| 4 | Training LLG officials in revenue Mobilsation | LLG officials | Service provider | Improved local revenue collection |
| 5 | Training of Teachers in thematic Curriculum | Teachers at co-coordinating centres | DEO | Implementation of the new Curriculum |
| 6 | Training and guiding to contractors | Contractors | District Engineer/Procurement Officer | Timely execution of Contracts /Basic Knowledge on Contract management |
| 7 | Sensitizing new water source committees | Water Source Committee | District Water Officer | Increased functionality of water facilities |
| 8 | Mentoring of LLG staff and political Heads in participatory Planning | LLG staff and political Heads | District Planner | To improve planning |
| 9 | Continued professional development |  | Internal Auditors | Value for Money |
| 10 | Records Handling | * Records Staff * Office Attendants * Secretaries | PHRO/HRO | Improve proper records management |
| 11 | Training PWDs on rights PWD Act and Policy and children’s rights | * PWD Leaders * TPC * Councillors | SCDO/CAO PAS i/c Rehabilitation, Probation Officer | Increased awareness of the Disability Act. |
| 12 | Training staff in urban development and supervision skills | Staff of Town Boards and Political leaders | PHRO/Town Clerks | Increased management skills |
| 13 | Train all LLGs staff on Council procedures debates code of conduct for council and new policies/laws | All LLGs Technical staff and Councillors | PHRO/Resource Pool | Increase council functionality and  Awareness on laws. |
| 14 | Career development to staff | Staff | HRM Unit | Improve Skills. |

* 1. **Methodology of Implementation**

The Implementation of activities was coordinated by the HRM Unit of the District. The District Resource pool has been implementing many of the activities in consultation with the Heads of Departments and line ministries have also been assisting whenever they are invited. Prequalified training provider have also been contracted to implement training as is required by the guidelines.

6

**2.3 Targeted and Actual Participants for the Activities**

The Capacity Building Plan /HRD Plan targeted the councilors, staff of the District Local Government, CBOS/NGOS and private Sector got involved in the activities, however during the implementation the following categories of participants participated:-

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Male** | **Female** | **Total** |
| Induction of new staff | 33 | 37 | 70 |
| HRM CHALLENGES | 12 | 08 | 20 |
| Environmental skills Mgt training | 15 | 5 | 20 |
| HIV/AIDS mainstreaming | 11 | 09 | 20 |
| Career &Skill dev course | 5 | 15 | 20 |
| District Nutrition, Food Security & Child Illness | 4 | 16 | 20 |
| Gender mainstreaming training | 13 | 17 | 20 |
| Procurement & Contracts Mgt | 10 | 15 | 25 |
| Clients Charter training | 45 | 55 | 100 |
| Supervision of Project Implementation | 17 | 13 | 30 |

**2.4 Achievements and challenges encountered**

**2.4.1 Achievements.**

* During the implementation, the activities were carried out successfully. In all the activities more than 70% of the targeted participants attended.
* The District Resource pool was very active who provided the necessary trainings using the Local Government Training manuals.
* Some staff have gone for long-term trainings, which have improved their career and are able to handle managerial responsibilities. As a result performance is improving tremendously.

**2.4.2 Challenges.**

Inspite of the achievement there has been some challenges encountered which include:-

1. **Unplanned programmes**

It was observed that, there are a lot of programmes going on in the Local Governments. This affects attendance of the targeted participants.

1. **Human Development**

Due to increased demand for training and quest for sponsorship, it has become difficult to control career development funds under Capacity Building Grant. The limit of 20% is very inadequate. Secondly we do not get information on training programmes from the Ministries. This causes staff to acquire sponsorship and training that is not planned. Hence making it difficult to manage training function properly.

**2.5 Ratings for the Capacity Building Implementers &Participants**.

From the training reports and academic results for participants (staff) who went for long-term trainings, the implementers delivered very well in terms of quality of information, course content and learning environment. The participants were also very active and completed successfully.

In addition to the above, the performance/ skills improvement Capacity building activities were also implemented on time. The district resource pool and the service training providers delivered using different training approaches with all the training materials including handouts and other relevant documents. Further the trainers followed the Local Government training manuals. Human Resources Management Unit is very grateful to the implementers and the participants.

The ratings are as follows:-

* Uganda Management Institute – Excellent
* District Resource Pool – Good
* National Leadership Institute - Very good
* Team Business Institute - Very Good
* BMR Associates - Good
* Ngomuka Holdings - Good

**2.6. Conclusion on Performance**.

The District Local Government has carried out its role and most scheduled trainings have been implemented. It has been observed that Capacity Building has enabled the District improve on its performance in service delivery as evidenced by LGDP National Assessment. It is therefore our wish that Capacity Building Grant is maintained given the fact there are continuing Public Service reform programmes.

8

**CHAPTER THREE: SITUATIONAL ANALYSIS.**

**3.0. Introduction**

In 1997, the parliament enacted the Local Governments Act 1997 and amended in 2002 into Local Government Act CAP 243, which presents the management of Human resources in the District. The District through its Human resources Management Unit follows The District Separate personnel system and guidelines in conformity with the Uganda Government Standing Orders and the Public Service Commission guidelines.

**3.1 Staffing Levels.**

Masindi District Currently has a total of 1,392staff including Health Workers,787 Primary school teachers of which 391 are females,396 are males as per the table I below.

**STAFF ESTABLISHMENT OF MASINDI DISTRICT AS 15THJune 2014**

|  |  |  |  |
| --- | --- | --- | --- |
| **Department** | **No. Of Employees** | **Males** | **Females** |
| Administration | 43 | 32 | 11 |
| Internal Audit | 03 | 02 | 01 |
| Finance | 17 | 09 | 08 |
| Planning | 03 | 02 | 01 |
| Education | 07 | 03 | 04 |
| Community Services | 06 | 03 | 03 |
| Natural Resources | 10 | 06 | 04 |
| Works | 11 | 10 | 01 |
| Health Services | 385 | 71 | 314 |
| Production | 22 | 15 | 7 |
| Primary School Teachers | 806 | 401 | 405 |
| Secondary School Teachers | 94 | 74 | 20 |
| **Total** | **1,407** | **628** | **779** |

3.2 **Overview of Human Resource Management Systems (HRMS) in Masindi DLG**

The District manages the separate personnel system and follows the Human Resources Management guidelines provided by the Public Service Commission (PSC), Health Service Commission and the Education Service Commission ( ESC), under Article ‘ 198 – 200’ of constitution of the public of Uganda ( CRU) 1995 and Local Governments ACT CAP 243 create the appointing Authority, the District Service Commission with powers to appoint, confirm, promote and exercise disciplinary control or remove persons from office in conformity with national standards set by the Public Service.

9

3.2.1 **Recruitment and selection**

The District in its desire to acquire the required human resources, follows the Principle of open and meritorious competition. Vacancies are advertised by the DSC and it handles all the recruitment processes as mandated by the Local Government Act Cap 243.

**3.2.2 Orientation and Induction**

When new staffs are appointed, the District carries out induction for them. They are introduced to their current departments. Different Heads of Departments and political leaders give presentations to the staff so that they under stand their roles and how Government operates. Thanks to the capacity Building Grant which has always enabled this activity to be funded and take place.

**3.2.3 Confirmation & promotion carried out**

* Confirmation is always carried out in accordance with Uganda Government Standing Orders Chapter 1 A-d Staff are confirmed on satisfactory performance assessment through performance appraisals. However in the past staff did not take performance assessment seriously and this would delay their confirmation. Due to sensitizations and mentoring, this has tremendously improved.
* Equally promotions are carried out in accordance with Uganda Government Standing Orders. They are always based on availability of vacancies, performance appraisals and sometimes meritorious. However the local Government structures are restrictive and rigid in that some posts are not promotional which contributes to labour turnover.
* By December 2015 The No of staff from the following Department s were confirmed health 20, and Education 26 Traditional 10.

**3.2.4 Discipline**

Discipline is a set of rules and behaviour or habits of obedience exercised for controlled behaviour to achieve organizational goals and performance.

In the District discipline is handled preliminary by the head of civil service in the district and later by the appointing authority the DSC in accordance with the Public service Commission regulations. When there are cases of misconducts, warnings are issued by the Chief Administrative Officer. If the cases are grave and call for investigations, concerned officers are interdicted to pave way for investigations.

Depending on the results of the investigations, actions are taken. In handling disciplinary cases, the rule of natural justice is applied .No officer has been victimized for no just cause. Our staffs have all been introduced to the new Public Service code of conduct for all Public Officers in Uganda.

10

* + 1. **Performance Management**

**I**t is an ongoing interactive process where by Managers and employees work together to achieve optimal individual, group and organizational performance. Performance management is carried out through;

1. Performance assessment
2. Result oriented management by having work plans, budgets and establishing outputs that have links with District Vision, Mission and National Objectives.
3. Reward and recognition of performance. The district has put in place Reward and Recognition Mechanisms to reward those who will have excelled in Performance.

**3.3.6 Motivation**

These are efforts an organization puts in place to enable its Human Resources to give extra effort to performance of their duties. The District has tried to motivate its staff through training, timely confirmation and trying to create a good working environment. Secondly the District has supported and guaranteed micro financial & financial institutions through salary earners schemes to provide loans to staff to meet their Developmental needs.

Further rewards and recognitions have also been introduced. Early this year one office attendant was rewarded, recognized for her time keeping and discipline. In July 2013, two Accounts Assistants were recognized for their timely accountabilities. At the same time, Senior Engineering Officer was recognized for his proper project management of a water project that he handled.

**3.2.7 Retirement**

This is another critical area, which is challenging the Public Service. Retirement processes in the District are handled according to the Public Service Standing orders and the pensions act CAP 286. Officers who reach 60 years of age are mandatorily retired. After requisite sensitizations are made, staffs are given notice on retirement before at least a period of 6 months. The biggest challenge in this area is payment of the terminal benefits for those who retired before decentralized Pension otherwise with the new system (IPPS) at least there is improvement on Pension and Gratuity payment. It has also been discovered that there is need for a lot of mentoring to prepare staff for retirement in order for them to have good life after retirement.

**3.2.8 Current Resources available for Capacity Building Activities**

In order to implement the Capacity Building activities, the following resources are available;

1. Human Resources
2. District resource Pools
3. Pre qualified service providers( Training Firms)
4. Financial resources from Capacity Building Grant, However it remains a challenge to fund the whole capacity Building. Given the low revenue base, it has been difficult to fund from, Local funds .

11

**3.2.9 CapacityBuilding Policies**

The District is following the Establishment Notice of 2013 and National Capacity Building Policy by Ministry of Local Government

The District also developed a Capacity Building Policy within the above framework. It includes the following.

1. Releasing only Confirmed officers
2. Bonding of all staff
3. Approval by the training committee
4. Developing a Training Programme, which will be followed strictly.
   * 1. **SWOT ANALYSIS**

There are strengths and weaknesses that affect coordination arrangements for capacity Building activities and are summarized below;

|  |  |
| --- | --- |
| **Weaknesses** | **Strengths** |
| Inadequate funds for Long term courses | Trainable Staff in p[lace |
| Lack of knowledge about the resources and opportunities from other Partners | Availability of resources and Training Institutions |
| High attrition rate especially in Health and Education due to HIV/AIDS | Cascade the HIV/AIDS at work place policy |

**Below is the CapacityBuilding SWOT analysis**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Strengths** | **Weaknesses** | **Opportunities** | **Threats** | **Strategies** |
| Support from Political leaders and Central Government | Inadequate funds | Development Partners | Unreliable local revenue | Lobby for more support |
| Trainable staff | Weak Lower Local Government Institutions | Central government | HIV/AIDS scourge | Improve revenue base |
| Availability of Training institutions and pre qualified service providers |  |  | Labour Mobility | Implement the HIV?AIDS work Policy |

12

**CHAPTER FOUR -CAPACITY NEEDS ASSESSMENT**

**4.0. Introduction**

Capacity Needs Assessment was carried out from November 2014 to June 2015. It began with Training LLGs on needs assessment. Thereafter questionnaires were designed in consultation with the Planning unit. The questionnaires were administered and review of the available reports and records was done. This is in addition to Face to face interviews and Departmental meetings. District sets priorities in Capacity Building.

**4.1. Overall Local Government Challenges**

The district is faced with a number of Capacity Building Challenges, which affect both the District and Lower Local Government functional performance, which include:

1. Handling staff with dangerous illnesses like mental disorders, hence the need to lobby for change of law to possibly retire such staff in public interest.
2. Inadequate budget allocation for staff training.
3. Streamlining payroll management under IFMS after IPPS
4. High attrition rates due to HIV/AIDS scourge which has affected the public service generally.
5. Managing the increasing number of Programmes for implementation and Masindi in particular.
6. Managing in Human Resource e.g. with now decentralized payment of Pensioners

**4.2 Capacity gaps Identified from the analysis of reports**

1. **Internal and National Assessment reports**

During the Capacity Building Needs Assessment, the National and Internal Assessment Reports were reviewed.

The reports highlighted the need to support lower Local governments that had got penalties. It also emphasized the need to mentor LLGs on Gender and Environmental Mainstreaming.

**b. Staff Performance Appraisals**

Staff performance assessment forms were also perused through. However, it was noted that the Appraisal system is not being coordinated very well and many of our staff do not know how to set their outputs. Given that the Government has revised the performance assessment tool, it has become important that staff are again mentored on Performance Appraisal and setting their output.

1. **Reports from Ministries**

The Inspection report from the Ministry of Public service and Local government was studied and emphasized very much on the support to the Records management and Monitoring of Records in LLGs.

13

**4.3 Departmental Capacity Gaps in LLGs**

Most , many posts fell vacant and had a bearing on the recruitment costs. There are posts that have been filled with CDOs, Agriculture Extension and New Senior Assistant Secretary.

Whose skills and knowledge are still lacking LLGs. There is also a lot to be done to enhance staff attitudes and Commitments.

**4.4 Organizational and Institutional Needs Assessment**

There is need to improve the technical capacities and ability of both higher and LLGs to implement Priority programmes like water, roads, ,CDD, NUSAF and prosperity for all. This calls for institutional enhancement through Performance management. There is need for effective Leadership with monitoring and evaluation skills. These will be achieved through skills improvement.

**4.5 Capacity Gaps for Political Leadership, statutory bodies and Commissions, Private sector etc.**

* 1. During the Capacity needs assessment analysis, it was found out that Political Leadership needed to improve its capacity in projects implementation , monitoring andsupervision.
  2. Statutory boards and Commissions. It was discovered that the District service Commission had an induction some time and needed an exposure visit to 2 districts to share experiences and learn from each other.

**4.6Capacity needs specific to LLGs**

In some of the Lower Local Governments, there has been sporadic growing of Trading centers and some have been Made Town Boards. . This means that they will have new staff in place and political Leaders. In all, these Town Boards have problems of insecurity, sanitation, garbage and will create new local Government structures. Therefore this calls for their capacity building.

Masindi has only one Municipal Council, which has peculiar problem of fighting urban poverty, Hygiene and also collecting Garbage . It has also a problem of attracting specialized staff.

**4.7 Criteria used in choosing CapacityBuilding activities for implementation.**

**T**he criteria used was evaluating the sector needs and the gaps and then priotise the more critical needs.

The criterion used is the incorporation of the activities identified by the reports, the Technical planning Committee and Political Heads.

**4.8 The schedule of activities**

The schedule of activities is incorporated in the annual work plan in chapter six of this document.

**14**

**CHAPTER FIVE –PROCESS OF DEVELOPING THE CAPACITY BUILDING PLAN**

**5.1 Review of CapacityBuilding Planning Process**

During the process of compiling this plan, a review of the past CB activities has been done by looking at capacity building initiatives and the outcome and an evaluation of the impact created by the Capacity Building activities. CapacityBuilding needs assessment has been carried out. The draft was produced and presented to the TPC, DEC, and subsequently Council for approval.

**5.2. The Capacity Building Needs Assessment**

The whole process can be found under chapter four of this document.

**5.2.1 Incorporation of gabs in the National Assessment Report (NAT) and Internal Assessment Report**

In the previous National and Internal Local Government assessment, it was observed that, the District and LLGS generally improved both in

performance measures and meeting the minimum conditions as a result of capacity building efforts. It was observed that the report is giving less

support to LLGs in terms of monitoring, supervision.

**5.2.2 ReviewingCapacityBuilding information**.

The planning process started by receiving capacity building records from all sectors and sub counties in order to capture the existing initiatives and various stake holders. Reports were studied and work plans in order to get the various areas that are being supported and which ones are not funded.

**5.2.3 Structured questionnaires**

Structured questionnaires were conducted for staff, councilors, sub county chiefs NGOs, Private Sector including statutory Boards. Samples shall be appended to the documents.

**5.2.4 Data analysis**

After receiving all the questionnaires from the respondents, the data collected was analyzed, interpreted and final capacity building report produced for the Information collected which was the basis of this capacity building plan.

**5.2.5 Face to Face interviews**

This technique has also been used by consulting Directors and Heads of Departments on capacity building activities and initiatives.

15

**5.2.6 Compilation of CapacityBuilding Data**

After receiving the data required, it was compiled and put before TPC for review. It was later forwarded to the District Executive Committee. It was put to the council for approval . The plan was deduced from the CBNA report.

**5.3 Linkages between CapacityBuilding and Development plan process.**

The major linkage of the Capacity Building/Human Resource Development Plan is that the Development Plan incorporates

CapacityBuilding activities, which are in the plan.

The linkage between the two is that both the capacity building and development planning have used bottom up approaches.

The CapacityBuilding plan and Development plan have similar formats and that capacity building addresses some issues that are raised by the District Development Plan.

Both plans have to be developed and compiled every financial year, which assists, in identifying emerging capacity building issues during implementation and monitoring.

**5.4 Mechanisms for integrating (LLG) Lower Local Government needs.**

In order to integrate the need of LLG, the Local Government Organizational structures have to be used from down through Local Councils and staff under them which brings about vertical integration. We also work with NGOs to assist in needs of Lower Local Governments (LLGs). The LLGs are required to participate in the Needs Assessment whereby they get feedback questionnaires provided to LLGs to provide their inputs.

Masindi District has one Municipal Council and Town Boards of: Kyatiri,Kabango and Buliima which are being planned, water, and electricity being installed. They have their own peculiar problems like sanitation and solid waste management, poor attitude, urban poverty.

Their problems have been catered for in the District Development Plan. There is need to train staff on how to cope up with these coming peculiarities of urban settings.

In addition, under the New LLG structures, posts have been elevated and filling the posts with new staff. This calls for induction, mentoring and monitoring especially in planning, new laws that are pertaining to urban planning and management.

**5.5 Other challenges affecting LG performance**

Masindi District Local Government has many other crosscutting challenges that are affecting performance which include;

16

* Handling staff with dangerous illnesses like mental disorders and the need to lobby for possible change of the law to consider removing such staff in Public Interest.
* Copying with the decentralized payroll management.
* Inadequate budgetary allocations for staff training
* HIV/AIDS which continues to be one of the biggest challenges that is affecting performance of staff. This causes absenteeism and

poor performance.

It also increases medical and recruitment costs. Therefore there is need to have mitigation measures in place to

Improve health status of our staff and also help in combating the effects of HIV/AIDs.

- High level of illiteracy, which is being caused by school dropouts due to early marriages and negative attitudes on girl child, it is also contributing to child abuse through child labour and domestic violence. The community is not responsive to development programmes.

- Land degradation visa vi Land use. Due to Economic pressure and development coupled with illiteracy rates, irresponsible land use has led to hand degradation, which has led to serious land conflicts and serious insecurity in the area.

- Environment and wetlands have also not been spared. All the natural woods have been completely depleted in the public and privately owned land including wetlands. If there no efforts to allow woodland regeneration or tree planting, this can lead to disastrous effects.

**5.6 Capacity Needs Assessment of Local Government Structures**

The District has a Council, the District Executive, standing committees and Technical Planning Committee, which need to be empowered with new performance management skills.

The District has a Technical Planning committee (TPC) composed of Directors, Heads of Departments and sometimes copts non-governmental Organization (NGOs). The Technical planning committee members need to be empowered with policy formulation skills and performance management skills and public service reform programmes

**5.7 Support during CapacityBuilding Planning**

During the planning process a lot of support was received from different stakeholders.

5.7.1. **Technical Support**

I have to appreciate technical support we continue to get from officials of Local Government Development Programme Management Unit (LGDP/PMU) and NAT who usually guide us on planning, compliance and guidance. I should not forget to thank the Principal Planner and his team for the backing up support and technical guidance accorded to the HRM unit.

17

**5.7.2** **Cooperation of staff & other stakeholders**

I wish to continue to appreciate the cooperation from committed staff and stakeholders who filled questionnaires and gave relevant information, which made it possible to produce this document. They participate in providing information during Needs Assessment.

**5.7..3** **Financial Support**

The District through the Chief Administrative Officer has tried to give financial support towards the production of this document and other facilities. Without which production of this plan would have been completely difficult.

**5.7.4** **Political Support**

I have to thank very much the, members of the District Executive Committee and Councillors for the role they have played in approving this plan, I hope you are eager to own it and are also committed to ensure this capacity building plan is implemented in order to enhance performance. The plan was laid before Council discussed and approved **under Min. 226/05/2014**

**5.7.5** **Lessons Learnt**

It has been discovered that capacity building is a continuous process due to the changing managerial, Technical, Political and Social changes in the country. It therefore entails that skills, attitudes and management of data also change and hence a justification for capacity building.

The Challenges are ever rising and in most cases not detected early for quick response.

**18**

**CHAPTER SIX:**

**6.0 CAPACITY BUILDING/HUMAN RESOURCE DEVELOPMENT PLAN AND BUDGET (CB/HRD).**

**6.1 Overall Local Government CB/HRD Vision and Mission**

The vision is: A Local Government with a Vibrant Public Service. The mission is to institute standards enhance development and promote HRM as a strategic function in Organization.

**6.1.2 Development Goals.**

HRM Unit aims at achieving the following goals.

(a) Improve employee relations, welfare and disciplinary control.

(b) Have improved performance at all levels of service delivery.

**6.1.3 Specific objectives**

The specific objectives of the CB/HRD plan are:

* To foster stake holders participation in efforts to build capacity for District Staff.
* To improve performance of Local Government staff and political leadership through trainings and workshops.
* To improve staff Management in order to reduce labour mobility and retain staff.
* To impart technical, financial and planning skills to service providers and civil society organizations.
* To ensure that HIV/AIDS at work place policy is implemented through sensitizing staff on HIV/AIDS interventions.
* To prepare staff for promotions through career development which assists in retaining staff?

**6.2 Realistic LGHRD Strategies for Sustainability**

In order to have realistic process and output that are sustainable, the following LGHRD strategies are being put in place;

1. Continue to improve the working environment and Employee relations
2. Improve Teamwork

19

1. In order to retain the Staff, Confirmations, Inductions and Promotions be made on time.
2. Avail Training avenues
3. Proper utilization and involvement of all District resource Pools in Human Resource Development.

**6. 2. Coordination and management framework for CapacityBuilding Grant.**

The Capacity Building activities are coordinated and managed by Human Resource Management unit together with the Chief Administrative Officer, District Service Commission, Technical Heads and Procurement Unit.

For other stakeholders like NGOs, the Trainings are coordinated by the Technical Heads receiving the assistance.

**6.2.2. Monitoring and evaluation Strategy**

1. Monitoring of the CapacityBuilding activities will be carried out using
   * Training Reports
   * Attendance List
   * CapacityBuilding Progress Reports
   * Having regular Visits together with Technical Heads of Departments responsible for implementation.
   * Attend the Training to ascertain the quality of Training being provided.
2. **Evaluation Strategy**

Evaluation will always be done at every quarter by finding the impact caused by CapacityBuilding activities through

1. Field Visits
2. Evaluate sector, Lower Local Governments, Departmental Performance assessment and work Reports
3. Regular meetings to share experience

**6.3 An Overview of CapacityBuilding Initiatives**

**6.3.1. Ongoing CapacityBuilding Initiatives**

At the time of compiling this plan there are on going Capacity Initiative, which include;

(a) Long term Distance Learning, staff are sponsoring themselves arising out of the demand and liberalization of education. This has enabled staff to continue improving on their academic standard. Which include Teachers, Health & Extension Workers.

(b) The District has also supported some officers to undertake long term courses leading to higher degrees and specialization.

20

**6.3.2 OTHER INITIATIVES**

There are other initiatives include mostly NGOs which supplement the plan.

|  |  |  |
| --- | --- | --- |
| **INITIATIVE** | **AREA** | **OUTPUT** |
| Redearth Education | Training teachers and Education managers in profession development in learning and teaching methodologies. | Improved teaching methodologies and techniques. |
| Link Community | Trainees Teachers SMC,Head teachers on Schools Management supervision and planning | Schools have development plans |
| Water Aid | Training Water Source Committees on water and Sanitation programmes | Maintained Water Sources |
| Action Aid | Training on Advocacy and policy formulation | Making Policies |
| Kigumba National college for Petroleum Studies | Providing professional courses in Oil/Petroleum studies | Petrolieum exploration and exploitation skills for manpower and National Development |
| Private Sponsorship | Staff Sponsor themselves for various Courses | Staff qualify with Various Awards. |
| UBOS | Data Management and Analysis | Improved data Analysis and Reporting |

21

**6.4 Proposed Methodology of CapacityBuilding Implementation**

**Proposed Methodology of Implementation 2014/2015 in accordance with Public Service Training Policy.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Objectives | **Strategies** | Planned Activities | **Performance Indicators** | **Source of funding** | **Responsible Persons** | **Remarks** |
| To Improve service delivery through career development. | - Training staff on  long term courses | - Training of staff in institutions. | - No. of staff  trained | * CBG * Local revenue | * CAO * PHRO * Sec. DSC | * Will lead to specialization and career development. |
| - Train staff on  tailored short term  courses for skills  improvement | - Training of staff in Short courses for skills Improvement. | * No. of staff trained. | * CBG * Line ministries | * CAO * HoD * SPO | * Will enhance skills |
| - Induction and  Orientation of new staff | - Induction and  Orientating new  Staff,  Councillors and members of  Statutory bodies | * No. of sessions conducted | * MDLG * CBG | * CAO * PHRO | - Get to functions and systems. |
| Improving performance through skills improvement. | - Workshop and Seminars | * Arranging   workshops and  seminars | * No. of   workshops  conducted | - CBG  - MDLG | * CAO * PHRO | - Improve knowledge and skills. |
|  | - Mentoring | - Hands on training of staff | - Mentoring  reports | * CBG | * PHRO * Planner | - Acquire skills on the job. |
|  | - Coaching/  attachment | * Attach staff to   different districts  or offices. | * Coaching/   attachment  reports | - CBG/MDLG | * PHRO * HoDs | - Acquire skills on the job. |
|  | - Exposure visits/  study tours | - Making study  tours and visits | - Study tour  Reports. | - CBG | * PHRO * HoDs | - Getting exposed to new ideas. |
|  | Counter parting | - Understudying  role models | - Reports | - CBG | * PHRO * HoDS | - Getting exposed to new ideas. |
|  | Self Development | Self Sponsor | Awards reports | Self | Individual | Development. |
|  | Use Charts and Posters | Media Brochures | No of Charts | CBG/MDLG | HRD/HODS | Import Knowledge |

**22**

* + 1. **Table for detailed Five Year Capacity Building Plan 2010/2011– 2014/2015**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Sector/**  **Dept** | **Objective** | **Activity/**  **Description** | **Target group** | **No of ppt** | **TIME FRAME WORK** | | | | | **Total**  **Budget**  **‘000’** | **Source of funds** | | | **Implementers (S)** | **Performance**  **indicators** | **Executing agency** | **Remarks** |
| **Y1**  **000** | **Y2**  **000** | **Y3**  **000** | **Y4**  **000** | **Y5**  **000** | **CBG** | **Local** | **Others** |
| Administration | To Improve Skills through career development | Training of staff in short and long term courses(Public Admin-Admin Law | Staff of both HLG & LGs | 10 | 6,972 | 6,972 | 6,445 | 6,445 | 6,445 | 332,814 | 332,814 | X | X | CAO,  PHRO | No. of Staff trained | MDLG | Staff in their capacities getting knowledge |
| Council | To acquire legal skills | Legislation in Local Councils | District Councillors and technical heads |  | X | X | X | X | X | X | X | X | X | Clerk to Council PPO | No. of Councillors trained | MDLG | Improve Performance |
| HRM | Induction new staff of MDLG | Induction & orientation of new staff | New staff in both LLGs & HLGs |  | 3,000 | 3,000 | 2,700 | 2,700 | X | 11.4 | 11.4 | X | X | PHRO | No. of staff Inducted | MDLG | Staff inducted on service delivery |
|  | To improve on code and ethical standards of staff | Training of staff in ethics & integrity | Junior staff |  | X | X | X | X | X | ,X | X | X | X | PHRO | No. of staff trained | MDLG | Improved standard |
| Management (HRM) | To mentor staff on performance and Needs Assessment | Mentoring staff on performance & Needs Assessment | LLG |  | 4,000,000 |  | X | X | X | 4,000 | X | X | X | HRM | No. of Staff trained | MDLG | Performance Improve |
| HRM | To monitor & evaluate on trainings event before, during & after the course | Monitoring and evaluation on trainings events before during & after the course | Both Staff at HLGs & LLGs |  | X | X | X | X | X | X | X | X | X | PHRO/Planner | No. of Staff monitored & evaluated | MDLG | Improved Performance |
|  | To introduce staff to the new performance mgt& appraisal guides | Management & appraisal guidelines | Staff at HLGs & LLGs |  | X | X | X | X | X | X | X | X | X | PHRO | No. of Staff sensitised | MDLG | Improved performance |
| Finance | To contribute to the professional training of Accounts staff | Facilitating the Accounts Staff | -Staff at HLGs & LLGs |  | X | X | X | X | X | X | X | X | X | CFO | No. of staff Trained | MDLG | Improve financial Mgt |
| Education | To train SMC C/chairperson in theor roles | Training of SMC Chairperson | Headteachers& SMC Chairpersons |  | X | X | X | X | X | X | X | X | X | PHRO  Service provier | No. Of teachers Trained | MDLG | Accountability & Trans-  parency |
| Community Bases Services | To train Local leaders and technical; staff in community driven devt (CDD) | Training of Local leaders & technical staff | Local leaders & technical staff at HLGs & LLGs |  | X | X | X | X | X | X | X | X | X | SCDO | No of local leaders & technical staff trained | MDLG | Improve information |
| Internal Audit | To train audit staff on risk based Internal Audit | Workshop | Audit Examiners |  | X | X | X | X | X | X | X | X | X | PIA | No of. People trained | MDLG | Improve service delivery |
| Statutory Bodies | To strengthen Institutional management | Strengthening Insttutional  Management | SDSC & Tech staffe |  | X | X | X | X | X | X | X | X | X | PHRO  Sec DSC | No. of staff trained | MDLG | Improved operation |
|  | To build capacity | Training LLGs Councillors in leadership &mgt skills | LLGs councillors |  | X | X | X | X | X | X | X | X | X | PHROService Provider | No. of staff &councillor trained | MDLG | To improve performance |
|  | To train in Local Govts Act & system | Training of sub county chiefs C/Persons LC III | Sub County Chiefs, Parish Chiefs. C/Persons LC IIIs |  | X | X | X | X | X | 000 | 000 | X | X | PHROService Provider | No of staff, C/persons LC III &Councillors trained | MDLG | Legal Improvement |
| Health | To train HLG Staff in HIV/AIDS | Training HLG staff in HIV/AIDS | -HoD | 15 | X | 4,692 | 4,692 | 3,799 | 3,400 | X | X | X | X | DHO, PHRO  Service Provider | No of staff trained | MDLG | To improve on staffs health |
| Natural Resources | To train LLG staff in Environment Mgt | Training LLG staff in Environment Assessment | LLG staff and councillors | 60 | 4,000 | 4,000 | 3,732 | 3,00 | X | X | X | X | X | Senior Env Officer, PHRO, Service provider | N o of Staff trained | -MDLG | Improved Activities |
| Community Development | Train LLG staff in Gender Mgt | Training LLG staff and councillors in Gender mainstreaming | LLG staff and councillors | 70 | 4,000 | 4,000 | 2,690 | 2,700 | 2,500 | 15,896 | X | X | X | SCDO  PHRO  Service Provider | N o of Staff trained | MDLG |  |
| HRM | Rolling of 5 year Capacity Building Plan |  | HRM/ Planner  CFO  CAO |  | 4,000 | 4,000 | 2,690 | 2,700 | 2,028 | 15,418 | X | X | X | PHRO  CB Secretariat | 5 years rolled plan | MDLG |  |
| Finance | Bank Charges |  | CFO |  | 525,400 | 525,400 | 525,400 | 525,400 | 425,000 | 2,526 | 525,400 | X | X | CFO | Bank charges paid | MDLG |  |

25

* 1. **Annual Capacity Building Work Plan and Budget FY 2015/2016**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Sector/** | **Objective** | **Activity/Description** | **Target Group** | **No. of Participants** | **Time frame** | | | | **Total** | **Source of funding** | | | **Implementer** | **Performance indicates** | **Remarks** |
|  | **Q1**  **000** | **Q2**  **000** | **Q3**  **000** | **Q4**  **000** | **Budget ‘000’** | **CBG** | **Local** | **Others** |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **Administration** | To train staff in short term career and skills dev courses | Training of staff in short term career and skills dev courses | Staff of both HLG & LLGs | **7** | **X** | **X** | **3,053,850** | **X** | **3,053,850** | **3,053,850** | **X** | **X** | CAO/  PHRO/ | - No. of Staff trained | Staff Improve on their Career and Skills Development |
| **Health** | To improve on HIV/AIDS mgt | Training of staff in HIV/AIDS main  streaming | HLG staff | **15** | **X** | **2,530** | **X** | **X** | **2,530** | **2,530** | **X** | **X** | DHO/  PHRO  Service Provider | No of staff trained | Improve on Ethical standards |
| **Community Services** | To train LLG staff in Gender Mgt | Training staff in Gender mainstreaming | LLG staff & Political leaders | **15** | **X** | **X** | **2,530** | **X** | **2,530** | **2,530** | **X** | **X** | Service Provider  PHRO | No of staff trained | Awareness on Gender mainstreaming |
| **HRM** | To Induct newly recruited staff | Induction & orientation of new staff | New staff in both LLGs & HLGs | **25** | **X** | **1,600** | **X** | **X** | **1,600** | **1,600** | **X** | **X** | PHRO  (Resource Pool) | No of staff Sensitised | Improved service delivery |
| **Procurement Unit** | To improve on Revenue Mobilisation | Facilitation to District officials , Counc & LLGs in sharing best practices in Revenue Mobilisation outside the District | District officials and Councillors & LLGs | **15** | **X** | **X** | **1,625,364** | **X** | **1,625,364** | **1,625,364** | **X** | **X** |  | No of pple  trained | Improved local revenue collection |
| **Management Support services** | Facilitation to HRM compile Annual CBP |  | District staff & key stakeholders |  | **X** | **1,2000** | **X** | **X** | **1,200** | **1,200** | **X** | **X** | District Resource Pool | No of pple participated | Improved Needs Assessment |
|
| **HRM** | To acquire Environment Mgt skills | Training LLG staff in Env Assessment Mgt | LLG staff | **15** | **X** | **2,530** | **X** | **X** | **2,530** | **2,530** | **X** | **X** | Env Officer  PHRO  Service Provider | No of staff trained | Improvement  of performance |
| **Natural Resource** | Cater for Bank Charges |  | - |  | **X** | **X** | **X** | **X** | **200,050** | **200,050** | **X** |  | CFO |  |  |

27

6.5.1 Summary of expected expenditure for CB/HRD Plan 2015/2016

Capacity Building Grant

|  |  |  |  |
| --- | --- | --- | --- |
| 20% Career Development | - | 6,44,800 |  |
| 20% Discretionary | - | 11,680,000 |  |
| 25% Min for LLGs | - | 8,593,000 |  |
| Generic | - | 7,624,600 |  |
| Bank Charges | - | 425,000 |  |

**32,299,000**

28

**CHAPTER SEVEN.**

**INSTITUTIONAL PERFORMANCE ENHANCEMENT PLAN & BUDGET.**

**7.0.** **Introduction**

This Chapter looks at mechanisms and plans that hold the District Local Government to remain very strong in relation to its mission and overall vision.

**7.1. Issues and Aspects that may affect District Local Government Performance**.

The following issues/Aspects if not seriously addressed, may likely hinder the local government performance.

1. Low local Revenue collection
2. Unclear rewards for Retention of staff.
3. Recruitment within Wage Bill IPF provision under un conditional Grant
4. Inadequate provision of funds to monitor and supervise the implementation of services
5. Failure to provide supplementary funds from local revenue to funds available under capacity building

**7.2. Local Government Enhancement Vision**.

Its the District Local Government performance enhancement Vision “ A District Local Government with well managed, developed and well coordinated Service Delivery System”.

**7.3. Performance Enhancement Goal.**

The enhancement goal is “To strengthen the coordination of the District Local Government Institutional framework to enable the stakeholders perform better in service delivery”.

**7.4. Local Government Specific Objectives**.

(a) To ensure that the institutional framework is fully operational and performing.

(b) To maintain established mechanisms for financial provisions to support (a) above

(c) To ensure that Capacity Building Policy is customized and strictly followed.

(d) To ensure that the Human Resource Management is fully facilitated to implement the plan and efficiently manage the staffing Establishment.

**29**

**7.5. Linkage between Institutional Enhancement strategies and the 5 year rolling Development Plan.**

The linkages between the enhancement strategy and the5 year Development Plan is that both are produced and approved by the District Local Government. Another linkage is the Implementation whereby the District Local Government Institution framework executes propels the implementation of the District Development Plan.

**7.6. Broader Organizational Issues**

There are organizational issues that need to be considered in order to achieve the vision and District Local Government goals. These include:

1. **Organizational Assessment** there is need to encourage on spot quarterly inspections and ensure that DDP and HRD/CB is progressively being implemented and carry out training evaluation.
2. **Organizational Development:**

* This plan should ensure that all L/G Organizational structures are functional whereby roles, responsibilities and relationships are known and there is need to carry out institutional analysis and functionality.
* District profiles should be developed for publicity.
* Provision of Appropriate work policies and guidelines for compliance and standards.

1. **Sustainability:**

There is need to ensure that Local Government can sustain the efforts to implement CB/HRD plan for Development. This is to be done through:

1. CapacityBuilding of all the Local Government levels/structures.
2. Train and sensitize communities of their responsibilities and opportunities for Development.
3. Develop capacity for resource mobilization and efficient allocation of resources.
4. Improve publicity advocacy and lobbying for development.

30

**7.7 Performance Enhancement Activity Work Plan 2015/16**

|  |  |  |  |
| --- | --- | --- | --- |
| **Specific Objective** | **WHO** | **Activity** | **When(Time)** |
| To ensure that Institutional framework is fully operational. | Council, CAO | Enhancing every structure carry out its role and responsibilities carry out institutional analysis. | Quarterly monitoring. |
| To maintain Established Mechanism for financial provision to support the institutional framework. | Finance Department | Budget and allocate funds for Institutional framework operations and activities. | Effective July2014 – June 2015. |
| To ensure that capacity building policy is customized and strictly adhered to. | Council & Executives  Human Resource Management (HRM) | -Publicize the policy  - Preparing the policy | July – June 2015 |
| To ensure that staff Assessment is carried out | Human Resource Management(HRM) | -Coordinating Performance Assessment in the District | November –December 2014  May – June 2015. |
| Revitalize ROM concept | CAO/HRM/Directors | Implement ROM in their sector activities, reporting formats and ensure compliance. | Quarterly  September – December 2014  March – June 2015 |

**31**

**7.8 Monitoring & Evaluation Table: Below is the table showing the Monitoring and Evaluation strategy**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Objectives** | **Activities** | **Responsible Person** | **When** | **Tools** | **Indicators** |
| To find out level of performance of staff | Carry out Staff performance appraisal | Human Resources Management Office | November – Dec. 2014  May – June 2015 | Appraisal Forms  -Departmental reports | No. of staff  Appraised |
|  | Staff inspections and supervision | “ | September – Dec 2015  March – June 2016 | Visits quarterly  Reports & Work Plans | No. of field visits made |
| To ensure that DDP/Annual work plans being implemented | * Holding meetings * Supervision | - District  Executive  - CAO  - Planner  - TPC | * Quarterly * Every month * Every month | Reports  Action Work plans | Reports  Evaluated No. of Review meetings made. |
| To review sector activity performance | * Holding sector meetings * Reporting to DTPC and Executive | Sector Heads  Planner | * September 2015 * December 2015 * March 2016 * June 2016 | Minutes  Reports | No. of meetings  No. of Reports received and read. |

**32**

**7.9 Risks and Mitigation Measures**

**(1)There are unplanned hinderances which might affect the Capacity Building activities and may include;**

* Inadequate funding
* Unpallnedprogrammes and new policies
* Limited Cooperation from key players.

(ii) The mitigation measure include increase in revenue to support the plan, increased participation of key players and motivation measures that will retain staff in the Organization.

33

### Appendices

## CAPACITYBUILDING ACTIVITY PROFILES

**Appendix I Project Profile**

**Activity Title**: Career and Skills Development for staff to improve performance.

**Objective**: Improve performance of staff of Local Government including Lower Local Government and career growth.

**Rationale of the Activity**: In view of increasing demand for better service delivery, it is necessary to develop the capacity of staff through career development.

**Descriptions:** It is planned that the following will be carried out; upgrading of staff which include full and workplace training, short courses .

**C.B/Training Providers**: Training Institutions.

**Target Group:** Local Government Staff.

**Total planned Exp.** 6,445,200=

**Fund secured:** Yes

**Funding Gap** Nil

**Funding source:** MDLG, LGDP/CBG, and Line Ministries.

**Timing**: 1st July 2015-16

**Output** Benefiting Local Government Staff.

**Monitoring Strategy:** - Staff Performance Assessment

* Staff Inspections
* Sector Performance reports.

34

**Budget Estimates:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **Activity** | **B U D G E T** | | |  |  | TOTAL |
|  |  | **2011/2012** | **2012/2013** | **2013/2014** | 2014/20115 | 2015/2016 |
| To improve service delivery | Sponsoring staff for upgrading career development. | 6,972,000= | 6,972,000= | 6,972,000= | 6,445,000= | 6,455,000= |  |
| **Total** |  | 6,972,000= | 6,972,000= | 6,972,000= | **6,445,000=** | **6,445,000=** |  |

#### 35

#### CAPACITYBUILDING ACTIVITY PROFILES

#### Appendix II Project Profile II

**Activity Title**: Training of Stakeholders (Staff, Councillors, in project implementation & Supervision for performance improvement skills.

**Objective**: Improve performance for quality service delivery.

**Rationale of the Activity**: The changing technologies and increasing demands for better service delivery. It is necessary to improve skills.

**Descriptions:** The trainings will be inform of sensitization, Workshops, Tours Induction and mentoring

**C.B/Training Providers**: Resource Pools, External facilitators and Private Training providers.

**Target Group:** Staff, Councilors, NGOs and Private Sector

**Total planned Exp.** 5,400,000=

**Funds secured:** Yes

**Funding Gap** Nil

**Funding source:** CBG/PAF/MDLG.

**Timing**: July 2015 – June 2016

**Output No of Participants Trained as Targeted.**

**Monitoring Strategy:** - C.B.G Activity Reports

* Review meetings

- Follow up Visits and Inspections

**36**

**Budget Estimates:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **Activity** | **B U D G E T** | | |  |  | TOTAL |
|  |  | **2011/2012** | **2012/013** | **2013/2014** | 2014/2015 | 2015/2016 |
| Improve skills for service delivery | Training through Workshops, Seminars and sensitizations | X | X | X | X | 5,400,000= | 5,400,000= |
| **Total** |  | X | X | X | **X** | **5,400,000=** | **5,400,000=** |

**37**