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Governance, Accountability, Participation and Performance (GAPP) Program

Quarterly Report

July 1–September 30, 2018

October 30, 2018

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Governance, Accountability, Participation and Performance (GAPP) Program

Quarterly Report

July 1–September 30, 2018

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Acronyms and Abbreviations

ACODE	Advocates Coalition for Development and Environment
APSEDEC	Acholi Private Sector Development Centre
CAO	chief administrative officer
CEGED	Centre for Governance and Economic Development
CEHURD	Center for Health, Human Rights and Development
CEPA	Centre for Policy Analysis
CFO	chief financial officer
CIDI	Community Integrated Development Initiative
CLA	collaboration, learning, and adapting
CODNET	Community Development Network
CSO	civil society organization
DAI	Development Alternatives Inc.
DDP	district development plan
DEC	District Executive Committee
DFID	UK Department for International Development
DGF	Democracy Governance Facility
DQA	data quality assurance
DTWG	Decentralization Technical Working Group
EITI	Extractive Industries Transparency Initiative
ETS	Embedded Technical Specialist
FY	fiscal year
GAPP	Governance, Accountability, Participation and Performance Program
GESI	gender equity and social inclusion
HEPS	Coalition for Health Promotion and Social Development
IFMS	integrated financial management system
IGFT-P4R	Intergovernmental Fiscal Transfer Program for Results
ILSIO	
IP	implementing partner
IR	intermediate result
KCCA	Kampala Capital City Authority
KICSON	Kibaale Civil Society Organisation Network
LACWADO	Lake Albert Children and Women Advocacy and Development Organization
LG	local government
LGPA	Local Government Performance Assessment
LGPAC	Local Government Public Accounts Committee

LLG	lower local government
M&E	monitoring and evaluation
MACCO	Mayank Anti-Corruption Coalition
MC	municipal council
MIRAC	Mid-Western Anti-Corruption Coalition
MLQ-5x	multi-factor leadership questionnaire
MOFPED	Ministry of Finance, Planning, and Economic Development
MOH	Ministry of Health
MOLG	Ministry of Local Government
NGO	nongovernmental organization
NPA	National Planning Authority
NSA	non-state actor
NURDEF	Northern Uganda Regional Development Forum
OAG	Office of the Auditor General
OPM	Office of the Prime Minister
PAC-LG	Committee on Public Accounts–Local Governments
PAR	Post-Activity Review
PDU	Procurement and Disposal of Assets Unit
PEA	political economy analysis
PFM	public financial management
PHC	Primary Health Care
PLOCA	Partner Local Organizational Capacity Assessment
PPDA	Public Procurement and Disposal of Assets Authority
PSA	private sector association
PWD	people (persons) with disabilities
RHD	refugee-hosting district
SACCO	savings and credit cooperative organization
SHRP	Uganda School Health and Reading Program
STTA	short-term technical assistance
TA	technical assistance
TIU	Transparency International Uganda
UGX	Uganda shilling
UK	United Kingdom
UNCDF	United Nations Capital Development Fund
UNHCR	UN Refugee Agency (Office of the United Nations High Commissioner for Refugees)
UNICEF	United Nations Children’s Fund
URA	Uganda Revenue Authority
USAID	United States Agency for International Development

Executive Summary

This report describes the work accomplished by the Governance, Accountability, Participation and Performance (GAPP) Program during Quarter 4 of fiscal year (FY) 2018, July–September 2018. During the last quarter of FY 2018, GAPP continued to operate at the peak of full program implementation, exercised strong cost control, and sustained and extended value for money in program operations through measures that safeguard and promote economy, efficiency, effectiveness, and equity.

In addition, FY 2019 being the last program year, GAPP conducted an internal **reflection and annual review meeting** September 17–19, 2018. Lessons from the annual review informed the FY 2019 work plan to be submitted to the US Agency for International Development (USAID) on October 30, 2018. The reflection focused on maximizing consolidation and sustainability of program investments; distilling and documenting models, experiences, and lessons; and planning contractual and close-down arrangements for FY 2019.

Moreover, during the quarter, the UK Department for International Development (DFID) **annual review** was also conducted for the Strengthening Uganda’s Anti-Corruption and Accountability Regime (SUGAR) project, for which GAPP conducts the local government (LG) component. In FY 2019, GAPP will respond to and adopt the recommendations that come from the review.

During the quarter, GAPP **supported three field monitoring visits to downstream partners for DFID and USAID**. GAPP organized (1) a visit for the DFID Deputy Head of Office Ms. Francesca Stidston to meet with GAPP partners in a group discussion involving both political and technical staff in Hoima District; (2) a visit for downstream partner monitoring and data quality assessment in Arua on August 29, 2018, with a USAID and DFID team; and (3) a visit for Ms. Joyce Ngaiza, DFID Governance Advisor, to Kayunga District on September 11, 2018. The purpose of the visits was to interact with Program beneficiaries and receive feedback on the quality and effectiveness of GAPP interventions.

On the Program implementation front, **the tripartite activity was concluded** in the two remaining West Nile and Hoima sub-regions. In total, 52 of 66 LGs covered were GAPP-targeted LGs. The most consistent queries in the Auditor General’s report were around understaffing, use of medicines and health supplies, failure to implement budgets as approved by Parliament, and poor performance of the Youth Livelihood Programme.

In addition, the Committee on Public Accounts–Local Governments (PAC-LG) held a separate session with each Local Government Public Accounts Committee (LGPAC) to discuss their mandate and the challenges they were experiencing operationalizing it. The PAC-LG acknowledged the constraints in terms of finances and human resources faced by the LGPACs, which limited their functionality. The tripartite meetings were a platform for peer learning and information sharing across districts as well as accountability forums, which provided LGs an opportunity to explain to Parliament implementation shortfalls that Parliament could now engage the Executive with in the budget review process.

Toward increasing transparency in the oil and gas sector, **three investigative stories were published**. “The Impact of Oil Exploration on Local Communities” by Nicholas Wasajja was published in *New Vision* on September 5, 2018. “Bunyoro Farmers Count Losses as Oil Bug

Bites” by Solomon Arinaitwe was published in the *Saturday Monitor* on September 22, 2018. “Bunyoro Residents Turn to Oil Firms for Jobs, Water” by Moses Kyeyune, published in the *Daily Monitor*, June 26, 2018 (end of Quarter 3). The limited information on the sector hampered publication of the two remaining investigative stories within the quarter. These two stories will be published in October 2018.

For policy development, through Advocates Coalition for Development and Environment, GAPP hosted a **Multisector Dialogue on Transparency and Accountability in Uganda’s Extractive Sector** on August 28. This dialogue was addressed by Her Excellency Ms. Deborah Malac, US Ambassador to Uganda, and Dr. Elly Karuhanga, chairperson of Uganda Chamber of Mines and Petroleum and the National Coalition on Oil and Gas. Key messages included (1) the need to fast-track investments in this sector so that the country can harness potential benefits, (2) community concerns with the land acquisition and compensation processes for the oil pipeline, and (3) the need to expedite adoption of the Extractive Industries Transparency Initiative (EITI) process. GAPP will support the Civil Society Coalition on Oil and Gas to advocate and engage on these issues toward increased transparency and equity in the sector.

Toward strengthening the financial management systems and reporting, GAPP supported lower local governments (LLGs) in 10 districts to prepare and submit final accounts to the Office of the Auditor General (OAG) by August 31, 2018, in line with the Public Finance Management Act 2015. The Program provided technical assistance (TA) to sub-county accountants and sub-county chiefs. Most of the sub-counties had their books of accounts in place, prepared the final accounts, and submitted them to the OAG by the due date at the end of August. One challenge, however, is that the OAG has not conducted an audit of LLGs since 2016. This reduced scrutiny and oversight has resulted in increased laxity within LGs in terms of adhering to accounting timelines.

GAPP continued to follow up on the functionality of LGPACs and implementation of work plans developed during regional trainings in Quarter 3. A functional LGPAC’s activities include holding scheduled meetings, properly documenting LGPAC hearings, and producing reports. GAPP tracks progress in LGPACs by tracking whether they (1) are fully constituted, (2) have met at least three times in a year, and (3) have submitted at least two reports to District Executive Committees (DECs) for action. By the end of Quarter 4 of Uganda’s FY 2017/18, 68% of the targeted LGPACs are functional. Of the 37 LGPACs, 25 were able meet at least three times, submitted two reports to DECs, and were fully constituted and functional in the financial year.

GAPP contributed to the USAID Uganda Mission’s selected transformational leadership development model in Uganda. To track participants’ progress, **GAPP used the USAID-recommended Multifactor Leadership Questionnaire (MLQ-5x) for self-reporting by the course participants—and for additional assessment by nine other persons—to assess the leadership skills of a respective leader.** By the end of the quarter, 17 district chairpersons and mayors were assessed on progress toward the five essential leadership practices and conflict resolution styles. Overall, the Program had a 93% response rate on the MLQ survey, with 142 out of 153 respondents from 17 districts. The raters’ average score will be compared with the individual average score, and because this is the baseline data, improvement will be measured in FY 2019.

During the quarter, **GAPP supported 31 district chairpersons and mayors for a leadership learning forum at Kampala City Council Authority.** This learning platform was based on the theme of cultivating leadership practices. Leaders shared information, experiences, lessons learned, and strategies aimed at improved LG financing, accountability, and service delivery. Key lessons learned were that accountability and linking revenue collection to service delivery increases voluntary compliance, political leadership plays a vital role in revenue enhancement, and innovation and expansion of revenue-generating bases are key to success

During the quarter, GAPP's Embedded Technical Specialists (ETs) **oriented district teams on the revised local government assessment manual, disseminated performance results, and supported LG staff to undertake mock performance assessments.** This support helped LGs prepare for the first round of the Local Government Performance Assessment (LGPA)—the Office of the Prime Minister (OPM) revised the assessment manual and was set to roll out assessments in Quarter 4 of FY 2018. GAPP will further tailor its TA to the results of the FY 2018 LGPA concluded by OPM during the quarter.

In terms of LG planning, **GAPP collaborated with National Planning Authority (NPA) and disseminated the midterm review guidelines in four regional workshops held July 16–20, 2018. A total of 132 technical and political LG staff participated in the workshops, including district chairpersons, chief administrative officers (CAOs), district planners and senior planners from municipal councils, and civil society organization (CSO) representatives.** The specific objectives of the orientation workshops were to provide a clear and common understanding on the use and application of the guidelines for a midterm review of district development plans (DDPs), obtain feedback from the LGs on the progress and status of implementation of the DDP midterm review exercise, and agree on the way forward to fast-track the DDP midterm review. The LGs have now embarked on the review process, and GAPP ETs will provide TA for their respective LGs to complete this process as required by the guidelines.

During Quarter 4, GAPP continued to support **the Northern Uganda Regional Development Steering Committee to validate the development strategy through engaging religious and cultural leaders and conducting radio talk shows as a feedback mechanism** to the communities toward popularizing the Northern Uganda Regional Development Forum (NURDEF). In FY 2019, GAPP will support the launch of NURDEF.

Toward strengthening coordination of the refugee response in refugee-hosting communities, **GAPP supported 11 monitoring visits for political and technical teams to refugee camps and host communities,** supported documentation of off-budget support as part of annual work plans, and **started the process of providing in-kind grants worth UGX 40 million to support coordination of the refugee response in each of the eight refugee-hosting districts (RHDs).** By the end of the quarter, 22 *barazas* had been held between the LG leaders and the host communities.

In respect to increasing private sector participation in local governance, **GAPP facilitated private sector roundtable meetings in four districts.** In the process, 19 private sector association (PSAs) participated and engaged duty bearers on issues that affected their businesses. The various PSAs across the districts used these meetings to influence and engage

duty bearers for solutions to pending issues. The meetings have set a good precedence for closer working relationships between PSAs and LGs.

During the quarter, GAPP continued to work through PSA grantees—Uganda Small Scale Industry Association (USSIA), Community Integrated Development Initiative (CIDI), Mid-North Private Sector Development Company, Acholi Private Sector Development Centre (APSEDEC), and Centre for Governance and Economic Development (CEGED)—to **mobilize and promote the participation of PSAs in local governance across their regions of operation**. For example, in Oyam District, Mid-North Private Sector Development Company supported a local farmers' cooperative (Wilobo pe Ongeo cooperative) to push for installations of a multipurpose grains processing mill at Myene sub-county.

During the quarter, **GAPP continued to follow up with targeted organizations to track progress on the implementation of the action plans following both the Partner Local Organizational Capacity Assessment (PLOCA) recommendations and those developed during the subsequent capacity building engagements**. A blended approach of both trainings and follow-up was adopted in rolling out TA to 34 district-level CSOs/PSAs and 14 national-level organizations. For example, Kibaale Civil Society Organisation Network (KICSON) put in place an electronic funds transfer system where all cash transactions, including transport refunds for workshop participants, are done online in the organization's efforts to practice more effective and efficient financial management.

1. Introduction

1.2 Background

The United States Agency for International Development (USAID) awarded the contract for the implementation of the Governance, Accountability, Participation and Performance (GAPP) Program to RTI International on November 29, 2012. The GAPP implementation team consists of RTI as the prime contractor, Development Alternatives Inc. (DAI), and Palladium.

The GAPP Team	
RTI International	<i>Local governance, local government finance and management, civil society strengthening, policy reform</i>
DAI	<i>Audit policy, parliamentary strengthening</i>
Palladium	<i>Gender integration, social inclusion</i>

In January 2015, the RTI contract for GAPP was modified to add the UK Department for International Development (DFID) as an equal funding partner with USAID to expand and extend the depth, duration, and scope of the GAPP Program.

GAPP's overarching goal is to increase participation and accountability and improve local governance for effective service delivery. GAPP is designed to achieve three principal results under this goal:

1. Improve the legal, policy, regulatory, and institutional environment to meet demands for more democratic governance;
2. Enhance fiscal management and accountability processes in the delivery of services in targeted districts;
3. Build the capacity of citizens and communities to participate in local governance—voice and accountability.

1.3 Implementation Approach

Theory of Change

RTI uses a blended approach to implement the GAPP Program.

The Program theory of change (*Figure 1*) is that if local government (LG) systems are strengthened and nongovernment-led (citizen) efforts are supported to oversee service delivery, service delivery at the local level will be more efficient, equitable, and effective.

Underlying this theory are three assumptions:

1. Political will exists to make policy and financing shifts at the national level in favor of LGs.
2. LGs assimilate technical assistance (TA) and support provided.
3. The democratic space for civil society remains open to engage with the national level, LGs, and communities.

Figure 1: GAPP theory of change

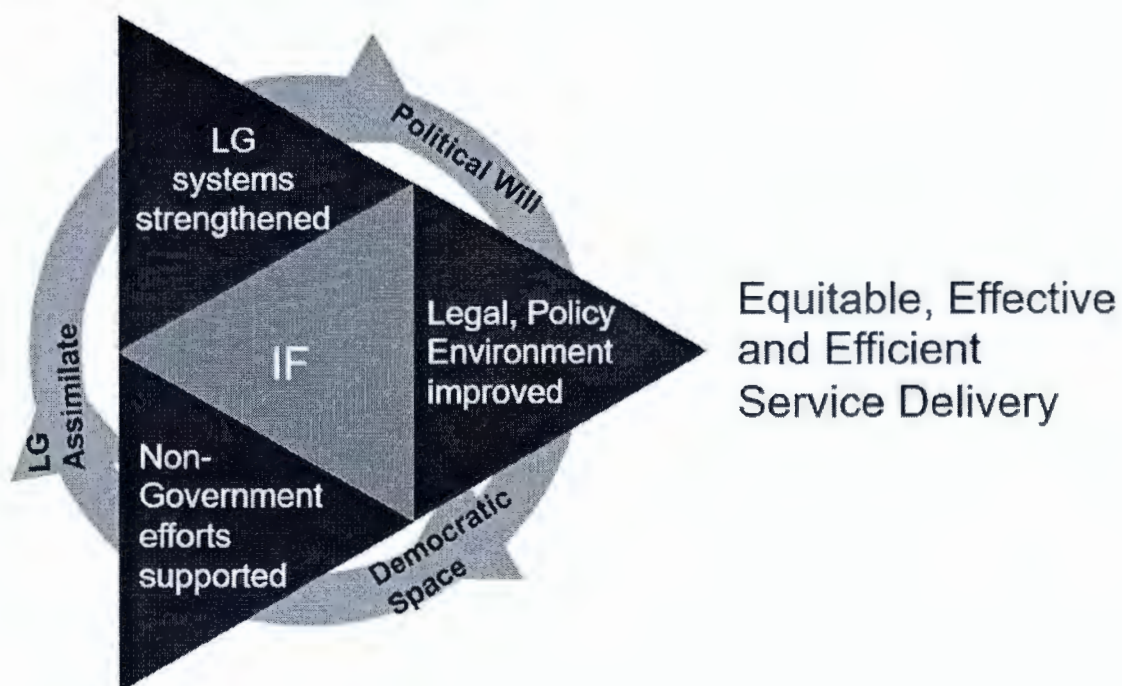


Table 1: GAPP methodologies

Methodology	Approach
Integrate GAPP components	<ul style="list-style-type: none"> Recognize interrelationships among the three components and ensure programming that builds on synergies across components and external actors. Build bridges between civil society and government and between tiers of government.
Build sustainable capacity	<ul style="list-style-type: none"> Use a capacity building approach that is based on a process of innovations dissemination. Plan with local partners. Work through local partners. Build the capacity of local partners.
Promote partnerships and dialogue	<ul style="list-style-type: none"> Promote policy dialogue for reforms. Bring LG and stakeholders together to promote resource mobilization and service improvements. Build dialogue between the GAPP team and the Program's stakeholders.

Overarching Program Updates

❖ DFID visit and interaction with GAPP beneficiaries—Hoima District

On July 27, 2018, the Deputy Head of Office Ms. Francesca Stidston travelled to Hoima and met with GAPP partners in a group discussion involving both political and technical staff in the district. The discussion explored current challenges to LG service delivery, what within the current GAPP Program should be retained and what should be scaled down if a follow-on program is added after 2019, and lastly, what messages they wanted her to pass on to development partners and central government. GAPP's expectation is that the recommendations will be followed up within DFID.

❖ Grantee monitoring visit—Arua District

A similar visit was undertaken in the West Nile Region on August 29, 2018, by Mr. Bright Malere (Deputy Programme Manager, DFID), Ms. Harriet Muwanga (Governance Specialist, USAID), and Mr. Anthony Madeiros (Governance Officer, USAID). The objectives of this visit were to (1) understand the GAPP grantee monitoring framework, (2) assess the data management process at the grantee level, and (3) capture any lessons learned from grantees in activity implementation. The team visited two GAPP grantees: Centre for Governance and Economic Development (CEGED) and Mayank Anti-Corruption Coalition (MACCO).

Across the board, the assessment team commended GAPP and the grantees for their good work, especially in refugee settlements and hosting communities. They appreciated the data management process, particularly the work done by community monitors in capturing issues from the *barazas* and following up with recommendations. GAPP was tasked with finalizing the procurement process for tablets, responding to the United Nations Children's Fund (UNICEF) request to capture adolescent feedback on use of the U-Bridge platform, and increasing the frequency of data quality assessments (DQAs) and spot checks.

❖ Field monitoring visit by DFID—Kayunga District

Similarly, on September 13, 2018, Ms. Joyce Ngaiza, Governance Advisor with DFID, conducted a field monitoring visit to Kayunga District, where she met political and technical teams from the district level and from the Kayunga town council. She also met with District Public Accounts Committees (LGPACs) and selected private sector associations (PSAs). The purpose of the visit was to interact with Program beneficiaries and receive feedback on the quality and effectiveness of GAPP interventions.

Feedback from beneficiaries

- GAPP support has greatly increased clarity on the roles and responsibilities of different actors, which has subsequently improved relationships between technical and political staff and significantly reduced conflicts.
- The Market Vendors Association has been empowered by GAPP training and TA. The association now enjoys a responsive relationship with the town council, which made significant investments in the market, including improving lighting and garbage collection, and is working toward an infrastructural upgrade once land ownership and registration issues are resolved.

- GAPP support strengthened the Kayunga District chairperson's approach to his responsibilities; he developed a hospital cleaning exercise as part of his first 100 days in office.¹ The cleaning exercise made him keenly aware of the serious water scarcity in the maternity ward, and he successfully lobbied for a solar water pump to service the ward.
- The quality of debates has improved in the technical planning committee and council.

One action request from the meetings in both Hoima and Kayunga was to increase interventions, particularly for lower local governments (LLGs), in clarification of roles and responsibilities, planning and budgeting, and financial management. GAPP will respond to this request in fiscal year (FY) 2019 with additional direct interventions at the LLG level.

¹ Prior to swearing in in 2016, GAPP encouraged new leaders to develop action calendars for their first 100 days in office. The goal was to avoid losing any time in making service delivery gains because they are new entrants on the political scene with limited encumbrances.

2 Component 1: Improving the legal, policy, regulatory, and institutional environment

Component 1 aims to improve the legal, policy, regulatory, and institutional environment to meet demands for more democratic governance. It contributes to two key intermediate result (IR) areas: (1) strengthening the capacity of national accountability institutions to support LG accountability and (2) strengthening national stakeholder policy collaboration and dialogue on LG financing, accountability, and service delivery.

In this regard, GAPP achieved the following results:

-
- ✓ *Data for policy engagement and decision making provided in oil and gas and refugee management sectors*
 - ✓ *National stakeholder policy collaboration and dialogue on LG accountability, financing, and service delivery improved*
 - ✓ *Increased national institution oversight for LG accountability*
-

These contributed to the following intermediate outcomes:

-
- *Improved capacity of OAG, PPDA, and Parliament to exercise fiscal oversight over the Executive*
 - *Improved research to support targeted policy advocacy through strategic national CSOs and wider stakeholder collaboration*
-

Table 2: Summary of progress on planned activities under Component 1 in Quarter 4, FY 2018

Planned activities	Status	Summary Narrative
<p>1. OAG: Support improvements in the quality and coverage of OAG audits</p> <p>a. Support OAG to finalize LLG audit reports for FY 2015/16</p>	Rescheduled to January 2019 due to OAG calendar	After the activity was modified with USAID's approval, the OAG was engaged with current FY 2017/18 audits that have to be tabled in Parliament by December 30, 2018, and thus could not embark on backlog at this time.
<p>2. PPDA: Support improvements in the quality and coverage of PPDA audits, including gender programming</p> <p>a. Support PPDA to conduct 8 procurement audits</p> <p>b. Extend TA to train PPDA's GESI Committee and develop action plan</p>	<ul style="list-style-type: none"> • Fieldwork completed; reports to be released next quarter • Completed 	<ul style="list-style-type: none"> • PPDA GESI committee is now fully operationalized and inducted with GAPP assistance.
<p>3. Refugees: Support CEPA-led efforts on the refugee response</p> <p>a. Produce final CEPA report on refugees for further advocacy</p> <p>b. Support advocacy with OAG/PPDA and committees of Parliament to step up scrutiny on refugee expenditures</p>	Partially accomplished	<ul style="list-style-type: none"> • Report on refugees completed and released.

Planned activities	Status	Summary Narrative
<ul style="list-style-type: none"> c. Support final tripartite outreaches in Arua and Hoima sub-regions d. Review and update the <i>Accountability Committee Handbook</i> 	Completed	<ul style="list-style-type: none"> • Tripartite activity completed West Nile and Bunyoro Regions
<p>4. Fiscal Transparency Innovation Fund activities:</p> <ul style="list-style-type: none"> a. Conduct and publish investigative stories in the oil and extractives sector b. Advocate with parliamentary committees to step up scrutiny on fiscal flows 	<p>5 stories investigated. 3 published</p> <p>Completed</p>	<ul style="list-style-type: none"> • Remaining 2 stories to published next quarter. • Advocacy done with PAC-LG through tripartite activities
<p>5. Policy advocacy: Develop new strategy and concept with Parliament on the overall LG policy agenda</p>	Ongoing	<ul style="list-style-type: none"> • Draft concept still being developed

CEPA = Centre for Policy Analysis; GESI = gender equity and social inclusion;
PAC-LG = Committee on Public Accounts–Local Governments.

2.1 Sub-IR 1.1: Improved capacity of national accountability institutions to support LG accountability

❖ Extended TA to train PPDA's GESI Committee and develop action plan

In Quarter 1, FY 2018, GAPP contracted a GESI consultant to develop the capacity of the GESI Committee and PPDA management to lead PPDA's GESI mainstreaming efforts. In Quarter 3, a capacity needs assessment was conducted on the PPDA GESI Committee and management using a detailed capacity assessment guide. In Quarter 4, the consultant completed an approach note and capacity building plan through interviews and focus group discussions. The action plan includes milestones for tracking progress on GESI mainstreaming and a mechanism by which the committee can reflect on its work and adjust, as needed.

The resultant action plan is aligned to three key areas of PPDA's work, which form the basis of the GESI outputs. These include PPDA's overarching strategy, policy framework, and procedures; increased participation of vulnerable groups; and improved collaboration and partnerships to promote GESI in PPDA, as shown in *Table 3*.

Table 3: GESI tasks and outputs in PPDA

Action Area	Tasks	Start Date
Output 1: GESI strengthened in PPDA's overarching strategy, policy framework, and procedures		
1. PPDA strategic plan formulation	Incorporate GESI in the strategic plan by introducing at least one strategic objective on GESI and mainstreaming GESI in the other strategic areas of work.	FY 2019/20
2. PPDA Act amendments	Lobby for reservation of a percentage of public procurements for vulnerable groups. Take care to avoid reinforcing negative gender stereotypes that assign certain roles or award tenders to women (e.g., assigning women only tenders related to cleaning or cooking).	FY 2018/19
3. PPDA internal policies	Review PPDA manuals (e.g., human resources manuals to provide consideration for lactating mothers).	Quarter 4, FY 2018/19

Action Area	Tasks	Start Date
4. Procurement structures	Include GESI criteria in guidelines for appointing committees (e.g., contract committees, evaluation committees, negotiation, PDU, due diligence committees).	FY 2018/19
5. Audits (VFM, compliance, bid preparation, performance, internal/external audits)	Update audit tools to include GESI. For example, if a school is built, does it conform to standards set in the disabilities act? Does it include toilets for girls and sanitation facilities? How many youth (men and women) were employed during construction?	Ongoing
	Conduct a sector audit on GESI in procurement to identify gaps, barriers, and potential areas for inclusion of vulnerable groups in public procurement.	FY 2018/19
6. Capacity building	<ul style="list-style-type: none"> Train procurement and disposal entities on GESI analysis and mainstreaming. Where women and marginalized groups are underrepresented, training should set quotas for them to participate. (Accounting officers will be instructed to include vulnerable groups.) 	Quarter 1, FY 2018/19
7. Ways of working	Give due consideration to GESI issues in allocation of teams, activities, and resources in investigations, administrative reviews, litigation, and audits.	Quarter 1, FY 2018/19
Output 2: Increased participation of vulnerable groups (women, PWD, youth, the elderly, minority groups, and populations in hard-to-reach areas) in public procurement and disposal		
8. Planning	<ul style="list-style-type: none"> Conduct a GESI analysis (including potential positive and negative benefits of procurements on marginalized groups and an internal analysis of PPDA). This can be combined with the GESI sector audit proposed under Action Area 5. Consider geographical market assessments in work plans. 	Quarter 2, FY 2018/19
	For the GESI analysis, PPDA should prepare data collection tools. PPDA should benchmark with the Budget Monitoring and Accountability Unit of MOFPED.	Quarter 1, FY 2018/19
	Reach out to entities to participate in the GESI analysis.	Quarter 2, FY 2018/19
	Write GESI reports.	Quarter 3, FY 2018/19
9. Market assessment and budget preparation and approval	Identify GESI-specific projects, including amending the law on reservations, and GESI mainstreamed projects (through guidance on mainstreaming GESI in projects). This can be done during review of procurement plans, targeting high-spend entities, audit sampling, and sampling entities with the lowest EOC scores.	Quarter 1, FY 2018/19
	Mainstream GESI in all capital development projects (social safeguards) where possible.	Quarter 4, FY 2018/19
	Issue guidelines for mainstreaming GESI into procurement.	FY 2018/19
	Allocate funds to GESI-targeted projects where possible.	FY 2019/20
10. Sourcing strategy and methods (e.g., outsourcing)	Identify procurements under open, domestic, and international bidding where GESI should be mainstreamed. This could also include benchmarking other countries in the region and their policies to get ideas on fostering women, youth, and PWD by government contractors.	Quarter 1, FY 2018/19
11. Preparation of solicitation documents	Encourage women, PWD, youth-owned companies, and so on to bid for procurements (e.g., through advertisements and mainstreaming GESI in standard bidding documents).	Quarter 1, FY 2018/19 ongoing

Action Area	Tasks	Start Date
12. Publication of calls for bids	Award scores to GESI in bid evaluation in consultancy services and pass or fail suppliers for works, supplies, and non-consultancy services.	Quarter 3, FY 2018/19
13. Evaluation of bids	Include GESI criteria in bidding documents and evaluation criteria.	Quarter 3, FY 2018/19
14. Monitoring contract implementation	Check if GESI commitments and clauses are being implemented by contractors.	FY 2019/20
	Check to ensure physical GESI modifications are in place.	FY 2019/20
	Check if GESI modifications are of good quality as defined by national standards.	FY 2019/20
	Verify VFM by checking whether the procurement maximizes the impact of each shilling spent to improve marginalized people's lives.	FY 2019/20
15. Distribution to beneficiaries	Ensure equity in distributing project benefits.	FY 2019/20
16. Disposal	Support targeted and strategic disposal to women, PWD, youth, and so on.	FY 2019/20
	Increase awareness of marginalized groups on disposal process.	
	Encourage disadvantaged groups to bid.	
	Support targeted donation to enterprises of marginalized groups.	
Output 3: Improved collaboration and partnerships to promote GESI in PPDA		
17. Partnerships for GESI	<ul style="list-style-type: none"> Map/identify partners to support GESI. Collaborate with partners to promote GESI. 	FY 2018/19

EOC = Equal Opportunity Commission; MOFPED = Ministry of Finance, Planning, and Economic Development; PDU = Procurement and Disposal of Assets Unit; PWD = people (persons) with disabilities; VFM = value for money.

Participants identified their key partners and support requirements and resolved to build relationships between PPDA and these institutions during the new financial year, 2018/19.

Going forward, GAPP will monitor the implementation of the action plans and extend TA on an as needed basis.

❖ **Increased parliamentary scrutiny of LG accountabilities through tripartite outreach—Supported final tripartite outreaches in West Nile and Bunyoro sub-regions**

During the quarter, the tripartite activity was concluded in the two remaining West Nile and Hoima sub-regions.

In Arua sub-region, the following are the main issues that arose:

- **Utilization of medicines and health supplies.** This query was consistent in most of the districts handled. The audit query included district hospitals and health center IVs and focused on the procedures, processes, tools, and documentation used to manage medicines and health supplies.
- **Understaffing.** This issue was the most consistent query in the Auditor General's report that affects all district local governments (DLGs), albeit with different severities. The

committee observed that the issues of staffing in the LGs hinged on both resource constraints and inadequate planning processes within LGs.

- **Failure to implement the budget as approved by Parliament.** OAG observed that the districts and municipal councils (MCs) failed to use UGX 22,327,744,821 by the end of the financial year. The failure to implement all the planned activities may have been a result of lack of capacity or challenges in using the new integrated financial management system (IFMS), or it may be an indication of inefficiency.
- **Poor performance of the Youth Livelihood Programme.** The committee observed that the program formulation and implementation is constrained by structural and political issues that negatively affected the implementation. The committee recommended restructuring the program to make it an effective avenue for job creation and youth employment.

In Bunyoro sub-region, the key discussion issues included the following:

- **Failure to implement the budget as approved by Parliament.** The Auditor General observed that failure to implement all the planned activities may have been a result of lack of capacity or IFMS challenges, or it may be an indication of inefficiency.
- **Understaffing.** This was reported in the Kakumiro, Kagadi, and Hoima DLGs. The committee observed that the issues of staffing in the LGs hinge on both resource constraints and inadequate planning processes in LGs and recommended that the chief administrative officers (CAOs) work to ensure that the positions are filled.
- **Performance of the Youth Livelihood Programme.** The discussions between the committee and the accounting officers revealed that the political nature of the fund and the involvement of politicians were partly responsible for the operational challenges. In Kiryandongo DLG, the committee advised the accounting officer to sue the groups that have failed to pay back funds and have them prosecuted. It is noteworthy that other districts, such as Kagadi DLG, registered 100% recovery of the Youth Livelihood Programme funds, and more than UGX 102 million was recycled to other groups. The committee asked the Kagadi CAO to share his experience with his counterparts so that neighboring districts could increase their recoveries.

❖ TA and mentoring sessions with LGPACs

As was implemented in the previous quarter, the parliamentary PAC-LG held separate sessions with LGPACs to discuss their mandate and the challenges they were experiencing operationalizing it. The parliamentary committee acknowledged the constraints in terms of finances and human resources faced by the LGPACs, which limited their functionality.

The committee acknowledged that the Ministry of Local Government (MOLG) has not submitted LGPAC reports in Parliament for the last 10 years, which can cause miscommunication concerning issues that arise. It observed that the legal framework, in its current form, does not support LGPACs' functionality and independence. Although LGPACs perform a delegated legislative function of Parliament oversight, they are under the Executive arm of the government (MOLG). Most importantly, the committee acknowledged the need to strengthen the capacity of the LGPACs to carry out their mandate.

Finally, the tripartite meetings were a platform for peer learning and information sharing across districts. They were also accountability forums that provided LGs an opportunity to explain implementation shortfalls to Parliament so that Parliament could engage the Executive with that information in the budget review process.

❖ **Reviewed and updated the *Accountability Committee Handbook***

Whereas this handbook was passed in FY 2017, with the amendment of the 10th Parliament Rules of Procedure, The Centre for Policy Analysis (CEPA) and Institute of Parliamentary Studies facilitated a meeting of the parliamentary technical team on September 3, 2018, to review and update the handbook in line with the new rules. This process will be finalized in Quarter 1, FY 2019.

❖ **Increasing transparency in the oil and gas sector**

GAPP trained 20 journalists from the Uganda Parliamentary Press Association on reporting on the oil and gas sector. The two-tier activity involved training selected journalists on extractives and the global Extractive Industries Transparency Initiative (EITI) standards and then commissioning five investigative stories on oil and extractives.

As a follow-up to this training, GAPP issued small reporting grants to five journalists to document investigative stories. The engagement of journalists to investigate and publish stories on oil and extractives is a way of building local skills to undertake such reporting in the future and ensuring that high-quality stories are released into the public space so that issues on management of oil and gas interventions remain in the spotlight and are managed transparently and equitably. In this quarter, the following stories were published:

- “The Inside Story of the Impact of Oil Exploration on Local Communities” by Nicholas Wasajja, published in *New Vision* on September 5, 2018. The article explored the lives of people affected by the oil project because of resettlements. The story was inspired by the Auditor General’s report that revealed that although resettlement compensation commenced in FY 2013/14, the rates used were for FY 2011/12, which were unproved and obsolete.
- “Bunyoro Farmers Count Losses as Oil Bug Bites” by Solomon Arinaitwe, published in the *Saturday Monitor* on September 22, 2018. The article explored the devastating impact that oil activities have had in the Bunyoro sub-region, with a decline in crop yields as a result of fumes released into the environment and leakages of oil into the soil.
- “Bunyoro Residents Turn to Oil Firms for Jobs, Water” by Moses Kyeyune, published in the *Daily Monitor*, June 26, 2018. Uganda is projected to start commercial oil production in 2020. Already, the country anticipates huge benefits from discoveries. A



Chairperson of the PAC-LG (speaking with hand gesturing) in a separate session with the LGPAC in Hoima, Bunyoro Region

picture of jobs for all, shared prosperity, and improved livelihood has been painted in the minds of many under what has been popularized as local content.

The limited information on the sector hampered publication of the two remaining investigative stories within the quarter. These two stories will be published in October 2018. Copies of the stories are attached to this report as *Annex 1*.

2.2 Sub-IR 1.2: Strengthened national stakeholder policy collaboration and dialogue on LG accountability, financing, and service delivery

❖ Policy issues update

In the year, a total of 31 policy issues were in the domain of GAPP action and were being championed by Uganda Local Government Association, Civil Society Budget Advocacy Group (CSBAG), CEPA, Coalition for Health Promotion and Social Development (HEPS), as well as directly by GAPP. Details are included in *Annex 2*.

Advocacy in the quarter:

❖ Research and national dialogue on oil and gas—Advocates Coalition for Development and Environment (ACODE).

GAPP has supported several activities to reinvigorate the debate in Uganda on transparency and accountability in licensing and award of contracts and concessions in the extractives sector.

Since March 2018, GAPP has supported research by ACODE, an independent public policy research and advocacy group based in Uganda. ACODE's research focused on contract transparency in petroleum and mining subsectors and the adequacy and implementation of existing legal and policy frameworks for enhancing transparency and accountability throughout the extractive industries in Uganda. This work included roundtable meetings with technical staff and elected officials from relevant government entities, including MOFPED, the Ministry of Energy and Mineral Development, and the Solicitor General's office. ACODE also organized a national dialogue involving key representatives of government agencies in the extractives sector and strategic advocacy meetings with high-ranking government officials.

On August 28, 2018, ACODE hosted a Multisector Dialogue on Transparency and Accountability in Uganda's Extractive Sector. This dialogue was addressed by Her Excellency Ms. Deborah Malac, US Ambassador to Uganda, and Ambassador Dr. Elly Karuhanga, chairperson of Uganda Chamber of Mines and Petroleum and the National Coalition on Oil and Gas. Members of Parliament and representative from academia, CSOs, and LGs attended the dialogue.

Key messages included the following:

- There is a need to fast-track investments in this sector so that the country can harness potential benefits in not just oil and gas but also the mineral sector.
- Communities have concerns with the land acquisition process for the oil pipeline, and speakers called on government to provide more information on the process and to protect the vulnerable, especially women and children, in the compensation process.
- Adopting the EITI process was still open within government, and the issue was currently before cabinet for approval before follow-on legal actions could take place.

MOFPED was asked to expedite this process so that the framework is operational as the country draws closer to extraction and production.



Her Excellency Ms. Malac, US Ambassador to Uganda makes her opening remarks at the Multisector Dialogue on Contract Transparency and Accountability

ACODE and the Civil Society Coalition on Oil and Gas will continue to advocate and engage on these issues toward increased transparency and equity in the sector.

❖ **Additional research into the refugee response and the development of policy briefs for parliamentary committees**

In Quarter 4, FY 2018, GAPP supported members of Parliament and parliamentary technical staff to conduct a fact-finding field visit/research to ascertain the impact of refugee influx on service delivery in refugee-hosting communities, especially owing to the open refugee policy that allows equal access to primary education, health care, and other basic social services and the budget constraints faced by LGs in delivering those services.

The research aimed to do the following:

1. Assess the impact of the refugee phenomenon on social service delivery in refugee host communities.
2. Examine the implementation of the existing refugee legal and policy frameworks in Uganda.
3. Inform Parliament on the research findings to ensure informed and proactive engagement by parliamentary oversight committees.

The fact-finding field research was conducted in four districts (Hoima, Lamwo, Yumbe, and Moyo) representing three regions (Bunyoro, Acholi, and West Nile). This provided insight into the impacts of refugee influx on service delivery in district host communities and the variation of impacts across districts. Going forward, GAPP will support key advocacy efforts with the following:

- OAG and PPDA to heighten scrutiny over refugee financing
- Parliamentary Committee on Public Service and Local Government to do the following:
 - Request cabinet to expedite the process of considering the refugee policy and include the LGs in the planning and management of refugees.
 - Recommend to the Executive to amend the Refugee Act to include the hosting LGs in planning and management of refugees.
 - Request MOLG to amend the Local Government Act to describe the roles and responsibilities of the LGs in the refugee management.
- Parliamentary Committee on Budget to move MOFPED to increase funding for the refugee host LGs starting in FY 2019/20 in light of the pressures exerted by the refugee influx and the open-door refugee policy. MOFPED should factor in the refugee population while allocating funds for the refugee-hosting LGs.

The policy briefs will be finalized and tabled before the committees next quarter to propose reforms arising from the findings to strengthen the role of LGs in the refugee question.

Table 4: Plans for Next Quarter

Planned activities	Expected outputs
1. Reporting on the 8 procurement audits for FY 2018 (c/f).	Report
2. Procure consultants to do the following: Support OAG to clear LLG audits for FY 2015/16 and transfer skills. To concretize GESI in PPDA support a review and ascertain PPDA service delivery areas for reservation schemes. To concretize GESI in PPDA, assist PPDA to simplify standard bidding documents.	Consultants to undertake designated tasks
3. Publish the 2 remaining investigative stories (c/f).	Newspaper publication on oil and gas concerns
4. Conduct policy advocacy on the following: Refugee policy and legal framework, targeting committees on Budget, Public Service and Local Government, and Presidential Affairs Scaling up audit scrutiny on refugees and oil and gas, targeting OAG and PPDA	Report
5. Conduct advocacy for review of decentralization policy (c/f).	Report

3 Component 2: Strengthened LG fiscal management, accountability, and decision making

The main objective of this component is to enhance fiscal management and accountability processes in the delivery of services in GAPP focus districts. The enhancement covers strengthening LG systems for revenue mobilization, financial management, audit, and procurement as well as strengthening leadership, decision making capacity, and responsiveness of local councils.

Key activities conducted during the quarter included the following:

During this quarter, GAPP continued to deliver TA to the target LGs in financial management, local resource mobilization, planning and budgeting, and capacity strengthening for local councils. Key activities conducted during the quarter included the following:

- Provided technical and logistical support to the National Planning Authority (NPA) in conducting regional training of trainers, printing and disseminating district development plan (DDP) review guidelines to all GAPP target LGs
- Continued to support refugee-hosting districts (RHDs) in sector budgeting and planning and in aligning this process to the ongoing budget cycle of FY 2018/19
- Followed up on the implementation of recommendations arising from PPDA audits and accountability outreaches
- Supported mock Local Government Performance Assessments (LGPAs) in GAPP target LGs

In this regard, GAPP achieved the following results:

-
- ✓ *Increased the knowledge and skills of district planners in reviewing DDPs*
 - ✓ *Provided platforms for LG staff to identify and integrate service sector priorities arising from the refugee influx in the host communities*
 - ✓ *Improved accountability and transparency in financial management and procurement processes*
 - ✓ *Improved functionality of LGPACs*
 - ✓ *Increased availability of skilled and motivated workforce*
-

These results contributed to the following intermediate outcomes:

-
- ✓ *Strengthened LG fiscal management, accountability, and decision making*
 - ✓ *Local solutions to leadership practices cultivated*
-

Table 5: Summary of Progress Under Component 2 in Quarter 4, FY 2018

Planned activities	Status	Summary Narrative
1. Induction in RHDs: Support induction of LLGs in RHDs	Differed to Quarter 1, FY 2019	The process of procuring consultants is ongoing. Support for induction of LLGs will be conducted in the next quarter.
2. Mentoring of LGPACs in Tripartite outreaches: Support tripartite hearings in Bunyoro and West Nile Regions	Completed	Tripartite activity and LGPAC TA and mentoring sessions were conducted and completed in Bunyoro and West Nile.
3. Dissemination of DDP midterm review guidelines: Support regional training of trainers; print and disseminate DDP review guidelines	Completed	During the regional dissemination workshops, action plans were developed for each district to support the midterm review process. The district planners and GAPP ETSs were tasked to support the LGs in the implementation of their respective actions. Currently, most of the LGs are conducting desk reviews and data collection.
4. LGPA results: Support LGs in bridging gaps identified during the 2018 LGPA.	Completed	The exercise was completed in 38 districts and 6 municipalities.
5. Support integration and coordination	Partially undertaken in 5 out of 8 districts	Conducted inter-agency meeting in Hoima and supported monitoring visits in Koboko, Kiryandongo, Yumbe, Moyo, and Lamwo.
6. Leadership Expedition 2: Conduct MLQ-5x survey with 17 leaders from Cohort 1 completed peer assessments conducted in the quarter	Partially completed 17 leaders from Cohort 1 completed peer assessments however peer assessments from the people they lead still ongoing by the end of the quarter.	MLQ survey was conducted with a 93% response rate.
7. Follow up on LGPAC trainings: Follow up on regional LGPAC trainings in 5 regions and with mentoring sessions conducted during tripartite hearings in Quarters 3 and 4	Conducted	ETSs continued to support the LGPACs across the 5 regions, mainly on a demand-driven basis.
8. Strengthening MOLG leadership and outreach to LGs	Completed	2 meetings were supported: one for 164 CAOs and town clerks on August 3, 2018, and one for 202 CFOs and district planners on September 14, 2018.

CFO = Chief Financial Officer. ETS = Embedded Technical Specialist. MLQ-5x = multi-factor leadership questionnaire.

❖ Strengthen the financial management systems and reporting in 10 districts and LLGs

During the quarter, GAPP supported LLGs in 10 districts to prepare and submit final accounts to OAG by August 31, 2018, in line with the Public Finance Management Act 2015. The Program provided TA to 70 sub-counties and three town councils in the GAPP regions. All the sub-counties were able to meet the deadline. One challenge, however, is that the OAG has not conducted an audit of LLGs since 2016. This reduced scrutiny and oversight has resulted in increased laxity within LGs in terms of adhering to accounting timelines.

3.1 Sub-IR 2.2: Strengthened LG accountability systems

❖ Provided follow-up TA to previous interventions around LGPACs, internal audit, and procurement functions

Building on previous interventions, the ETSs followed up on LGPACs' functionality and implementation of work plans developed during regional trainings in Quarter 3. A functional LGPAC's activities include holding scheduled meetings, properly documenting LGPAC hearings, and producing reports.

GAPP tracks progress in LGPACs by tracking whether they (1) are fully constituted, (2) have met at least three times in a year, and (3) have submitted at least two reports to District Executive Committees (DECs) for action. By the end of Quarter 4 of Uganda's FY 2017/18, 68% of the targeted LGPACs were functional. Of the 37 LGPACs, 25 were able meet at least three times, submitted two reports to their respective DEC, and were fully constituted and functional in the financial year.

Although LGPACs are a vital part of the LG accountability framework, their funding, which is not only limited but also managed by the Office of the CAO, significantly hampers their effectiveness. However, GAPP observes that the mandatory status reports submitted by accounting officers to MOFPED, in which accounting officers are tasked to report on actions taken in the Auditor General's report, provide an opportunity for LGPACs to insist on and re-echo the need for implementation of the OAG recommendations.

GAPP intends to continue to advocate for the following:

- MOFPED and MOLG—to enforce the law to ensure that an accounting officer will not be reappointed if they do not act on the recommendations of the OAG and their respective LGPACs
- Districts—to designate a dedicated officer who serves as secretary to the LGPAC to facilitate the functionality of the LGPAC Secretariat
- Parliament—to task MOLG to present the LGPAC reports to Parliament
- OAG—to provide the Auditor General's report to the LGPACs in January, shortly after it is tabled in Parliament

❖ Leadership practices cultivated

This result area focuses on promoting local solutions to leadership by cultivating leadership practices through nurturing platforms, supporting leadership meetings, and clarifying roles and responsibilities. The USAID Uganda Mission selected the model by Jim Kouzes and Barry Posner for leadership development in Uganda. In developing this model, the authors collected thousands of stories from ordinary people—the experiences they recalled when asked to think of a peak leadership experience. Despite differences in culture, gender, age, and other variables, these “personal best” stories revealed similar patterns of behavior. They discovered that when leaders are at their personal best, five core practices are common to all: they (1) model the way, (2) inspire a shared vision, (3) challenge the process, (4) enable others to act, and (5) encourage the heart.

GAPP developed its leadership development model along these themes, called the Leadership Expedition. To track participants' progress, GAPP used the USAID-recommended MLQ

survey for self-reporting by the course participants and for additional assessments by nine other persons concerning the leadership skills of a respective leader.

By the end of the quarter, 17 district chairpersons and mayors were assessed on the progress toward the five essential leadership practices and conflict resolution styles. Overall, the Program obtained a 93% response rate for the MLQ-5x survey, with 142 out of 153 respondents from 17 LGs.

Findings are currently being analyzed and will be reported in the FY 2018 annual report.

Lesson learned

GAPP initially selected an electronic method of data collection to ease retrieval, comparison, and analysis of the data. One major observation in the administration of the tool was that an electronic tool was perhaps not the best choice because many LGs have limited connectivity and the political and technical leaders also have varying computer competencies, making it difficult to administer the tool. In the next assessment round, GAPP will use a paper-based methodology.

❖ Leadership learning visit to Kampala Capital City Authority (KCCA)

GAPP uses a peer learning methodology to nurture leadership practices. These platforms are opportunities where district chairpersons and mayors share information, experiences, challenges, and strategies they have engaged to overcome hurdles. During September 13–14, 2018, GAPP hosted a Leadership Learning Platform that brought together 31 district chairpersons and municipality mayors to share experiences, learn from KCCA, and learn from one another.

The visit included a visit to KCCA and interaction with the Executive Director, Ms. Jennifer Musisi; the Lord Mayor Erias Lukwago; and the Director of the Revenue Department within KCCA.



KCCA Executive Director with district chairpersons, mayors, and GAPP staff during the learning visit at KCCA

Following this interaction, the visiting team had a reflection session on lessons learned from KCCA. They discussed and reflected on their own progress in applying the five core practices: (1) model the way, (2) inspire a shared vision, (3) challenge the process, (4) enable others to act, and (5) encourage the heart in day-to-day practices. Finally, the team had a question-and-answer session with the Permanent Secretary of MOLG, seeking guidance and further action.

The following issues were discussed:

- Public financial management (PFM) reforms that were crippling activities in some districts—some of the participants had not been able to undertake planned activities in the July–September quarter
- A request to not redeploy CAOs if the Permanent Secretary in MOFPED had indicated that they had not sufficiently accounted for funds in the previous financial year
- Provision of vehicles for municipalities
- Delay in release of start-up funds for some of the newly created districts
- Operationalization of recently created town councils and the strain of town councils on the district budgets because they do not contribute to the district revenue
- Challenges in processing ordinances and bylaws through MOLG

The Permanent Secretary responded to these questions and promised to engage with MOFPED on the issue of the PFM reforms. He also stated that the Ministry was exercising caution in interdicting accounting officers because of the legal requirements and to avoid exposing LGs to litigation. He advised that any LG that had serious reservations regarding any CAO should document as much evidence as possible to enable the Ministry to determine appropriate next steps.

❖ **Logistical and technical support for mock LGPA**

The Government of Uganda introduced a performance assessment methodology for LGs in 2017 with the following objectives:

- Provide incentives and promote good practices in administration, resource management, accountability, and service delivery through **rewarding and sanctioning good and bad practices**, respectively.
- Contribute to the identification of LG functional **capacity gaps and needs** to serve as a major input to performance improvement strategies and plans of LGs and ministries, departments, and agencies (institutional and organizational strengthening).
- Contribute to the general **LG monitoring and evaluation (M&E)** system.

The first assessment round was completed and disseminated in June 2018. As a result of the initial assessment round, the Office of the Prime Minister (OPM) revised the assessment manual and was set to roll out assessments in Quarter 4 of FY 2018. In response to these changes, GAPP ETs oriented district teams on the revised assessment manual, disseminated performance results, and supported LG staff to undertake mock performance assessments in target districts.

Observations

- The first assessment round was not taken seriously by some LGs. Some key personnel who had access to records were not present and, therefore, those LGs scored poorly in the process. The CAOs were advised to ensure that all senior leaders are present for the assessment because good performance attracts rewards and weak performance attracts sanctions.
- Functionality of community structures was another weak area across LGs. School and health unit management committees in most district structures were not functional. No evidence could be adduced that they were meeting and discharging their duties as required by law, yet they are critical for service delivery.
- Management of property procured by national-level agencies but used by districts was causing challenges in maintaining asset registers because the districts are often unaware of the cost of equipment and do not retain the log books for vehicles or machinery. The districts were advised to raise this issue with the Permanent Secretary/MOLG.

❖ Dissemination of midterm review guidelines for DDPs II conducted

During the quarter, GAPP collaborated with NPA and disseminated the midterm review guidelines in one-day regional workshops held on July 20, 2018, for Central and Bunyoro Regions; July 16, 2018, for West Nile Region; and July 18, 2018, for Lango Region. A total of 132 technical and political LG staff participated in the workshops, including district chairpersons, CAOs, district planners, senior planners from MCs, and CSO representatives.

The following were the specific objectives of the orientation workshop:

- Provide a clear and common understanding on use and application of the guidelines for a midterm review of DDPs.
- Obtain feedback from the LGs on the progress and status of implementation of the DDP midterm review exercise.
- Agree on the way forward to fast-track the DDP midterm review.

The LGs have now embarked on the review process, and GAPP ETSS will provide TA for their respective LGs to complete this process as required by the guidelines.

3.2 TA to MOLG

This support aims to strengthen MOLG’s leadership role in the service delivery sectors and build a platform for dialogue on national-level policies that affect LGs.

In this regard, GAPP achieved the following results:

- ✓ *Recruited ETS to support the Ministry*
- ✓ *Supported Decentralization Technical Working Group (DTWG)*
- ✓ *Strengthened leadership role of the Ministry in the LG sector*
- ✓ *Supported platform to communicate policy direction and feedback to accounting officers, Chief Financial Officers (CFOs), and planners*

Table 6: Summary of progress on planned activities for MOLG in Quarter 4, FY 2018

Planned Activities	Status	Summary Narrative
1. Recruit an ETS for MOLG.	Completed	The ETS was recruited and interfaced with MOLG commissioners, directors, undersecretary, and principal officers.
2. Support the MOLG quarterly meeting with the CAOs and town clerks.	Completed	164 accounting officers attended on August 3, 2018. Ministry of Lands; MOFPED; NPA; and Ministry of Science, Technology and Innovation participated.
3. Support the MOLG annual meeting with the CFOs and district planners.	Completed	220 CFOs and district planners attended. Accountant General, NPA, and MOFPED provided policy directions together with the Permanent Secretary of MOLG.
4. Support coordination of DTWG.	Conducted.	DTWG meetings were conducted with support from GAPP.

❖ Quarterly meeting with the CAOs and town clerks supported

GAPP supported the MOLG quarterly meeting with 165 CAOs and town clerks from all over the districts and municipalities on August 3, 2018. The meeting was attended by development partners, Ministry of Lands, Ministry of Science Technology and Innovation, NPA, and MOLG officials. The Permanent Secretary/MOLG communicated updates on policy changes, guidelines, and current government trends in PFM. Other line ministries, including MOFPED and NPA, were given a platform to communicate to the accounting officers.

The following were among the key issues discussed:

- a. In response to LGs’ performance on the LGPA for FY 2017/18, the Permanent Secretary /MOLG commended Masindi MC and Butambala DLG, which had scores of 85% and 77%, respectively. The Permanent Secretary also pointed out the urgent need for the 38 poorly performing LGs to use their neighbor LGs as points of learning and support, in addition to proactively managing their challenges by drawing on the support system instituted in the legal and administrative frameworks available to them.
- b. The various sectoral presentations highlighted structural gaps in human and financial resource utilization, almost nonexistent intersectoral linkages, disparities in

applications between policy and practice, inconsistent adherence to the flow of communication, and late implementation of remedial action following monitoring and reporting of challenges, which negatively affects timely planning and implementation.

Several other people addressed the meeting, including Ms. Dorcus Okalany, Permanent Secretary, Ministry of Lands, Housing and Urban Development and Mr. Hussein K. Isingoma, Acting Commissioner, Risk Advisory, OAG, who gave a presentation on financial management and accountability in LGs. Mr. Mugabi Steven, Commissioner of Environment Sector Support Services, Ministry of Water and Environment, gave a presentation on the role of LGs in environment protection. Mr. David O. O. Obong, Permanent Secretary, Ministry of Science, Technology and Innovations, gave a presentation on linkages with LG and science, technology, and innovation. Mr. James Ebitu, Director of Social Protection, Ministry of Gender, Labour and Social Development, gave a presentation on progress in the implementation of the Youth Livelihood Programme and the Uganda Women Entrepreneurship Programme.

❖ Annual meeting with the CFOs and district planners supported

GAPP supported a MOLG meeting for 220 CFOs and district planners from all districts on August 14, 2018. As was done during the CAO meeting, the Permanent Secretary/MOLG communicated the policy reforms in the decentralization policy in line with PFM, budgeting, and planning. Other line ministries, including MOFPED, OAG, and NPA, were given an opportunity to communicate too. Some of the key issues discussed were harmonizing the various legal regimes, tools, systems, and agency plans; development plans; vacancies in key positions (such as planners); the upcoming midterm review of the DDPs; PFM reforms; and ability of LGs to adapt.

Given the decentralization agenda, this meeting was critical for MOLG in strengthening its link with LGs and being a facilitative platform for dialogue between LGs and central government entities.

❖ Support for rejuvenating the DTWG

To foster collaboration in the LG sector, GAPP coordinated the rejuvenation of DTWG, which is a forum where all the development partners supporting LGs come together for coordination and to harness synergies.

Two meetings were held with development partners, including the Korea International Cooperation Agency (KOICA), the Japanese International Cooperation Agency (JICA), German International Cooperation Agency (GIZ), Overseas Development Institute (ODI), the European Union, United Nations Capital Development Fund (UNCDF), Democracy Governance Facility (DGF), and UNICEF. Key issues discussed included support to LGs for better performance in the annual LGPA by OPM. Led by MOLG, development partners were called upon to support LGs that performed poorly in carrying out their performance improvement plans.

To strengthen DTWG for better collaboration with MOLG, GAPP held individual institutional meetings with UNCDF, DGF, and Oxfam, with the objective of helping these partners to understand the implementation framework. These meetings and activities aim to support MOLG in positioning itself with development partners.

Support to Nurture and Develop the Northern Uganda Regional Development Forum (NURDEF)

NURDEF is a collaborative effort that brings together 25 districts and 6 municipal councils in their capacities as LGs to support the development of Northern Uganda. The idea was originally raised by Uganda Local Government Association (ULGA) Vice Chairperson for Northern Uganda and District Chairperson for Gulu District, who, together with the former USAID Mission Director Mark Messick, convened the first Forum in 2017. A 15-member Steering Committee was selected by Forum members. GAPP was tasked with the following:

1. Support the Steering Committee to undertake consultations for the development of the Northern Uganda Regional Strategy,
2. Play a facilitative role for the NURDEF Steering Committee to strengthen their leadership of the Forum
3. Explore the legal framework for the Forum
4. Support the Steering Committee to engage different audiences such as ministries, departments, agencies, Parliament, and development partners to support and invest in the Forum

In Quarter 4, GAPP facilitated the Steering Committee to meet opinion leaders from the region. A list of meetings held with cultural leaders is below.

Table 7: Meetings held with cultural leaders

Cultural community	Date of the meeting	Title of the cultural leader met	Venue of the meeting
The Alur Kingdom	3/08/2018	The Prime Minister and a section of his cabinet	Kingdom offices in Nebbi
The Ker Kwaro Acholi (Kingdom)	4/08/2018	Paramount chief	Ker Kwaro Acholi Palace
The Lango Chiefdom	5/08/2018	Paramount Chief	Chiefdom Palace

The leadership of these cultural institutions communicated to the NURDEF Steering Committee that unity among the people in the North was a prerequisite for a successful NURDEF. They advised the NURDEF steering committee to ensure that politics are separated from the NURDEF development agenda. They also urged the NURDEF to further involve the cultural institutions to take advantage of the high level of influence that these institutions carry in their communities and also to nurture cultural institutions in leadership and management as part of a wholistic process to develop Northern Uganda. Finally, the leadership of these cultural institutions formally pledged their support to NURDEF.

Radio programs

GAPP supported NURDEF to hold radio talk shows along the Lango, Acholi, West Nile Sub regions. These were meant to (1) raise awareness of the NURDEF, (2) provide a forum for

feedback and dialogue on the strategy pillars, and (3) test the levels of interest of the communities through their participation in the radio talk shows and questions raised.

A list of NURDEF radio programs is below.

Table 8: NURDEF Radio Programs

Radio Stations	Date of Radio Program	Language	District of Coverage
Mega FM	29/08/2018	Acholi	Gulu, Omoro, Amuru and Nwoya
Mighty fire FM	30/08/2018	Acholi	Kitgum and Lamwo
Unity FM radio station	1/09/2018	Langi	Alebtong, Amulatar, Kole, Dokolo, Apac, Oyam, Otuke and Kwania
Radio Pacis	7/09/2018	Lugbra	Arua and Maracha
Radio Paidha	8/09/2018	Arur	Zombo, Nebbi and Packwach

The radio programs were two hours long. The first hour focused on presentations by selected members of the NURDEF Steering Committee on the four pillars of the strategy and the process that led to their development; the second hour was dedicated to audience/listener call-in and contributions to the conversation.

Listed below are the emerging themes from the talk shows:

- The Steering Committee should focus on changing the people’s mind-set and position them to shift from the attitude that it is the development partners that will effect needed change in northern Uganda to “we should change the status quo ourselves” through the NURDEF.
- In relation to private sector partnerships in commercial agriculture, the communities should be empowered to negotiate directly with the investors and ensure that middle men are eliminated.
- The Steering Committee should conduct regular feedback to the community through various mechanisms for effective involvement of the people.
- The NURDEF should have structures at the sub-county level for effective implementation of the 8-year development strategy.
- There should be consultations with the Northern Uganda communities in the diaspora around the NURDEF development strategy.

GAPP staff observed that whereas NURDEF was greatly welcomed and applauded, there were real fears in the community that it would fail “yet again” and not reach its objectives and there is a great deal to do to move the agenda forward. The audience also advised the

Steering Committee to work toward enhancing the leadership competences in the region as this constitutes a key component to a successful NURDEF.

Table 9: Planned activities for Quarter 1, FY 2019

Planned Activities	Expected output
1. Support the MOLG meeting with the District Health Officers and District Education Officers	Platform for policy dialogue operationalized.
2. Review LGPAC manual and regulations.	Improved functionality of LGPACs
3. Coordinate one DTWG meeting.	Harmonized support for implementation of performance improvement plans
4. Induction of LLG Councilors starting with RHDs	Improved leadership skills and decision making.
5. Follow up on LGPAC and Council functionality.	Increased accountability
6. Finalize NURDEF radio programs.	Increased community awareness on progress on NURDEF activities
7. Support NURDEF Steering Committee to engage ministries that are key to NURDEF strategy implementation.	Increased awareness and engagement of line ministries in the NURDEF vision

4 Component 3: Voice and Accountability

In Quarter 4, FY 2018, Component 3 of the GAPP Program has continued to contribute to the overall program goal of increased participation, accountability, and local governance for effective service delivery through strengthening the capacity of non-state actors (NSAs)—CSOs and PSAs—in mobilizing citizens/communities to participate in local governance for improved service delivery. Key actors include the grantees, LGs, organizations that have participated in the Partner Local Organizational Capacity Assessment (PLOCA) process, and PSAs.

During the reporting period, Component 3 focused its efforts on increasing private sector participation in local governance, improving institutional capacity of CSOs and PSAs, and increasing advocacy efforts of CSOs and PSAs.

In this regard, GAPP achieved the following results:

- ✓ *Increased advocacy skills of CSOs and PSAs*
 - ✓ *Platforms for dialogue among citizens and LG leaders nurtured.*
 - ✓ *Institutional capacity gaps among CSOs and PSA identified and addressed.*
-

These results contributed to the following intermediate outcomes:

- *Increased private sector participation in local governance.*
 - *Improved institutional capacity of CSOs and PSAs*
 - *Increased advocacy by CSO's and PSAs*
 - *Increased citizen awareness and engagement with LGs*
-

Table 10: Summary of progress under Component 3 in Quarter 4, FY 2018

Activity	Implementation status	Additional information / Comments
1. Conduct PSA roundtable dialogues at district level.	4 out of 5 were conducted	Hoima had challenges of by-elections; activity moved to Quarter 1, FY 2019
2. Develop standard financial manual to guide mentoring of PLOCA organizations/grantees on financial management.	Partially completed	Draft manual has been submitted; the final to be concluded by end of October 2018
3. Provide TA through consultants in financial management.	Pending the final manual	Roll out in Quarter 1, FY 2019
4. Provide continuous TA to CSOs/PSAs (grantees and PLOCA organizations) in advocacy and institutional strengthening.	Completed	PLOCA organizations received support in institutional strengthening
5. Provide TA to national-level PLOCA organizations in communications.	Ongoing	To be completed by end of October 2019

4.1 Sub-IR 3.1: Increased private sector participation in local governance

GAPP continued to support private sector participation in local governance in all five GAPP regions through advocacy capacity building and roundtable meetings with LG duty bearers.

❖ Private sector roundtable meetings

These meetings aim at enhancing private sector engagement with LG leaders for improved business environment and effective service delivery. During the reporting period, GAPP built on the previous engagements and facilitated private sector roundtable meetings in four² districts. In the process, 21 PSAs³ participated and engaged duty bearers on several issues that affected their businesses.

The various PSAs across the districts used these meetings to influence and engage duty bearers for solutions to pending issues. The meetings have set a good precedence for closer working relationships between the PSAs and LGs. The following are some examples:

- Lira MC awarded the tender for management of the Lira bus park to Lira Urban Transporters Association, so that issues within the bus park (e.g., sanitation, orderliness, loading fees) are managed by those who are directly affected.
- Lira *Boda Boda* Association engaged the Lira MC on high taxes, which led to a reduction in the license fees from UGX 50,000 to UGX 30,000 per month for the FY 2017/18.

² Lira, Gulu, Arua, and Kayuga

³ Lira Bus Park and Taxi Transporters Associations, Lira *Boda Boda* Association, Lira Grain Millers Association, Lira Rice Promoters Association, Ogur Poultry Cooperative, Lango Joint Farmers' Cooperative Society Ltd, Lira Youth Market Vendors' Association, Arua Main Agro Market United Vendors Association, Arua Business Community, Arua Livestock Traders and Meat Sellers Association, Arua Chamber of Commerce and Industry, Arua District Farmers Association, Kayunga Market Vendors Association, Bugerere Dairy Cooperative, Katikanyoni Produce and Marketing Farmers Association, Seselwa Taxi Hire in Kayuga district, Gulu Contractors Association, Gulu Main Market Vendors Association, Gulu Produce Dealers Association, Gulu *Boda Boda* Association, and Gulu Transporters Association

- Arua market vendors engaged the MC on poor hygiene and sanitation arising from a poor drainage system in the market. As a result, Arua DLG commissioned drainage repairs, increased the frequency of garbage collection, and tendered out the sanitation services for better management.

❖ **PSA advocacy efforts**

Also in Quarter 4, GAPP continued to work through PSA grantees (Uganda Small Scale Industry Association [USSIA], Community Integrated Development Initiative [CIDI], Mid-North Private Sector Development Company, Acholi Private Sector Development Centre [APSEDEC], and CEGED) to mobilize and promote the participation of PSAs in local governance across their regions of operation. For example, in Oyam District, Mid-North Private Sector Development Company supported a local farmers' cooperative (Wilobo pe Ongeo Cooperative) to push for installation of a multipurpose grains processing mill at Myene sub-county. The farmers had complained about the lack of transparency and accountability in the procurement processes, which delayed proper installation of the mill. The CAO of Oyam District visited the site and reassured the farmers that their concerns were legitimate and that installations of the mill would be expedited.



A market vendor makes a submission during the PSA roundtable meeting in Lira District.

4.2 Sub-IR 3.2: Improved institutional capacity of CSOs and PSAs

❖ **GAPP's institutional capacity building efforts**

During Quarter 4, GAPP continued to provide TA to the target organizations in areas of organizational policy and strategy, focusing on communications. All 34 district-level organizations either drafted or reviewed their respective communication strategies. During the quarter, at least eight organizations had their communications strategies approved by their respective boards and implementation started, including The Apac Anti-Corruption Coalition, Alutkot Savings and Credit Cooperative organization (SACCO), Kibaale Civil Society

Organisation Network (KICSON), Lake Albert Children and Women Advocacy and Development Organization (LACWADO), Mid-Western Anti-Corruption Coalition (MIRAC), Community Development Network (CODNET), and the Pader Nongovernmental Organization (NGO) Forum.

During the quarter, at least 48 lower-level organizations had their capacities strengthened and received mentorship on strategic/business planning, financial/business management skills, advocacy, and group leadership to their respective program target or member organizations. CSOs and PSAs cascaded capacity building actions to their member/target organizations. CIDI, APSEDEC, USSIA, Mid-North Private Sector Development Company, KICSON, and CODNET are among the grantees that provided capacity building training.

❖ **NSAs implementing PLOCA recommendations.**

In FY 2016/17, 56% of PLOCA organizations acted upon at least 50% of previous PLOCA recommendations. During Quarter 4, GAPP continued to follow up with targeted organizations to track progress on the implementation of the action plans following both the PLOCA recommendations and those developed during the subsequent capacity building engagements. A blended approach of both trainings and follow-up was adopted in rolling out TA to 34 district-level CSOs/PSAs and 14 national-level organizations. As a result of the follow-up visits, some recommendations have further been acted upon by different organizations:

- Caritas MADDO was able to evaluate the performance of its board members for the first time in 25 years of existence in a step geared at improving the functionality and performance of its board.
- KICSON put in place an electronic funds transfer system where all cash transactions, including transport refunds for workshop participants, are done online as part of the organization's efforts toward more effective and efficient financial management.
- LACWADO conducted an external audit for the first time in many years; the audit report will help it improve its financial management systems.
- MIRAC revised its financial, human resource, and procurement policies and presented them for board approval, hence raising resources and recruiting more staff to work. MIRAC also revised its set-up, reducing the number of board members from nine to five and allowing persons from nonmember organizations to be on the board. The MIRAC website (www.miracuganda.org) is now active.
- Kiboga NGO Forum has improved its practice in financial and administrative management by having two external audits in a year.
- As recommended, Agago Farmers' Cooperative designed, approved, and operationalized the board manual and set standard guidelines for election of board executives, By March 2018, a new board was elected in the annual general meeting.
- Arua District NGO Network improved communication between the board and staff by reviewing and approving the board manual, which established communication protocols between the two groups.
- Yumbe Needy Kids Uganda hired a consultant, developed an organization website, and procured and installed financial software (QuickBooks) for accounting.

GAPP's institutional capacity building efforts and outcomes.

The following organizations have attracted funding from donors that they attribute to GAPP's institutional capacity building efforts:

- LACWADO received funding from Infectious Diseases Institute.
- KICSON received funding from Baylor Uganda.
- MIRAC received funding from Friedrich Ebert Stiftung.
- CODNET Uganda received funding from DGF.
- Alutkot SACCO received funding from aBi Trust.
- Life Concern Organisation received funding from ActionAid.
- Anaka Foundation signed a memorandum of understanding for potential partnership/funding.

4.3 Sub-IR 3.3: Increased Advocacy by CSOs and PSAs

GAPP is currently working with 22 grantees who are engaged in different service monitoring, lobbying, and advocacy around improved LG service delivery, financing, and accountability. The grantees continued to apply similar approaches that involved identifying key advocacy issues, including toll-free call centers, community meetings, service monitoring at service delivery centers (schools and health units), and social medial platforms. During Quarter 4, GAPP geared efforts toward building the advocacy capacity of targeted organizations. In measuring the efforts, several milestones were gained from the CSOs' and PSAs' advocacy efforts in the key service sectors of education, health, and agriculture, at both the district and national levels.

❖ CSO/PSA advocacy efforts at district level

Life Concern Organisation reported on the poor status of service delivery in Otira Primary School, which has 940 pupils. The school had few desks, classrooms, or pit latrines for pupils. P1 and P2 pupils were sitting on the floor. These issues were brought up through neighborhood assembly meetings. As a result of the advocacy, the Amolatar DLG allocated UGX 14 million for the construction of a five-



Town Clerk of Bweyale Town Council addressing residents

stance pit latrine at Otira Primary School in FY 2018/19. The district further pledged to send more desks and post an additional 5 teachers to increase the staffing level to 17 teachers.

With GAPP support, Mid-North Private Sector Development Company also established PSA advocacy forums in the districts of Lira, Oyam, and Kole. The following are some of the key advocacy issues discussed in the respective forum meetings:

- a. The need for more transparency and accountability in the construction of the Itek–Okile irrigation scheme that is meant to boost rice farming in Barr, Agali, and Amach sub-counties in Lira District. The PSAs are concerned about shoddy work by the contractors.
- b. Alleged mismanagement of funds meant for the rehabilitation of six roads in Kole District.
- c. Counterfeit agro-inputs that are prevalent in the market.

The following are results of these PSA advocacy efforts:

- a. Investigations into the alleged mismanagement of the funds meant for the rehabilitation of roads in Kole District were instituted. The chairperson of the Kole District roads committee affirmed that all findings will be made public, and those found culpable will be reprimanded.
- b. A bill has been drafted that, once approved into an ordinance by the district council, will prohibit the possession, distribution, and trading in counterfeit agro-inputs in Lira District.

With GAPP support, Samaritan Initiative for Development (formerly Lango Samaritan Initiative Organization) espoused youth-led advocacy actions through the youth participatory council (YPC) model in the target districts of Lira, Alebtong, and Amolatar. The youth advocacy efforts focused mostly on service delivery in the education and health sectors. It also worked on the implementation/utilization by youth of government development programs such as the Youth Livelihood Programme, Operation Wealth Creation, and discretionary development equalization grants. Members of YPC conducted neighborhood assemblies in six sub-counties of the target districts. Service delivery issues gathered from the neighborhood assemblies were discussed with LG officials during the YPC sessions at respective sub-counties, and ways forward were agreed upon. The following are results from these advocacy engagements:

- Acekene community school in Akura sub-county, with a population of 389 pupils, had closed due to lack of government-paid teachers but will be reopened by next school term. The structures have been rebuilt, and the district has committed to posting teachers to the school because of the number of pupils it serves.
- Anyanga Health Centre II, also in Akura sub-county, is now coded by the Ministry of Health (MOH), meaning that the facility has staffing and receives drugs and necessary medical supplies from the National Medical Stores.

❖ **Advocacy at the national level**

In partnership with HEPS Uganda, Transparency International Uganda (TIU) conducted a national stakeholders' dialogue in Kampala on July 26, 2018. This dialogue aimed to disseminate the project issues/findings to duty bearers at the national level. The dialogue provided an opportunity and a platform for line ministries and members of Parliament to respond to the issues raised and share their experiences, and to enable the partners to share their experiences from the project and come up with solutions to address the issue of absenteeism in public health centers. The meeting was attended by representatives from Ministries (Health, Ethics and Integrity, Public Service, LG, Inspectorate General of Government), members of Parliament, district officials (from Lira, Apac, and Oyam), CSOs (GAPP grantees), GAPP staff and media. The issues discussed included health workers' absenteeism and tardiness; inadequate budget for Primary Health Care (PHC) funds; problems with drug stock-outs because of theft, limited budget, and delays in supply (pull-and-push system); understaffing; and high qualification of support staff leading to nonperformance of duty (they feel they are overqualified for their work).



Participants during the national stakeholders' dialogue

Some key outcomes of the dialogue

A commitment by the Ministry of Public Service to review the staffing norm, especially health staffing. This was taken up by Commissioner of M&E for Public Service, Mr. F.E. Walugembe. TIU has since shared the reports with him for his onward submission and discussion with the Ministry officials. TIU is following up on the progress.

Partners resolved to approach MOH to increase the PHC funds for health centers. TIU and HEPS would liaise with the district health officials on the modalities.

There should be review of standing orders by public service (reward and sanctions committees) to motivate health workers, thus improving service delivery.

Members of Parliament who serve on the monitoring team on health presented findings from their monitoring exercise across the country. Participants discussed the findings, and the members of Parliament adopted participants' observations for inclusion in the final report to be presented to the Speaker.

Line ministries will further discuss a suggestion to employ people on renewable contracts to enhance service delivery.

❖ CSO's court case on medicine stock

During Quarter 4, HEPS met with a group of experts from the Uganda Virus Institute and sought their opinion on the persistent drug stock-outs, particularly for essential drugs such as cotrimoxazole (brand name Septrin), an antibiotic. HEPS also received relevant information on the criteria for who should consume cotrimoxazole, besides pregnant mothers and young babies. Based on the advice, the HEPS legal team has begun drafting a case for a court hearing. Also in Quarter 4, the HEPS legal team, working with Center for Health, Human Rights and Development (CEHURD), identified and documented testimonies from court petitioners in Kiboga and Lira Districts, a majority of whom have been affected by stock-outs of cotrimoxazole.

The experts suggested that CSOs should advocate for the availability of cotrimoxazole in public health facilities for the patients that are eligible to receive it. CEHURD reviewed all the cases identified, and some fit the criteria of needing cotrimoxazole. The experts also recommended holding a meeting/workshop with journalists to clarify the use of this antibiotic and the new guidelines, to avoid misconceptions in the community. The guidelines could be summarized in easy-to-read flyers for the general public. Another recommendation was to conduct a workshop for parliamentarians and judicial officers to discuss this issue.

4.4 Sub-IR 3.4 Increased citizen awareness and engagement with LGs

GAPP continued to work through the grantees to build civic awareness and promote citizens' engagement in local governance. Much of the work on civic awareness was carried out through grantee activities in the refugee-hosting communities and in the Albertine region, where oil and

gas exploration activities are taking place. Neighborhood assemblies/community dialogues, community *barazas*, radio talk shows, forum theatres, and youth parliaments are the key activities implemented by GAPP grantees under refugee response and fiscal transparency in the extractive industry (oil and gas sector). For instance, ACODE organized television talk shows hosted by Bukedde FM and Bukedde TV and discussed ways of improving transparency and accountability in the financing and development of extractives. The following is the link to an NBS TV talk show featuring a representative from ACODE and Ministry of Energy and Mineral Development (<https://www.youtube.com/watch?v=uzVt3aPWic8>). ACODE reported increased momentum for citizen demand for transparency and accountability in extractives as the key outcomes of the radio and television talk shows



ACODE/Civil Society Coalition on Oil (CSCO) team noting questions and concerns during the live talk show on Bukedde FM (100.5 FM)



ACODE/CSCO team having a light moment with Mr. Richard Kayira (the program host) during one of the commercial breaks at Bukedde TV

With support from GAPP, CODNET-Uganda has continued to disseminate information about oil and gas issues through spot messages on Bunyoro broadcasting services, Spice FM and Biiso FM, in three languages: English, Luo, and Runyoro. As a result of the spot messages, citizens have visited various oil and gas industry sites to monitor and follow up on issues in the extractive sector. The demand for oil and gas information among the community has increased according to feedback from staff of Biiso FM, who said that community members come to them to find out more about oil and gas. They refer them to the Community Development Office of Biiso sub-county for more information.

Global Aim and MACCO from West Nile conducted radio talk show programs focusing on refugee host communities and provided an overview of the project and roles of citizens in improving service delivery in refugee-hosting communities. They also provided information on roles and responsibilities of LGs, citizens, and refugees based on key legal instruments, such as national minimum standards and laws that protect human rights (Refugee Act, the Uganda Constitution 1995, national and international laws). The talk shows focused on issues of service delivery in the host communities. An estimated 1 million people were reached during each radio talk show on the TBS FM station, which is based in Moyo town and has a coverage radius of 200 km, including the districts of Moyo, Adjumani, Amuru, Yumbe, Koboko, and Zombo and part of South Sudan. Meanwhile MACCO organized one radio talk show on Arua One FM, whose listenership covers about 1.2 million people across the district of West Nile and part of

the Democratic Republic of the Congo and South Sudan. The Secretary for Social Services, Yumbe District and Assistant Settlement Commandant representing the OPM were hosted to respond to service delivery issues documented from the refugee-hosting communities.

Some key takeaways from the discussion following:

- Services offered to the refugees by the government together with the implementing partners (IPs) ensure peaceful coexistence and improved services for both the nationals and the refugees.
- The government settled refugees in Bidi Bidi Settlement (now the largest refugee settlement in the world), which used to be grazing land for the locals.
- Health centers were constructed and some of the health centers were upgraded. Out of the 27 health centers in Yumbe District, 16 health center IIIs were erected within refugee settlements for easy accessibility for the refugees. Ariwa Health Centre III is being upgraded to a level IV to provide specialized health services for the refugees and the nationals.
- Early child learning (early childhood development) or nursery schools were constructed to provide learning environments for both the national and refugees pupils.
- Primary schools are also being constructed, with permanent structures (staff houses and classrooms) constructed to meet the needs of villages created in the settlements. A village in the camps comprises about 300 to 400 households.
- A better piped water system is being connected within the camps for both the nationals and refugees.
- Most of the refugees came from South Sudan, where some of the laws conflict with Ugandan laws. As a result, the refugees end up breaching the Ugandan laws and are taken to courts. The district and IPs are offering legal services to the refugees, and sometimes the judges and arbitration teams move into the camps to administer mobile courts and to offer legal services.
- The host communities gave land for the refugees to settle and farm (e.g., 30x30 meters of land is demarcated for settlement and 50x50 meters for farming for each family).

5 Refugee Intervention

During the reporting period, GAPP, both directly and through grantees, facilitated citizen engagement with duty bearers within the RHDs of Arua, Moyo, Yumbe, Adjumani, Koboko, Lamwo, Kiryandongo, and Hoima to discuss service delivery issues. In total, 22 *barazas* were conducted. Issues discussed included lack of transparency in the implementation of the Refugee and Host Population Empowerment (ReHOPE) program's strategic framework, crimes committed by the refugees and gender-based violence, land disputes between the host community and refugees, increased pressure on service delivery, and environmental degradation issues. At the *baraza* meetings, the key stakeholders present made commitments. In the subsequent quarters, GAPP will directly and through grantees follow up on the action and progress of the identified issues.

Environment and climate change

All grantees working in the RHDs reported rampant deforestation by the refugees, and some believe this may be leading to extended drought and so affecting farming across the refugee-hosting communities. This is a source of tension and misunderstanding between host and refugee communities.

Increased pressure on the education facilities in the RHDs

GAPP grantees reported inadequate education infrastructure in the targeted RHDs as result of refugee influx (e.g., classrooms, desks, toilets). For example, eight pupils shared one desk in Ombeci Primary School; in the Komgbe Primary School, the classroom pupil ratio is 1:233.

Increased health challenges

Communicable diseases such as sexually transmitted diseases, and HIV are spreading at an alarming rate. This places an additional strain on local health facilities.

Relationships between IPs and host community/economic development

In Yumbe District, community members complained that IPs are not offering employment and contracts to the local citizens, resulting in conflicts between the refugees and the locals. Salary disparities between the IP-employed staff and government staff are affecting services, especially in the health and education sectors.

During the reporting period, the district leadership pledged to sign tripartite agreements with IPs and OPM to ensure transparency among IPs' operations—for example, to curb shoddy and incomplete construction work the IPs have done in government facilities hosting refugees. For instance, in Komgbe Primary School, NRC constructed four classrooms that developed cracks in less than one year; in Mengo Primary School, six semi-permanent classrooms constructed by FCA have no window shutters, which prohibits learning during rainy seasons. In Kululu Primary School, NRC constructed latrines without door shutters.

Advocacy in the oil and gas sector at the district level

At the regional level, CODNET-Uganda organized district interface meetings between the community and duty bearers in three districts—Buliisa, Nwoya, and Hoima—to engage on emerging community issues identified from forum theatre shows, community dialogue meetings, and awareness-raising meetings. The meetings brought together district leaders,

PSAs, and CSOs to agree on actions to address the issues in the community. The issues presented included the community members' limited awareness of business opportunities for local companies, consideration for employment in the oil industry, unfair awarding of bursaries by oil companies, limited access to oil and gas information, environmental degradation facilities for oil activities are set up, and issues concerning land acquisition and compensation.

In Buliisa District, the representative from Total E&P pledged support to CODNET with information required, especially on the ways in which communities can partner or be involved in Total E&P business, and also intensified community education to increase their knowledge.



Buliisa District vice chairperson making a comment during a CODNET meeting with Buliisa LG

In Buseruka sub-district in Hoima District, the influx of people from a resettlement program of the extractive industry has caused pressure on social services in Buseruka Primary School because of increased enrollment but limited resources. Another challenge is the lack of water for domestic use resulting from SBC fencing the dam in the area cordoned off for an airport; now there is competition for one borehole, which is not enough for the increased population. However, CODNET reported that the sub-county pledged to lobby support from district and partners, including SBC, which has already conducted a survey to establish two boreholes in the sub-county in Nyakabale and Rugashari villages. The boreholes are expected to be completed by the end of October 2018.

Furthermore, CODNET observed and reported on the need for greater community awareness to bridge the information gap on oil and gas processes and procedures in addition to real interventions in land rights and management work to promote demarcation of borders and so reduce land conflicts in all three districts.

Table 11: Plans for Quarter 1, FY 2019 (Component 3)

Planned activities	Expected outputs
1. Conduct the last PSA roundtable dialogues in Hoima.	Agreed-upon service delivery commitments from LGs to improve services for PSAs
2. Finalize the development of a standard financial management manual to guide mentoring of PLOCA organizations and grantees on financial management.	Financial management training manual for PLOCA organizations developed
3. Provide TA in financial management through consultants.	Improved CSO/PSA knowledge and skills in PLOCA subject areas and a draft financial management manual for the 34 participating organizations
4. Provide continuous TA to CSOs/PSAs (grantees and PLOCA organizations) in advocacy and institutional strengthening.	Improved CSO/PSA knowledge and skills in PLOCA subject areas and advocacy
5. Conduct training on report writing for both GAPP staff and grantees through a consultant.	GAPP staff members' and grantees' report-writing skills enhanced
6. Conclude with TA to national-level PLOCA organizations to develop a communications strategy.	Participating organizations receive TA on communications

6 Technical Assistance to MOH

This component aims to support the Minister of Health and the Permanent Secretary in improving operations and management within the Ministry and resolving key management challenges by providing technical support for areas such as auditing, procurement, legal guidance, and financial management.

In this regard, GAPP achieved the following results:

-
- ✓ *Team Leader for the MOH team recruited, inducted, and deployed within MOH*
 - ✓ *Accountability functions within MOH strengthened*
 - ✓ *Timely and high-quality information for decision making provided*
 - ✓ *Platform to showcase innovation and discuss policy and operational bottlenecks supported*
 - ✓ *Leadership and managerial competencies in MOH leadership team and select leaders in health service delivery institutions strengthened*
-

Key TA tasks in the quarter included the following:

- Participated in the preparation of lots of health centers at level II to be upgraded to level III under the Intergovernmental Fiscal Transfer Program for Results (IGFT-P4R) and reviewed bills of quantities for quality assurance. All 124 health centers II have now been assigned lots and bills of quantities are reviewed.
- Engaged the Kawolo Hospital construction consultant and contractor in several meetings to mitigate the projected delay of three months amounting to more than **EUR 230,000**, and proposed a no-cost, one-month time extension to the contract for the contractor.
- Conducted field verification visits to assess variations on the Karamoja Italian Development Project-1, where construction of health facilities in the Karamoja Region is taking place. Recommended in a report that a payment of only **US\$39,000** against the claimed **US\$60,000** be paid. Also recommended that some civil works poorly done be redone.
- Participated in creation of the scope of work and project proposal document for Karamoja Italian Development Project-2 for construction of and other work on 40 health facilities in the Karamoja Region. The proposal was submitted to the Italian embassy for consideration.
- The engineering TA is supporting the three teams created by MOH senior management to plan for a grant amounting to UGX 9.2 billion.
- GAPP supported and led preparation of sector grant and budget guidelines aimed at annually providing LGs with information about the sector conditional grants in preparation for LG budget estimates for the health sector. These guidelines for health development were completed and issued in June 2018. GAPP, representing the MOH, presented these guidelines to MOFPED, MOLG, and OPM.

Legal TA tasks in the quarter included the following:

- Successful mediation with the contractor and its lawyers of arbitration claims between the civil works contractor and Hoima Regional Referral Hospital worth UGX 1.5 billion resulted in a reduction of UGX 718 million in interest on delayed payment that had accrued on the account.
- Initiated demand notes for officials who have not accounted for funds from the UNICEF program worth UGX 655 million; UNICEF has ordered MOH to refund lest the funding be suspended. Advised the Permanent Secretary not to divert money from other resources but rather compel the responsible parties to refund it. By August, UGX 11 million had been returned, and more officials are being compelled to refund or face the threat of prosecution or disciplinary action.
- Submitted two staff members on behalf of the Permanent Secretary to the Service Commission for disciplinary action. One case involves medical malpractice; the other involves theft of government property by stores personnel.
- Provided investigative support to OAG and police investigating the mismanagement of funds by MOH officials, involving the loss of UGX 690 million that was requisitioned fraudulently to carry out activities on a fictitious yellow fever outbreak. This theft occurred in 2012, but the Permanent Secretary took interest in recovering this money and instructed the legal team to help the investigative team revitalize the investigation
- Worked with World Health Organization, OAG, the police, and the health monitoring unit to strengthen accountability in MOH.

Procurement TA tasks in the quarter included the following:

- Supported the training on procurement that Nathan Associates Inc. facilitated. The training took place on August 8–9, 2018. Topics covered included procurement planning, contract management, development of statement of requirements, and market price assessment. The trainees included project coordinators and managers as well as procurement focal persons.
- Worked with PDU staff on compilation of a report for the prequalification of suppliers for FY 2018/19.
- Supported evaluation of bids for the supply of fuel, oils, and lubricants to MOH.

Electrical engineering TA tasks in the quarter included the following:

- Supported and led the assessment of solar maintenance work (on 528 solar units) conducted in 11 districts. MOH is expected to pay approximately UGX 500 million to maintain these systems, even while they are under guarantee. Site visits to these facilities to assess the installed units are ongoing. Final findings are to be submitted to the Permanent Secretary at a later date. This project could result in total savings of about UGX 2 billion spent on maintenance activities.
- Assessed solar installations under Energy for Rural Transformations in the districts of Bundibugyo and Ntoroko. The installations were not built to recommended standards, and some materials were simply dumped on site and never installed. A report recommending follow-up was submitted to the Permanent Secretary.

- Created a bill of quantities (Electrical) for 124 health center III maternity wards under IGFT-P4R. An advertisement is already in newspapers soliciting bids. (Solar units were meant to be a back-up power source for the records offices in these health facilities.)
- Assessed the electrical engineering work done at Mulago Referral Hospital-Kawempe Facility. Status summary: Substandard fittings were used on site and will have to be replaced occasionally, which will increase maintenance costs, and substation works were not done well, resulting in early equipment failure. Submitted a report for follow-up by the Permanent Secretary.

Mechanical engineering TA tasks in the quarter included the following:

- Designed all the necessary technical specifications related to vehicle oils and lubricants, generated a market survey for purposes of acquiring market prices, and submitted all documents to the PDU as a technical representative of the user department. Bids were received and reviewed, and Shell was awarded the contract. The contract is now awaiting the Solicitor General's endorsement to begin.
- Equipped the workshop with a computerized job carding and vehicle database management system. This system has yet to be launched because the garage still needs a computer and Internet connection.
- Evaluated bids for prequalification of groups of contracts (i.e., supplies, works, services, and non-consultancy services).
- Evaluated bids for pre-qualification of supplies for motorboat ambulances and motorcycles.
- Supported basic works carried out at MOH, such as vehicle inspections, tire pre-issuance inspections, small repairs, and any other tasks the Permanent Secretary assigned.

Finance and compliance TA tasks in the quarter included the following:

- Held various meetings with the Permanent Secretary, audit committee, and finance committee. Audit findings were discussed, and samples were submitted to the Permanent Secretary for further management.
- Reviewed accountabilities for compliance with the established standards leading to the following actions and recommendations:
 - Staff were reminded to account for funds by September 20, 2018. Several administrative actions were taken in response to audits findings.
 - The Permanent Secretary communicated a simplified reporting format to all heads of departments for every staff member who participates in field activities.
 - Internal audit will receive all accountabilities and certify them by issuing a certificate of accountability to staff.
 - The Permanent Secretary directed that all procurements be channeled through the PDU.
 - The service bay will handle service and minor repairs of motor vehicles when it becomes operational.

- Heads of departments must review and sign all reports and accountabilities before submitting them to internal audit.
- Discussed plans to find a credible company to supply fuel cards to MOH.
- Forwarded lists of people with unaccounted-for funds to the rewards and sanctions committee.

Challenges

- The team has experienced various delaying and obstructive actions, including not providing transport or logistical facilitation to enable travel.
- The team has faced hostility from some staff members, who have been threatened with disciplinary action for noncompliance.
- The RTI home office and GAPP leadership are exploring ways to work with the Permanent Secretary of MOH and USAID to reduce the risk level for the TA team.

7 Collaboration, Learning, and Adapting (CLA)

Throughout the quarter, GAPP continued to collaborate with various stakeholders and entities to meet the development outcomes.

Collaborations

- During the quarter, GAPP collaborated with MOLG to rejuvenate the DTWG.
- During the quarter, GAPP explored **collaboration opportunities with the health service delivery program within DFID and the GAPP MOH team**. On July 5, 2018, both DFID and the GAPP health technical specialist team identified possible coordination and collaboration opportunities, including documentation of a political economy analysis (PEA) in MOH and sharing reports and milestones per quarter.
- GAPP held a meeting with the Office of the United Nations High Commissioner for Refugees (UNHCR) solutions development officers on July 4, 2018 to discuss joint coordination of refugee response activities with LGs and integration of IP activities into the DDP addendum. Both UNHCR and GAPP agreed to work together toward building the capacity of LGs to handle refugee response.
- UNHCR will work with and participate in capacity-building interventions such as the case training on the midterm review of DDPs, leadership platforms and monitoring humanitarian response, mobilization of the refugee welfare council of leaders for the upcoming leadership learning platform, and events on refugee management.

❖ Conducted PEA training

During Quarter 4, RTI home office Program Manager Ms. Lisa McGregor provided short-term technical assistance (STTA) and trained GAPP technical staff on the PEA approach. The training was useful following the FY 2019 work planning period. As a result of the training, the GAPP team resolved to integrate a rapid PEA approach in day-to-day CLA and technical objective areas as well as a baseline PEA for MOLG. PEA enables rational, effective implementation of realistic, politically feasible actions and strategic adaptations.

❖ Conducted a lessons learned study on the tripartite and the ETS models

In July 2017, GAPP began the process of documenting lessons learned from the ETS and tripartite models. In collaboration with STTA from RTI's home office—Ms. Lisa McGregor, Senior Governance Specialist, and Ms. Tory Whitson, Project Coordinator—GAPP conducted key informant interviews with select stakeholders and beneficiaries of the ETS technical assistance and tripartite outreach. The findings of the study will be finalized and disseminated in Quarter 1, FY 2019, to relevant stakeholders to inform future interventions.

❖ Conducted a leadership development program

RTI conducted a two-day leadership development training titled “Learn. Develop. Grow.” on September 6–7, 2018. By the end of the training, participants had acquired skills in setting high quality expectations; establishing clear expectations; setting clear, relevant, and achievable goals; delegating effectively; delivering feedback to others; coaching others toward achieving their goals; and managing others in an inclusive manner. Training participants included managers from all RTI in-country projects—namely, USAID/Uganda Literacy Achievement

and Retention Activity, the Uganda School Health and Reading Program, GAPP, and the Ugandan People's Defense Force. The facilitator was STTA from the RTI home office.

Facilitated inter-component Post-Activity Reviews (PARs)

During Quarter 4, GAPP conducted PARs based on the tripartite activities to consolidate the lessons learned. Over Quarters 3 and 4, the PARs were instrumental in shaping the way the outreach hearings were conducted. One key lesson was to conduct mentoring sessions before the actual hearings. This lesson was adapted after having the mentoring sessions before and after the hearings; it was observed that conducting mentoring sessions after the hearings was not effective because they tended to be conducted hurriedly, and the mentors were preoccupied with returning to their duty stations.

Key learnings captured:

- It is important to involve all concerned parties from the planning phase. Doing so brings harmony and mutual respect, and time can be better managed.
- Exit and entry meetings between the PAC-LG and accounting officers are vital because they foster mutual understanding and reduce panic. Accounting officers are now aware of their relationship with PAC-LG.
- Having CEPA/GAPP and the Permanent Secretary for MOLG engage the committee chairperson helps improve the hearing sessions.

8 Management and Administrative Issues (Operations)

During Quarter 4, FY 2018, GAPP continued to operate at the peak of full program implementation, with strong cost control and sustained and extended VFM in project operations through measures that safeguard and promote economy, efficiency, effectiveness, and equity.

Finance

Total vouchered Program expenditures in this quarter were US\$1,942,063, with an average spending of US\$647,454 per month. The Uganda Revenue Authority (URA) in July 2018 designated RTI as a value-added tax (VAT) withholding agent, and GAPP put a system in place to withhold VAT when making payments to vendors, with subsequent remittance of VAT to URA. However, effective September 28, 2018, the Government of Uganda discontinued the VAT withholding scheme by designated agents nationwide, and RTI curtailed the practice accordingly.

To ascertain economy, the Program has improved communication between technical and operation teams to confirm final numbers of participants. The Program has also enhanced a tracking system for vendor invoices to ensure timeliness of payments to vendors, which could be jeopardized by the significantly increased number of financial transactions.

Procurement and IT

GAPP renewed several suppliers' contracts for the remaining period of Program implementation and also extended its base of qualified suppliers by signing contracts with new vendors. New contracts have been issued after extensive negotiations with vendors during which they provide prices below rack rates available to the general public.

GAPP demonstrated efficient procurement and logistics processes by supporting several large-scale program activities such as conference services for 390 participants during the meeting with CFOs and planners on the post-LGPA on August 14, 2018.

GAPP remodeled its Kampala office to accommodate increased staffing resulting from expansion to new program areas, procured equipment and furniture, and finalized the IT setup for GAPP technical advisors in MOH. RTI also supplied GAPP-branded uniforms to project drivers to facilitate their Program identification by beneficiaries and third parties.

In addition, GAPP competitively procured professional cleaning services for GAPP regional offices in Acholi, Lango, Bunyoro, and West Nile to replace casual labor.

Grants Management

Monitoring and capacity building for grantees

In Quarter 4, GAPP further strengthened its monitoring process for grants by using a three-pronged approach:

- Exercising more advance planning, with a quarterly monitoring plan replacing the monthly plans
- Optimizing the format for joint monitoring visits by GAPP staff who represent technical, M&E, finance, and management teams

- Increasing the frequency of GAPP monitors attending grant activities to directly observe their implementation

GAPP exercised grants oversight and provided guidance to grantees through the following:

- Regular *technical monitoring visits* to grantees. GAPP completed 100% of the required monitoring visits. The focus was on tracking progress of the grant toward expected results and effectiveness of converting outputs to outcomes. The visits were conducted by the technical monitors and joint monitoring teams as described earlier.
- Grants *financial monitoring visits* that were geared toward assessing efficiency in using grant resources and compliance with donor regulations, grant requirements, the laws of Uganda, LG regulations, and ethical standards.
- *DQA monitoring visits*. On August 29, 2018, visits were conducted to the West Nile Region to select grantees (MACCO and CEGED). This collaborative effort involved USAID, DFID, and GAPP teams, with the objectives of reviewing the grantees' monitoring framework, assessing data management process, and capturing lessons learned from the grantee during activity implementation. Based on the recommendations from the visit, both the grantees and GAPP have revised some of their CLA procedures to increase their effectiveness.

Grant modifications

During Quarter 4, GAPP processed agreement modifications for CEGED, CEPA, and HEPS Uganda.

Grants closeout

The period of performance for grants implemented by Build Africa Uganda and the Community Centre Health Foundation has ended, and these two grants are being closed out.

VFM practices in grants under GAPP

GAPP further improves its grants management processes to increase VFM. During the quarter, the Program has continued to closely monitor technical implementation and operations of all grantees to drive the VFM agenda and track the grantee progress in addressing Ernest & Young audit recommendations received earlier in the fiscal year.

Below are examples of how GAPP has been promoting greater VFM in grants.

Economy

During the quarter, GAPP received and reviewed 39 financial reports from grantees. The grants management team ensured increased scrutiny of grantee accountabilities for use of project funds. The expenses that do not meet the criteria of reasonability, allowability, and allocability have been disallowed. For example, travel expenses for MACCO board members were not reimbursed under the MACCO grant because the trip did not contribute to the fulfillment of program goals. A conference hall expense paid to the District Health Office of Masindi District under the CODNET grant was disallowed for failure of the grantee to present required supporting documentation.

Efficiency

In the pursuit of more efficient ways to detect fraud or misuse of funds disbursed to grantees, GAPP has been conducting independent checks with vendors and beneficiaries of the grants to verify the amounts of financial transactions under the grant.

Effectiveness

GAPP has been implementing updated grants monitoring techniques emanating from a meeting with technical grant monitors that reviewed current practices for grant monitoring, identified strengths and weaknesses, and laid out ways for improvement. The team sharpened grants monitoring tools, brushed up modalities for providing feedback for quarterly reporting, and revised requirements for grantees' communication to GAPP regarding schedules for their activities. GAPP has also distilled best practices in the joint monitoring visits and is rolling them out throughout the regions. The amended processes increase the effectiveness of grant monitoring and technical support to grantees.

Equity

GAPP is in the process of programmatic, joint monitoring and DQA visits. GAPP has been consistently mentoring grantees to concentrate their efforts on the following:

- Scaling up strategies that promote increased participation among women, youth, and PDW
- Using gender- and equity-sensitive indicators as a minimum standard for design and implementation of their activities
- Focusing on outcomes that benefit poor and marginalized populations in their communities

Next-Quarter Grants Management Activities

- Conduct regular technical and financial monitoring and risk assessments in accordance with the GAPP grants management framework.
- Provide TA to seven grantees to strengthen their operational systems. After in-depth review of their existing operational policies, procedures, practices, and controls for compliance, GAPP will analyze the gaps and recommend improvements.
- Make comprehensive, rapid reviews of grants that are nearing the end of their implementation to prepare them for effective closeout.
- Carry out, on a sample basis, comparison of expenses reported in the grantee accounting system with financial reports submitted to GAPP.
- Initiate property disposition for grants that have ended, in accordance with USAID rules and regulations and the GAPP contract.
- Conduct periodic review of grantees' records and systems that will cover the following:
 - Original records of all paid invoices and receipts
 - Employees' timesheets
 - Procurement documentation for goods and services, including consultancies
 - Tracking of equipment and materials, inventory of purchased commodities

- Proper marking and branding of events
- Backup of project data and records
- Close out grants ending in the quarter

Human Resource Management

- GAPP has started to experience staff attrition related to approaching the end of the Program and has developed a coping mechanism for replacements through more efficient methods of recruitment and expedited timelines for employment documents processing. The Taleo online recruitment system is one of the innovative tools that GAPP human resources staff have mastered.
- Management keeps up staff morale through open and transparent communication about planned phases of Program closeout and RTI benefits for staff who will serve through the end of their employment contracts.
- RTI sponsored wellness activities for GAPP staff in September 2018, which were conducted during the after-office and weekend hours.
- Dynamic Development (employee performance assessments) quarterly check-ins between employees and their managers reached 90% and provided a reliable base for considerations of the upcoming annual salary increases that hinge on performance and equity parameters.
- RTI/GAPP recognizes the danger of the rampant crime increase in Uganda over recent months and the risk that increase poses for the safety of staff and the security of Program assets. In July, RTI organized safety and security training for employees in Uganda, including GAPP. RTI has also strengthened security measures in GAPP Program offices by using new technologies; this process will be completed in the next quarter.

9 Conclusion

During Quarter 4, GAPP continued to implement interventions in all its focus areas, including policy development for LGs; strengthening of accountability institutions; strengthening of LG financial, procurement, audit, and accountability systems; and leadership development.

CSOs and PSAs continued to gain traction as they engaged with LGs. The newer areas, such as the NURDEF and the TA to MOLG, also made significant traction in strengthening accountability systems, leadership development, and institutional strengthening.

GAPP continued to strengthen integration and coordination of refugee response in eight RHDs. By the end of the quarter, 22 *barazas* and 11 monitoring visits had been conducted in the Yumbe, Moyo, Koboko, Lamwo, and Kiryandongo DLGs. In Quarter 1, FY 2019, GAPP will follow up on issues raised during the *barazas* and monitoring visits and finalize the UGX 40 million in-kind grant to the planning unit to support refugee response.

On the institutional front, GAPP conducted an internal annual reflection and review meeting to inform FY 2019 work plan activities and approaches. In addition, after six years of implementation, GAPP reviewed the terms of reference for end-of-project evaluation and in Quarter 1, FY 2019, will help the consultant conduct the final evaluation.

With respect to program challenges, GAPP has started to experience staff attrition related to approaching the end of the Program and has developed coping mechanisms for replacements through more efficient methods of recruitment and expedited timelines for employment documents processing. The Taleo online recruitment system is one innovative tool that the GAPP human resources team has adopted.

The team within MOH experienced significant resistance as it attempted to establish accountability systems and structures within the Ministry.

In the next quarter, GAPP will submit a FY 2019 work plan to USAID and DFID for approval; upon work plan approval, GAPP will hold a national stakeholders' dissemination workshop to share FY 2018 achievements and the focus of FY 2019. GAPP will publish and disseminate the lessons learned study based on the ETS and tripartite models. Moreover, GAPP will implement approved activities for FY 2019 focusing on consolidation of Program achievements and sustainability.

Annex 1: Journalistic Investigations into the Extractives Sector

Oil refinery: Shattered lives inside the resettlement

Compensation

As the implementing agency reports directly to the permanent secretary or commissioner and they don't do what they are supposed to do what can I do?

By **MICHELLE WRENCH**

As the sudden change from another host to a new one in the middle of the school year would send three hundred boys running to the streets of a new location, the last few days of the school year were a blur of activity. The family was packed into the tiny planes of aircraft that flew from one place to another in the middle of the school year. The usual of displaced child camps being built in the area and it was a chaotic scene. We saw the boys through an army of small airplane drivers in the town of Kibungo, Kenya, who had lost his daughter to the war and his wife to the war. The family was packed into the tiny planes of aircraft that flew from one place to another in the middle of the school year. The usual of displaced child camps being built in the area and it was a chaotic scene. We saw the boys through an army of small airplane drivers in the town of Kibungo, Kenya, who had lost his daughter to the war and his wife to the war.



BENEFICIARIES NEEDED FINANCIAL LITERACY

Because the new African failed to add more when the compensation money came, the Government had not carried out the obligation of the Kenyan Government. The Government had not carried out the obligation of the Kenyan Government. The Government had not carried out the obligation of the Kenyan Government.

Another several and I believe he was not just with one requirement. The idea that the money would be used to build a school was not carried out. The idea that the money would be used to build a school was not carried out. The idea that the money would be used to build a school was not carried out.

But the government agency of the RAF system directly to the permanent secretary or commissioner and they don't do what they are supposed to do what can I do? Kenyan residents. He also said the director had written to the concerned authorities about the PA's issues. "My role is to monitor and supervise government programmes and projects in accordance with the law," Kenyan said. He noted that the package is becoming more complex yet there are no clear actions being taken.

STAFFING PROBLEMS
According to the Auditor General, "most of the staff of the health facility for Kibungo, the Government established Kibungo Health Centre. Aaron Tombe, the son of the affected workers, said: "The last one here but the one to go away and leaving the workers to be used for cooking, water and other things. It cannot be used to work, but there is no help."

The PA's, he added, were not well trained and the health centre was not up to standard. The PA's, he added, were not well trained and the health centre was not up to standard. The PA's, he added, were not well trained and the health centre was not up to standard.

Kenyan said that the PA's were not well trained and the health centre was not up to standard. Kenyan said that the PA's were not well trained and the health centre was not up to standard. Kenyan said that the PA's were not well trained and the health centre was not up to standard.

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MORE CONCERNS

As The Auditor General also alleged, according to the Auditor General's report, the PA's were not well trained and the health centre was not up to standard.

As Compensation money was not applied uniformly with similar studies indicating that 43.2% of PA's had their crops valued at rates different from those recommended by NDLB.

As Some PA's had been told that they were not to be resettled in the area, but they were not consulted.

As The Government had not carried out the obligation of the Kenyan Government.

As The Government had not carried out the obligation of the Kenyan Government.

INDUSTRIAL CRUDE OIL PIPELINE
REQUEST FOR EXPRESSION OF INTEREST FOR PROVISION OF MAIN POWERED ENGINE DRIVEN GENERATOR PACKAGE - REFERENCE NUMBER 10005402

TOPIC: For More Information, E-mail: procurement@petroleum.gov.eg or visit the website: www.petroleum.gov.eg

The bidder should be a company registered in Egypt and have a valid trade license. The bidder should be a company registered in Egypt and have a valid trade license. The bidder should be a company registered in Egypt and have a valid trade license.

Annex 1: Journalistic Investigations into the Extractives Sector
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special report

Refinery. The government plans to reconstruct a 50,000-barrel-per-day refinery in Hoima District to produce liquefied petroleum gas, diesel, petrol, kerosene, jet fuel and heavy fuel oil, among others, for both the local and regional market.

HAZARDS. Risks in oil exploration and exploitation include ground water contamination, air quality pollution, release of gases and oil drilling chemicals to the surface, mismanagement of waste, and the adverse health effects of pollution to humans and other life forms.



Illustration shows First Being test of the Wangye 1 well in Karamoja in Hoima District in 2008. With oil activities draining the land of oil nutrients as a result of spills and other activities, crop yields have declined, it is seen.

Bunyoro farmers count losses as oil bug bites

Agriculture hindered: Oil activities in Bunyoro Sub-region has led to a decline in crop yields as a result of fumes released into the environment and leakage of oil into the soil, writes **Solomon Arinaitwe**

A newly built road weaves through the hilly and thick Burungu central forest reserve and waters you to disturbed gardens in Kyangwali Sub-county on the eastern edge of Lake Albert in the oil rich district of Hoima.

Kyangwali Sub-county hosts the Kingfisher Oil Fields which are estimated to hold about 655 million barrels of crude oil in reserves though experts have predicted that only 11 per cent of the reserves will be extracted when production starts.

From Kyangwali, Trudine Cassin, dusty roads weave through sunbaked patches of

maize, beans and groundnuts, evidence of the hunt that the land here has taken as the dry season has stretched further this year.

Prior to discovery of oil reserves in the Hoima 540-hectare, Isungoma forest reserve, with a surface area that is around 60,500 hectares, was a crucial cog in the ecological rainfall formation cycle.

The discovery of oil meant that oil companies came in to explore and farmers are hearing the lament as oil-related activities hit a previously fertile land.

Mr Ewasere Muzirwa, the LG chairman, Kyangwali Sub-county, was a celebrated farmer in the region producing coffee, maize and groundnuts, but his fortunes gradually took a turn for the worse as oil companies embarked on oil activities.

"Kyangwali was a food basket in the Bunyoro Sub-region. It was producing groundnuts, beans and maize, but the yields have been slowly declining since oil

FACTS

Expectations: Uganda's oil reserves are expected to yield \$26 a year for 30 years, according to the Petroleum Exploration and Production Department. The Bank of Uganda estimates that the country could save up to \$630m every year on oil imports once production starts.

Damage: A survey report titled *Farmers in Uganda's Oil Economy: Deal or No Deal? Scenarios for Danger and Redemption*, warns of the danger of oil spills to the environment and agriculture. The survey discovered that oil spills and waste washed into Lake Albert killed destroying fish and other aquatic species, thereby undermining livelihoods of fishing and farming communities.

activities started. We do not know how this can be explained. The soils seem to have been affected in a manner that we do not understand," says a distraught Muzirwa.

Diseasemore serious than that of Mr Muzirwa are common bile in Hoima, with farmers complaining that their yields mysteriously sank a nose-dive as companies sponsored the sub-region, engaging in all sorts of damaging oil activities.

In a report titled *Farmers in Uganda's Oil Economy: Deal or No Deal? Scenarios for Danger and Redemption: It's a Choice*, researchers Morrison Rwakakamba and Daniel Lwanga warned of the danger of oil spills to the environment and agriculture.

The investigation paper discovered that oil spills and waste washed into Lake Albert, raised destroying fish life and other aquatic species, thereby highly endangering the livelihoods of fishing and farming communities around the lake.

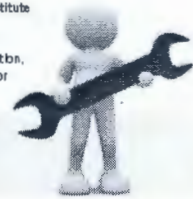
Uganda has already suffered the effects of oil spills.

"If agriculture is neglected, the opportunity for Uganda to reap as a 'food basket' for the entire region will be forfeited forever, together with the potentially high revenues, foreign exchange and contribution to GDP" the paper intones.

The paper further argued: "It is important to note that land is a critical asset of the small holder farmers. However, with the speculative behaviour which is usually induced by oil revenues, the country might put itself in a situation where right

800,000

TUITION. The institute charges between Shs400,000 and Shs800,000 in tuition, which is way high for many locals.



PLAN

70 Trained. In 2012, China National Offshore Oil Corporation partnered with Nile Vocational Institute in Hoima District to train 70 youth in skills such as welding, carpentry, joinery, masonry, plumbing, electric installation and hair dressing.



Skills development. Students of the metal fabrication class at St Simon Vocational Training Institute in Hoima on May 25. PHOTO BY MOSES KYEYUNE

Bunyoro residents turn to oil firms for jobs, water

Mixed fortunes: Uganda is projected to start commercial oil production in 2020. Already, the country anticipates huge benefits from the discoveries. A picture of jobs for all, shared prosperity and improved livelihood has been painted in the minds of many under what has been popularised as local content, writes **MOSES KYEYUNE**.

Some residents in the Albertine Graben have cast doubt on the much-promised benefits, especially jobs for residents.

Whereas several early impact projects such as learning institutions to skill the population are being undertaken by the oil companies and other partners, many people from the region have failed to feel the impact.

The overriding reason is that the projects have not yet addressed unemployment and basic services such as health and clean water provision.

Buseruka Sub-county in Hoima District

has been identified for the construction of the refinery and the government has acquired 29 square kilometres of land.

In turn, locals expect to be given good schools for their children as well as improved health facilities.

The population survives on the only Buseruka HCIII which is aided by the government.

Ms Peruth Mbabazi, 47, a resident, thinks more should be done for the community. "They come and promise us schools and water, but they are yet to come," she says.

Nyamasoga Village has only one primary school. This means that many of the children can only study up to Primary Seven.

Like Ms Mbabazi, many parents have placed their hope in the oil companies to change the situation.

The population wants water, both for drinking and other household purposes. A 20-litre jerry can of clean water costs between Shs500 and Shs1,000, which is high given the low standard of living in the area.

A similar disappointment has been expressed by the children born in the area, especially those that have attained some level of education.

WHAT RESIDENTS WANT

Despite some undertakings, many locals feel detached from the projects and believe more can be done. Mr Geoffrey Komakech, the Buseruka Sub-county councillor, Hoima District, says oil companies should engage residents more on local content.

Mr Godfrey Murungi, 27, another resident, says his dream of getting employed has faded.

"The youth of this place do not have jobs yet those from other parts of the country come and take up the jobs," he says.

"When we go to the airport, we are told there are no jobs yet, but we see others working there," adds Murungi.

Mr Murungi studied up to Senior Four and dropped out of school. He then pursued vocational training in carpentry and masonry.

Like Murungi, Gilbert Aculera dropped out of school after Senior Four and enrolled for the same training.

He too, has kept walking back and forth in search of a job but in vain.

"You are made to line up all day long, only to be sent away in the evening after making it to the receiving table," says Aculera.

He says: "It hurts when we see other people taking up the jobs meant for us; when you are lucky to get a job, they will give you a task you cannot handle such that you eliminate yourself."

Buseruka Secondary School, the only secondary school in the sub-county oper-

ates only an O-Level section. Residents are hoping that the exploration companies can help have it cover A-Level studies as well.

In the neighbourhood there is St Simon Peter Vocational Training Institute, which offers skills in welding and metal fabrication, carpentry and electric engineering.

The institute charges between Shs400,000 and Shs800,000 in tuition, which is way high for many locals.

Ms Jolly Kyomuhendo, 27, a resident of Kasungu Cell in Hoima Municipality, is one of the lucky few.

She has attained skills in welding at St Simon.

"I can do welding and any other activity such as basic welding, simple welding and that of oil and gas," she narrates.

A Senior Four dropout, Ms Kyomuhendo says she was inspired into welding after realising that many of her colleagues that had gone for business courses remained unemployed.

Her lifelong hopes that she will be given a job when the construction of the refinery starts.

In 2012, China National Offshore Oil Corporation (CNOOC) partnered with Nile Vocational Institute in Hoima to train 70 youth in welding, carpentry, joinery, masonry, plumbing, electric installation and hair dressing.

Mr Zakaria Lubega, the corporate social responsibility manager at CNOOC, says it is not a guarantee that all trainees will be employed by the company.

"We were doing that as part of the corporate social responsibility this is not a cost that we are going to recover from the government," he says.

"If we need masons, we can be able to get them from within this region, the same to carpenters."

Fate of those trained

Mr Lubega explains that when the youth are trained, it is desirable they get the job within the oil and gas industry but what matters most is they have been equipped with life skills, which they can take to other parts of the country and the world to earn a living.

But for the aspect of local content, Mr Lubega says it would be better for early preparation.

"If you don't support the communities here to get some of the skills, at least at the minimum to be recruited as semi-skilled individuals then those opportunities will go somewhere else," he says.

None the less, in the King Fisher area, where CNOOC operates, people's welfare has greatly been improved.

Teachers and medical officers in Buhuka Primary School and Buhuka HCII, have had their incomes enhanced by the company, which tops up their allowances.

Mr Barnard Atwooki Barugahara, the Bulisa District community development officer, explains that projects of this nature started when Tullow Oil was the lead company in the area.

For every project, Mr Barugahara says, the community leaders sit with the companies and share ideas. He says negotiations by political leaders have birthed good projects for the community.

One of such benefits is the Hoima District hospital, which was constructed in partnership with Tullow Oil.

"The company wanted to rehabilitate the HC IV but we saw the space was not enough so we came to an agreement that we provide the land and they put up the hospital," says Mr Barugahara.

Annex 2: Policy Issues Handled During FY 2018

As of September 30, 2018
Cumulatively tracked

BARRIER	CURRENT POLICY ISSUES	ISSUE SOURCE	APPROACH	POLICY DEVELOPMENT STAGE	OWNER
BARRIER1: - Lack of adequate funding at the local governments	<i>Issue 1: Reform the vertical fiscal flow mechanisms from Central Government (CG) to Local Governments (LGs) to enable LGs fully deliver decentralized services as listed in schedule 2 of Local Governments Act (LGA)</i>				
	i). Transfer 1% VAT to LGs	ULGA	Advocacy to effect the 1% policy	Debate	ULGA
	ii). Increase grant allocations to LGs from the current 12.6% towards the recommended 38%	Policy study + ULGA	Advocacy and petitions from LGs	Debate	ULGA
	<i>Issue 2: Reform mechanisms and processes for raising of local revenue</i>				
	iii). Allow LGs to collect and retain levies on fisheries and forestry products under a sharing arrangement with NFA and Fisheries Dept.	Policy Study	Advocacy for a retention policy	Debate	ULGA
	<i>Issue 3 Promote local development and investment initiated by LG</i>				
	iv). Revitalize the National LED resource team to oversee the coordination and implementation of the LED policy	Policy study + ULGA	Advocacy to implement LED policy	Debate	ULGA
	<i>Issue 4: Reform mechanisms and processes for Sector Negotiations to enable enforcement of outcomes</i>				
	v). Have LGFC to revise the current lose arrangement and put in place a guided Mechanism for conducting sector negotiations	Policy study	Advocacy for a guided mechanism for sector negotiations	Debate	ULGA
	vi). Encourage Ministry of Local Government to put in place a statutory instrument to enforce mechanisms for implementation of the sector agreements	Policy study	Advocacy for statutory instrument for enforcement	Debate	ULGA
	New: Harmonization of Section 80(3) of the Local Government Act with the Income Tax Act	SEATIN Q2/FY2018	Advocacy	Policy Analysis Q2/FY2018	SEATINI
	New: Section 75(7) of the Electricity Act, chap. 145; and include other Acts on Royalties	SEATIN Q2/FY2018	Advocacy	Policy Analysis Q2/FY2018	SEATINI

BARRIER	CURRENT POLICY ISSUES	ISSUE SOURCE	APPROACH	POLICY DEVELOPMENT STAGE	OWNER
	New: Remittance of revenue from urban local councils to the district and justification of the rates	SEATIN Q2/FY2018	Advocacy	Policy Analysis Q2/FY2018	SEATINI
	New: Development of a revenue policy and creation of a fully-fledged department in charge of revenue collection across the different LGs	SEATIN Q2/FY2018	Advocacy	Policy Analysis Q2/FY2018	SEATINI
BARRIER2: - Inadequate participation by local communities in the development process	<i>Issue 5: Improve the ability of LG Councilors to meaningfully engage on the LG service delivery agenda and accountability thereof</i>				
	vii). Place minimum qualification for LCV (S.6) and LCIII (S.4) Councilors	Policy study	Advocacy and petitions from LGs	Presented May 2018	ULGA
	viii). Reduce conflict between Councilors and LG administration by having MoLG adopt and implement Proactive Conflict Management Strategy	ULGA	Advocacy	Policy Analysis	ULGA
BARRIER3: - Poor accountability at or related to the local government level	<i>Issue 6: Strengthen organizational structure and operational guidelines for LG Accountability bodies to effectively perform their oversight functions efficiently</i>				
	ix). Have LGs recruit qualified Internal Auditors by lifting their scale from U2 to U1E to enable independence and seniority	Comp 2	Advocacy to revise policy	Debate (also previously presented)	ULGA
	x). Increase financing to IA department and LGPAC through a separate "Accountability" Vote	Comp 2	Advocacy for policy change	Policy Analysis (also previously presented)	ULGA
	xi). Have MoLG give clear guidelines for LGPACs through development and adoption of LGPAC manual	Comp 2	Advocacy and TA	Presented	Comp 2
	<i>Issue 7: Strengthen government enforcement of LG ethics and accountability violations</i>				
	xii). Have government adopt Charter of Ethics and Accountability as a statutory instrument for districts/LGs	ULGA	Advocacy to create a statutory instrument	Policy Analysis	ULGA
	<i>Issue 8: Strengthen framework and operating policies for Parliament Public Accounts Committees to oversee accounts</i>				
	xiii). Support Parliament to adopt improved Rules of Procedures to clarify or strengthen PAC roles (multiple)				CEPA
▪ Introduce into Parliament's Rules of Procedure the constitutional timeline of 6 months for presentation, debate and adoption of OAG's report upon receipt from the OAG	CEPA Study	Advocacy	Presented		

BARRIER	CURRENT POLICY ISSUES	ISSUE SOURCE	APPROACH	POLICY DEVELOPMENT STAGE	OWNER
	<ul style="list-style-type: none"> Provide in the LGA and the Parliament Rules of Procedure timelines for LGPACs' consideration of OAG reports so as feed directly into the Parliamentary process 	CEPA Study	Advocacy	Presented	
	<ul style="list-style-type: none"> Provide in Parliament's Rules of Procedure mechanisms for transition of Accountability Committee reports from one Parliament to another 	CEPA Study	Advocacy	Acted upon Q4/FY2017	
	xiv). Improve committee operating procedures through development and adoption of a Handbook for Accountability Committees	CEPA Study	Advocacy and TA to draft Handbook	Acted upon	CEPA
	<p>Addition: Provide in the Rules of Procedure a mechanism for conveying a Treasury Memorandum to OAG for audit. Introduced thus: <i>"The Speaker shall, after receiving the Treasury Memoranda, submit it to the Auditor-General for auditing in accordance with the National Audit Act, 2008."</i></p>	CEPA study	Advocacy	Acted upon Q4/FY2017	CEPA
	Addition: Support the OAG to reform Value for Money (VFM) procedures through revision and publication of a VFM procedures Manual	Comp 1	TA and publication	Acted upon Q4/FY2017	Comp 1
	Addition: Have Government improve funding to OAG and PPDA through increased appropriations to the two audit agencies (been pursued by CSABG off-line this tracker over the last 1 year)	Comp 1/Comp 3 managed	Advocacy	Debate Q4/FY2017	CSBAG
	Addition: Have the MOLG table LGPAC reports in Parliament upon receipt from the LGPACs in the DLGs	GAPP/CEPA	Advocacy	Presented	CEPA/GAPP
BARRIER4: Limited impact of public spending on Sector Service Delivery	NOTE: Issues based upon Component 2, 3 work that rise to policy level are incorporated here				
	Addition: Have the MoFPED waive VAT (18%) and verification fees (2%) imposed on Rapid Diagnostic Tests (RDTs) so as to make them more affordable to the population and promote implementation of Government's "test and treat" policy	Comp 3	Advocacy with MoFPED	Presented Q4/FY2017	HEPS
	New: Retable the decentralization Policy Agenda in Parliament encompassing GAPP targeted LG policy issues	GAPP	Advocacy	Ongoing	GAPP

BARRIER	CURRENT POLICY ISSUES	ISSUE SOURCE	APPROACH	POLICY DEVELOPMENT STAGE	OWNER
Addition: Policy Implementation Support by GAPP	Support DLGs develop or review their 5-year District Development Plans (DDPs)	GAPP/COMP 2	Technical Assistance	Ongoing	GAPP
	Support implementation of annual Sector planning and budgeting in the district local governments (DLGs)	GAPP/COMP 2	Technical Assistance	Ongoing	GAPP
	Support DLGs to implement the Comprehensive Refugee Response Framework (CRRF) 2018-2020, and the Refugees Act	GAPP/COMP 2	Technical Assistance	Ongoing	GAPP
	Support implementation of the PFMA requirements on Gender and Social Inclusion Certificate at the DLG	GAPP/COMP 2	Technical Assistance	Ongoing	GAPP
	Strengthen the functionality of DLG and MC Councils to perform their Representation, Oversight and Legislation roles as envisaged by the Local Government Act (LGA)	GAPP/COMP 2	Technical Assistance	Ongoing	GAPP

Annex 3: PMP/Project Indicator Progress – Performance Indicator Table October 1, 2017 – June 30, 2018

Indicator	Data source	Baseline data		FY 2018		Quarterly Status – FY 2018				Annual performance achieved to date (%)	Comment(s)
		Year	Value	Annual cumulative planned target ⁴	Annual cumulative actual	Q1	Q2	Q3	Q4		
Development Objective 3: Outcome: Key systems accountability and responsiveness to Uganda's development needs improved											
Percentage of GAPP-supported LGs with performance score of "reward" on the LG annual performance assessment (LG PA)	Local Government Performance Assessment Report (LGPAP)	2018	DLG: 78% [30/38] Municipal (MLG): 50% [3/6]	NA						DLG: 78% [30/38] MLG: 50% [3/6]	LG PA administered for the first time, score is baseline value
Percentage of Local Governments receiving GAPP assistance that improve performance based on the annual Local Government Performance Assessment		2018								Baseline DLG-78% MLG - 50%	LG PA administered for the first time, score is baseline value
Intermediate Result (IR) 3.1: Leadership in development supported											
Sub-IR 3.1.1: Local solutions to leadership practices cultivated											
Percentage of GAPP-partnered leadership platforms supported to perform their mandates	Activity & quarterly reports	2017	3 National Platforms 126 District Level Platforms	NA						100% (3/3) National Level Platforms 93% (118/126) District Platforms	Technical and financial support was provided to MOH, LGPACs, DECs, Regional development, platforms in 39 districts to execute their mandate Platforms at district level include district executive committees, district councils, LGPACs, Interagency Forums in 8RHDs and 1 leadership expedition platform. Platforms at national level are Ministry of Health, Decentralization working group and Northern Uganda Regional Development Forum.

⁴ When applicable

Indicator	Data source	Baseline data		FY 2018		Quarterly Status – FY 2018				Annual performance achieved to date (%)	Comment(s)
		Year	Value	Annual cumulative planned target ¹	Annual cumulative actual	Q1	Q2	Q3	Q4		
Percentage of GAPP supported leaders that improve performance on MLQ tool	MLQ Survey	2018	0	NA							MLQ-5X administered to 17 leaders and peer reviewed by 141 others for the first time, Participating leaders rated themselves higher than followers. Improvements will be measured at next assessment point in FY2019
Sub-IR 3.1.2: Leadership practices cultivated											
Percentage of GAPP-supported LGs with effectively functioning councils	Council meeting minutes, Order Paper, committee reports	2017	DLG: 56% [22/39]	DLG: 60% [24/39]	97% (38/39)			53%		97% (38/39)	
IR 3.2: Citizens actively participate in development											
Sub-IR 3.2.1: Inclusive participation in decision-making process increased											
Percentage of LGs in GAPP refugee hosting districts (RHDs) integrating refugee support projects/activities into their annual work plan and budgets	District work plans and budgets	2017	0	50% [4/8]	100% 8/8			50%		100% 8/8	GAPP engaged MoFPED to activate tracking of off budget support and the ETs worked with district planers to integrate budget and off budget support. On average each local government integrated refugee activities from at least 6 <u>Implementing</u>
.Number of barazas supported in RHDs focusing on conflict mediation, flagging corruption issues, equity, and improved service	District reports	2017	0	30	22				22	22	22 Barazas conducted out of 30, Shortfall arose from delayed start of the U-Bridge program due to processes of approval needed to reuse the U-Bridge platform.
Number of local women participating in substantive role or positions in decision-making processes supported with GAPP assistance	Grantee reports	2017	300	350	356			399		356	GAPP directly and through women caucuses built capacity of district counselors, chairpersons, mayors to productively engage in councils. FOWEDE supported gender budgeting while LGPAC women were empowered to review audit reports and make actionable recommendations.

Indicator	Data source	Baseline data		FY 2018		Quarterly Status – FY 2018				Annual performance achieved to date (%)	Comment(s)
		Year	Value	Annual cumulative planned target ⁴	Annual cumulative actual	Q1	Q2	Q3	Q4		
Sub-IR 3.2.3: Sector-specific civic education improved											
Percentage of targeted non-state actors showing improvement on the Advocacy Index	PLOCA/Advocacy index assessment report	2015	47.4	NA							This is a biennial indicator to be collected in quarter 3 FY 19.
Percentage of targeted non-state actors participating and engaging in LG processes	GAPP activity reports Grantee reports	2013	0	PSAs -75% CSOs-70%	PSAs (90/121) CSOs 80% (16/20)			PSAs 73% (60/82) CSOs- 55% (11/20)		PSAs (90/121) CSOs 80% (16/20)	GAPP extended grants 7 PSAs and through GAPP Support, 90 PSAs were mentored in all the 5 regions. GAPP program continued to nurture private sector associations in advocacy, business planning, and management among others.
Number of food security private enterprises (for profit), producers' organizations, water users' associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving assistance	GAPP Activity Reports	2015	0	72	89		64	17	8	89	Organizational development assistance extended to agriculture and trade learning organizations.
Sub-IR 3.2.4: Citizen-driven accountability increased											
Percentage of LGs on an annual basis addressing at least 40% of the issues raised by non-state actors during the private sector round tables and community dialogues (disaggregate by PSAs and CSOs)	Grantee reports	2015	0	75%	79%			58%		79%	During the quarter, GAPP strengthened the PSAs and CSOs in engaging LG, this was done through dialogues and round tables .LGs targeted with PSAs and CSOs engagement interventions were considered.
Percentage of NSAs implementing at least 50% of PLOCA recommendations		2015	0	N/A	N/A					N/A	The assessment is conducted every two years. Next assessment is due in 2019.
IR 3.3: Key elements of systems strengthened											
Percentage of LGs yielding unqualified audit opinion annually		2012	DLG 15.77% MLG 28.10% LLG 22.82%	94%	96%			96%		96%	In Quarter 2 FY 2018, OAG released FY 2017 audit reports showing 96% of GAPP districts returning unqualified audit opinion.

Indicator	Data source	Baseline data		FY 2018		Quarterly Status – FY 2018				Annual performance achieved to date (%)	Comment(s)
		Year	Value	Annual cumulative planned target ^a	Annual cumulative actual	Q1	Q2	Q3	Q4		
Number of individuals who received USG-assisted training, including management skills and fiscal management to strengthen local government and or decentralization	Training Reports	2017	3000	5000	1998					1998	GAPP conducted various trainings during the quarter directly and through grantees. These included LPAC regional trainings, strengthening DEC and standing committee trainings, advocacy trainings, leadership expedition, financial management for LLGs communication strategy development, among others. All these were geared towards building capacity of both technical and political staff in GAPP supported LGs
Sub-IR 3.3.3: Availability and management of financial resources improved											
Percentage of LGs achieving at least 50% performance of their annual sector targets		2015	Health 59% Edu 81% Agri 41%	Health - 75% Edu - 90% Agri - 55%	Health 79% Education 95% Agriculture 76%					Health 79% Education 95% Agriculture 76%	GAPP provided technical assistance to DEC and council standing committees on how to scrutinize sector specific sections of the draft budgets. Moreover, district planners were supported to integrate off budget support in FY 18/19 work plans and budgets. Moreover, in RHDs GAPP continued to support inter agency meetings and use of program based budgeting system. 30/39 DLGs achieved at least 50% of sector targets for health , Education and Agriculture.

Indicator	Data source	Baseline data		FY 2018		Quarterly Status – FY 2018				Annual performance achieved to date (%)	Comment(s)
		Year	Value	Annual cumulative planned target ¹	Annual cumulative actual	Q1	Q2	Q3	Q4		
Percentage of LG acting upon at least 50% of recommendations by PPDA, OAG, LGPAC, and DIA		2013	0	75%	86% (33/38)			86%		86% (33/38)	During the FY, GAPP has supported 21 PPDA inspections; trained and mentored 39 LGPACs; supported PAC(LG) to interface with LGPACs for peer learning, supported OAG to attend LGPAC hearings and provided technical assistance
Percentage of LGs with a functional LG Public Accounts Committee			42.8%	65%	68% (25/37)					68% (25/37)	Functionality is affected by budgets availed to LGPACs as well as processes that LGPACs undergo to replace a member once a position falls vacant. These factors significantly affect LGPAC functionality.
IR 3.4: Enabling environment that supports functional systems improved											
Sub-IR 3.4.3: Policy, legal, regulatory capacity strengthened											
Number of policies, laws, regulations, or administrative procedures that strengthen local governance drafted, presented, acted upon, or implemented with GAPP assistance	Drafted Presented Acted upon Implemented	2018	2 4 1 4	2 4 0 1	4 1 3 3						uring the fiscal year, GAPP followed up policy issues. By the end of the reporting period, GAPP had analyzed and drafted 4 issues affecting local government accountability, financing and service delivery a) harmonization of Section 80(3) of the Local Government Act with the Income Tax Act, b) Section 75(7) of the Electricity Act, chap. 145; and include other Acts on Royalties, c) remittance of revenue from urban local councils to the district and justification of the rates, and; d) development of a revenue policy and creation of a fully-fledged department in charge of revenue collection across the different LGs. GAPP had also conducted dialogue on

Indicator	Data source	Baseline data		FY 2018		Quarterly Status – FY 2018				Annual performance achieved to date (%)	Comment(s)
		Year	Value	Annual cumulative planned target ¹	Annual cumulative actual	Q1	Q2	Q3	Q4		
											<p>the one policy issue of have Government improve funding to OAG and PPDA through increased appropriations to the two audit agencies. Moreover, GAPP presented 3 policy proposals for consideration of line ministries or the parliament of Uganda: a) having the MOPPED waive VAT (18%) and verification fees (2%) imposed on Rapid Diagnostic Tests (RDTs) so as to make them more affordable to the population and promote implementation of Government's "test and treat" policy; and b) have the MoLG table LGPAC reports in Parliament upon receipt from the LGPACs in the DLGs, and c) place minimum qualification for LCV (S.6) and LCIII (S.4) Councilors</p> <p>And finally received approval for 3 policy proposals: a) Provide in the Rules of Procedure a mechanism for conveying a Treasury Memorandum to OAG for audit, b) Support the OAG to reform Value for Money (VFM) procedures through revision and publication of a VFM procedures Manual and c) Provide in Parliament's Rules of Procedure mechanisms for transition of Accountability Committee reports from one Parliament to another.</p>