



# Local Government Budget Consultative Workshops FY2025/26, 23rd-24th September 2024

Las Vegas Hotel Mbarara,  
MBARARA II

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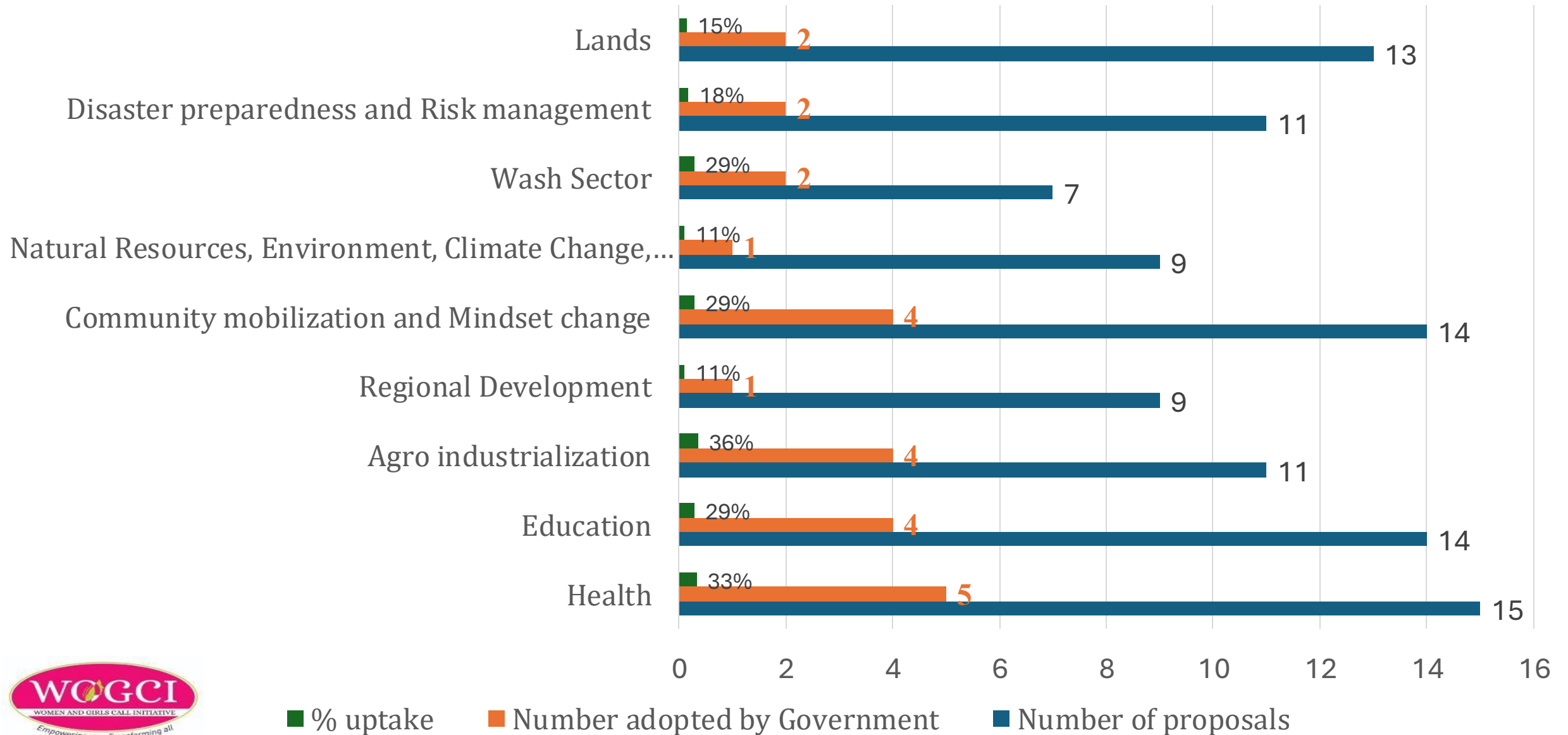
# Introduction

- As Civil Society, we commend the government for embarking on the local government consultative process in preparation for the budget for FY2025/26. This process is an important platform for ensuring citizens' participation in the budget process and deliberation on the proposed Budget Strategy for the next financial year.
- We realize that FY2025/26 will be the first year of the Implementation of the 4th National Development Plan (2025/26-2030/31), and Will be the First Five Years of the Strategy for Growing the Economy Tenfold, from about **USD50 Billion** in FY2022/23 to **USD500 Billion by 2040**
- However, the Ambitious Target to Grow Uganda's GDP Tenfold by 2040 Requires a Shift away from Business as usual. The Sectors identified to Drive this Growth are Agro-Industrialization, Tourism, Mineral Development, and Science and Technology are mainly LG Sectors so take advantage.

# Government Response to CSOs Service Delivery Concerns Raised in FY2024/25

- **Increase in Funding for Local Governments.** We commend the Government for increasing the budget for LGs from UGX 5.04 trillion in FY 2022/23 to UGX 5.39 trillion in FY 2023/24 to 5.98 trillion in FY 2024/25. It also provided UGX 1 billion to each district for rehabilitation of Roads (DUCAR).
- **Increased Budget accountability and transparency.** The **Open Budget Survey Report 2023**, ranked Uganda as the leader in East Africa regarding budget transparency. Uganda scored 59/100 above, Kenya's 55/100, Rwanda's 50/100 and Tanzania's 41/100
- **Increased Citizen Participation in the Government Audit Process.** This was witnessed by the launch of the **Citizens Feed back Platform by the Office of the Auditor General (OAG)** to enable citizens voice their commendations and concerns regarding the quality of service delivery.
- **Increased attention to Boosting Household Incomes:** the Government has put in place numerous interventions aimed at boosting household incomes (**PDM, Emyooga, Grow, Invite, UWEP, SAGE**, etc.....)

## Citizen Participation -CSO Proposal Uptake FY 2024/25



# SERVICE DELIVERY IMPROVEMENT IN PICTURES



*A new Baby incubator at Kabwohe HC IV – Sheema MC*



*Some of the CSO Participants trained on the use of the Citizen Feedback Platform by CSBAG and the OAG in Mbarara, Sept 2023. Photo: @CSBAG*

# SERVICE DELIVERY IMPROVEMENT IN PICTURES



*Provision of tap water to **Muzira HC III- Sheema District***



*A renovated Dr's house at **Rugazi HC IV Rubirizi town council- Rubirizi DLG***

# SERVICE DELIVERY IMPROVEMENT IN PICTURES



Launching of Ntara Piped Water Supply system to supply water to 7 villages-UGiFT development grant-Kitagwenda DLG



*A newly constructed Classroom Block At Kihunda P/S – Sheema MC*

# SERVICE DELIVERY IMPROVEMENT IN PICTURES



*A newly constructed maternity ward at Nyamiko HCIII- Bushenyi ishaka MC*



*A newly constructed Mwongyera HC III Katerera SC- Rubirizi DLG*

# SERVICE DELIVERY IMPROVEMENT IN PICTURES



*Mrs. Jemimah Buhanda LCV Chairperson handing over Motorcycles to Agricultural, Animal Production, Agricultural officers- Sheema DLG*



*A Newly Constructed staff house at Iyanja HC III in kyahenda subcounty- Buhweju District*

# SERVICE DELIVERY IMPROVEMENT IN PICTURES



Construction of pit latrine at Kakasi H/Cii, Kitagwenda  
DLG



A newly constructed classroom block at Nyakabirizi ps- Sheema  
District

# SERVICE DELIVERY IMPROVEMENT IN PICTURES



*Expanding and gravelling st kagwa-kabagarambe road using road maintenance and transitional grant- Ishaka MC*



Wheel Loader and Motor grader received by Kitagwenda District- This will ease Road rehabilitation



# **CITIZENS CONCERNS AND PROPOSALS FOR FY2025/26**

# CITIZENS CONCERNS & PROPOSALS FOR FY 2025/2026

## HUMAN CAPITAL DEVELOPMENT

### Inadequate and Dilapidated infrastructure in schools

According to the MoES education standards, most primary schools have limited infrastructure, leading to overcrowded classrooms.

For example; WASH facilities especially for community ECD centres, primary schools, and some of the community-founded secondary schools are in a poor state.

Inadequate and dilapidated staff quarters in primary schools. These cause teachers to arrive late and leave early, negatively impacting their performance and student outcomes.

### Recommendation

- 1) Allocation of funds for the provision of critical infrastructure (construction and renovation) specifically teachers' quarters and classroom blocks
- 2) Government should consider the allocation of resources for the provision of desks to improve pupil learning conditions

## Inadequate and poor state of buildings in primary schools



*Nyakishojwa P/S in Rwengwe Sub-county, Buhweju district.  
P.3 and P.4 classrooms.*



*An in use condemned structure at Nyarurambi Primary School-  
Kitagwenda DLG*

## Inadequate and poor state of buildings in primary schools



*P.3 class at Kayombo Primary School,  
Kitagwenda Town Council Kitagwenda district*



*Pupils studying from outside at Kyabadara Madrasat ps,  
Sheema MC*

## Inadequate and poor state of buildings in primary schools



*Poor state of classrooms at Butoha PS, Rubirizi  
DLG*



*A dilapidated staff house at Kabutsye-Bataka PS,  
Sheema DLG*



# HUMAN CAPITAL DEVELOPMENT

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**Inadequate and poor infrastructure in HCs and Schools in LGs:** Infrastructure in most schools and some health centers need attention.

## **Drug Stock Outs and delayed response by NMS**

Sometimes, some health centers do not receive drugs during some of the delivery cycles which stifles service delivery-

**Limited Staffing:** Most Health centers and Schools have been grappling with few staff that can not serve the growing number of patients.

For example, Buhweju District staffing level in the health departments stands at 29% opposed to the MoH recommended 75%.

## **Recommendation**

- 1) The Government should allocate resources for the rehabilitation of dilapidated structures and the expansion of old health centres III and IV due to population growth, these health centres are now overstretched.
- 2) There is a need for timely and consistent delivery of drugs to Health centres by NMS
- 3) With the lifting of the recruitment burn, LGs through the DSC should recruit critical staff especially in Education and health

## Inadequate and poor state of buildings in primary schools



*Sub standard delivery beds delivered to Mabaare H/Ciii in Sheema DLG*



*Dilapidated latrines at Rugazi H/CIV in Rubirizi DLG*



# ***Low staffing Levels in Local governments***

The recruitment for new staff was put on hold for FY2024/25 awaiting the rollout of the e-recruitment portal, however,

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Districts have continued to operate with minimal staff way below the recommended average of **55%**.

For example, The salary disparities between science and arts teachers in secondary schools have also led to some of the arts teachers opting for early retirement hence widening the staffing gap.

Also in almost districts the rate at which primary school teachers are seeking for early retirement is very alarming hence creating huge gaps every FY

## **Recommendation (s)**

- The Ministry of Public Service should expedite the process of allowing LGs to recruit critical staff
- The government should also consider enhancing the salaries of Arts teachers to improve their morale and stop the mass exodus of Arts teachers leaving the profession.

## The state of road infrastructure in LG Including Bridges

Due to climate change, many community access roads are in a deplorable state in most districts of western Uganda.



**Poor state of Kyarwera bridge in Sheema district .**



**Nyakazinga -Kibazi road connecting to Bitooma Sub County – Bushenyi DLG**

### RECOMMENDATION

- *Using the Limited Resources, Districts need to prioritize community access roads that are in dire state to ensure connectivity*

# Inadequate access to safe water supply and sanitation facilities in rural and urban areas.

The recent Uganda Demographic Health Survey Report 2022 indicated that **25.5%** of households spend 30 minutes or more on round trips to collect water.



The limited access to safe water sources has exposed Women and adolescent girls in communities that are often responsible for water collection to gender-based violence risks.



In rural areas, **23%** of Ugandans still practice open defecation while sanitation coverage is still relatively low.



## Recommendation

- Ministry of Water and Environment should prioritise providing access to safe water supply targeting the underserved communities in local government
- Ensure functionality of district water & sanitation committees.

# Health Supply Chain (HSC) Management

- Overall, Approximately 63% (FY2021/22) of the public sector funding for essential medicines and health supplies is donor-funded. For disease program commodities such as HIV, TB and reproductive health, donor funding is over 90%.
- In 2022, the government launched a 10-year national health supply chain roadmap (2022-2032) as a strategy to reverse this donor dependence by increasing the capacity of the MDAs and local governments to plan, finance and manage health supply chain independent of donor support.
- The implementation of the roadmap involves national and sub-national stakeholders.
- At the sub-national level (districts/cities/municipalities and hospitals), the major focus is on strengthening the HSC leadership and governance coordination mechanisms in planning and budgeting for HSC related activities and implementing the planned activities.



The Republic of Uganda  
Ministry of Health

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**10-Year Roadmap for  
Government of Uganda's Health  
Supply Chain Self-Reliance  
2021/2022 – 2031/2032**

## Supply chain Challenges addressed through a multisectoral approach.



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### FUNDING FOR COMMODITIES

Increased from UGX **544 BN (30%)** in FY 2021/22 to UGX **740 BN (36%)** in FY 2024/25

### RESOURCE MOBILIZATION

HSC integrated in the Ministry of Finance, Planning and Economic Development budget circular and MoLGs circular to DLGs

Ministry of Finance, Planning & Economic Development, P.O. Box 5147, Kampala, Uganda

15<sup>th</sup> February 2023

All Technical Program Heads  
All Accounting Officers:  
- Central Government Voted;  
- Allocation Approval;  
- Local Government Voted; and  
- State-Owned Enterprises and Public Corporations.

THE SECOND BUDGET CALL CIRCULAR (2<sup>nd</sup> BCC) ON FINALISATION OF THE BUDGET ESTIMATES FOR FINANCIAL YEAR 2023/2024.

A. INTRODUCTION  
1. Pursuant to Section 10-13 of the Public Finance Management (PFM)



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### DIGITIZATION

- ✓ 1,434 facilities provided with digital supply chain infrastructure.
- ✓ 1,947 facilities ordering electronically.
- ✓ 53 facilities using the GOU EMR.
- ✓ National Data Warehouse developed with supply chain dashboards.



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### HSC HUMAN RESOURCES

New HSC positions instituted in HFs i.e Senior Pharmacists, Assistant Medical Records Officer, ICT officers, Health Records officers.



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### HSC GOVERNANCE

IMTF instituted and coordinated by OPM, MOH approved 6 HSC policy frameworks documents



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### HEALTH COMMODITY WAREHOUSING

Completion of the NMS warehouse at Kajjansi.



## Focus areas to advance the management of the supply chain in districts, cities, municipalities and hospitals .

### Human resource for the health supply chain:

Gaps at all levels, new HRH structure approved some supply chain positions in districts and Hospitals and lower-level HFs but not yet implemented.

#### Recommendation

Districts should prioritize the recruitment of critical staff for the Health Supply Chain e.g. district senior pharmacists, IT officers, and medical records in HFs.

### Planning and budgeting for HSC activities:

Available data indicates that half of the total number of districts in the country deliberately include HSC activities in their annual plans and budgets.

#### Recommendation:

1. Local governments and hospitals incorporate health supply chain activities in annual plans and budgets for FY 2025/26 moving forward.
2. Intensify resource mobilization for health supply chain activities through engagement with private sector and regional IPs

**Accountability of health commodities:** In FY 2022/23, health commodities worth **UGX 87,847,435,333** in **2774** public health facilities in 136 districts was not accounted for. The FY 2023/24 analysis report is yet to be completed and shared

#### Recommendation.

1. The accounting officers pay utmost attention to accountability of health commodities delivered in health facilities

**Supply chain digitalization:** Only 40% of health facilities medicine stores are digitalized.

#### Recommendation

Allocate resources for procurement and maintenance of ICT infrastructure and equipment in health facilities to ensure HSC digitalization for visibility and traceability of health commodity consumption

## PDM- Implementation challenges that need attention

We are supportive of the Parish Development Model (PDM) as a flagship implementation approach for local economic development in Uganda. However, studies by the Equal Opportunities Commission and NGO forum have identified challenges that need attention:

Each beneficiary is supposed to get UGX. 1M, however, some beneficiaries have received less than UGX. 1M

Some Local Governments do not have enough Parish Chiefs, CDOs and Agricultural extension workers who are crucial for the implementation of PDM

For example, the OAG report of the year ended June 2023, reports limited participation of agricultural extension workers in guiding farmers on the projects undertaken in Rwampara district

### Recommendation

- Harmonise the guidelines and to emphasize the 1 M disbursement to beneficiaries.
- Priorities the recruitment of Parish Chiefs, CDOs and Agricultural extension workers in sub-counties where there are few to enhance the delivery of the model
- Put measures in place to curb corruption

# Rampant Corruption in LG and inefficiency of statutory Boards and Commissions in LGs

- Several studies have indicated structural and operational gaps in the functionality of various accountability organs at the Local Government level. In addition, DSC, DLB and the contracts committees have been implicated in corruption scandals in most districts.

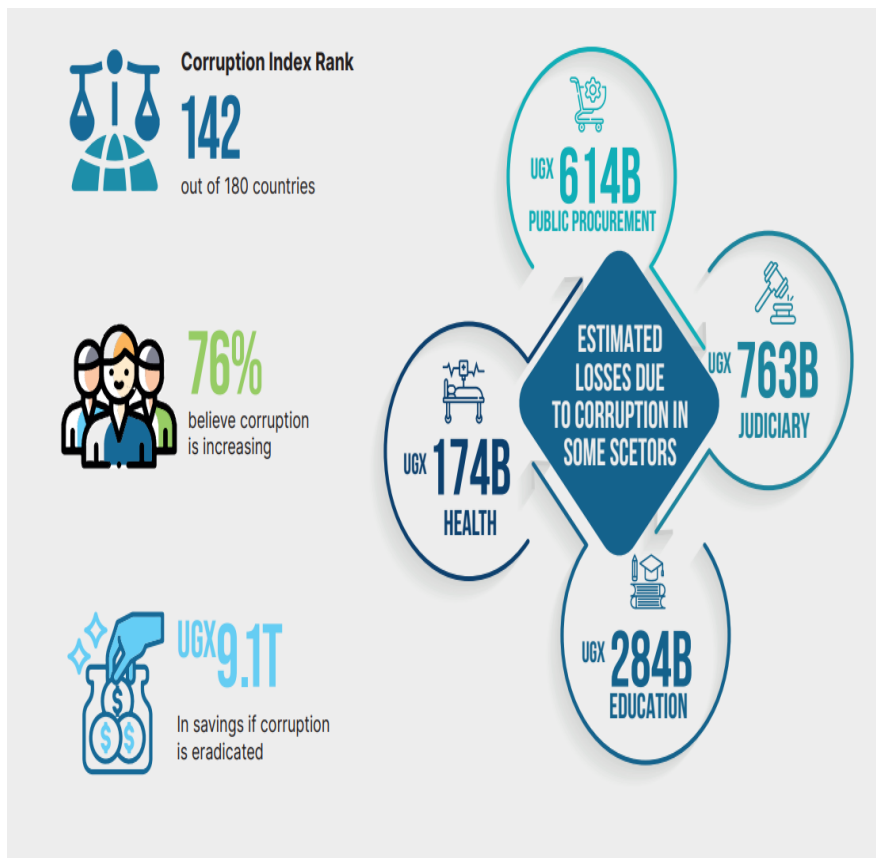
- As a result, there have been talks of recentralizing some of these functions which pose a threat to Democracy.

- According to the IGG report, the cost of corruption in Uganda is estimated to be **UGX. 9.144 trillion** a year.

- **Recommendation:**

1. There is a need to institute measures to fight corruption at the LG

2. Prioritizing the allocation of resources to empower and foster independence through induction of members of statutory bodies through the Ministry of Local Government (MoLG)



# Induction of Local Government Leaders

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The end of FY 2025/26 is expected to usher into office new Local Government leaders following the elections that will be held in February 2026.

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. According to the MoLG, the average turnover in the **2021** elections was **85%** but the ministry could only induct 25 districts (**2** districts were inducted fully, **10** cities and 12 Municipalities). The limited understanding of mandates for the different leaders resulting from limited or no induction of political leaders continues to be a source of conflicts in many LGs.

The Ministry of Local Government requires at least **UGX 17 billion** to carry out the induction of districts and city councillors

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**Recommendation;** *The Ministry of Finance, Planning and Economic Development should prioritise funding for the induction of newly elected political leaders by allocating the required **17 billion** to the MoLG. This will go a long way in enhancing their capacity to exercise their legislative and oversight mandate in the budget exec*

## NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, LAND AND WATER PROGRAMME

### 1. Lack of mainstreaming Climate change into the local government plans

- Uganda passed the National Climate Change Act in 2021 to give legal force to international climate agreements, providing a framework for climate response measures. The developed Climate Change Policies demonstrate government commitment to mitigating and adapting to climate change.
- Implementing these policies in LGs remains challenging, particularly in integrating climate change considerations into local development plans because the insufficient skill and knowledge regarding climate change
- For instance, tracking climate-related expenditures has been difficult, as highlighted in the PEFA 2023 findings.

#### Recommendations.

- Build staff capacity on climate change budget tagging (CCBBT) systems across MDAs and local government this can only be achieved through providing comprehensive training and Resources to ensure consistent application of CBBT.
- The LGs with support from the MWE prioritize the development of District Climate Change Action Plans that address specific vulnerabilities while leveraging on locally-led capacities per the National Climate Change Act



*Environmental Degradation in Ngoma Sand Mining area in Sheema MC.*

# Poor Domestic and Urban Waste Management

Most Districts are grappling with a growing waste crisis, particularly in urban centres. This is driven by rapid population growth, urbanization, and industrial expansion. As more people move into Municipalities and cities like Mbarara, the generation of solid waste surge overwhelming the existing waste collection and disposal systems. Local governments are struggling to manage the increasing volume of waste, while informal waste pickers often fill the gap, albeit in unsafe and inefficient ways.

- **Recommendations.**
- Provide more waste collection services in underserved areas and set up recycling stations that turn waste into wealth.
- Encourage waste separation at the source (e.g., separating organic and non-organic waste) to encourage recycling and reduce landfill usage.
- Introduce penalties for improper waste disposal and establish local ordinances that promote a cleaner environment.



Situation of Garbage waste management at kagango swamp- Sheema MC.



## Limited access to water for production due to underperformance of the Micro-scale Irrigation Program

- Actual installations of micro-scale irrigation systems are minimal, standing at only **15%**. The majority (**85%**) of the districts monitored did not absorb the disbursed funds, partly due to late or failed farmer contributions, late initiation of procurements, and late completion of works.
- The LGMSD report of 2023, ranked Bunyangabu as one of the worst performers under the program with a score of 11%
- Without addressing these systemic and operational challenges, small-scale farmers may be left behind, unable to achieve year-round agricultural production and productivity for improved outcomes as we work to advance from a subsistence economy.

### Recommendations

- MAAIF should reduce the co-financing percentage of farmers from **25%** to **10%** to increase the uptake of the microscale irrigation systems among farmers.



# Thank you

