



THE REPUBLIC OF UGANDA

OFFICE OF THE PRIME MINISTER

A REPORT ON

**IMPLEMENTATION OF
THE COMMUNITY BASED
MONITORING FORA
(BARAZA INITIATIVE)
QUARTER 3
FY 2021/22**



March 2022



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ACRONYMS AND ABBREVIATIONS

CSO	- Civil Society Organization
YLP/F	- Youth Livelihood Programme/Fund
DEO	- District Education Officer
DoH	- Department of Health
DHO	- District Health Officer
FM	- Frequency Modulation
FY	- Financial Year
LG	- Local Government
LLG	- Lower Local Government
M&E	- Monitoring and Evaluation
MDAs	- Ministry Departments and Agencies
MoH	- Ministry of Health
NAADS	- National Agricultural Advisory Services
NGO	- Non-Governmental Organization
OP	- Office of the President
OPM	- Office of the Prime Minister
PMU	- Project Management Unit
RDC	- Resident District Commissioner
RRH	- Regional Referral Hospital
SC	- Sub County
TC	- Town Council
MDs	- Municipal Divisions
PIC	- Policy Implementation Coordination
DPC	- District Police Commander
LC	- Local Council
OWC	- Operation Wealth Creation

FORWARD

Public service delivery in Uganda has been greatly affected by ineffective monitoring, weak follow up systems and weak accountability mechanisms. This is as a result of the beneficiaries' failure to hold service providers accountable for the resources spent in the implementation of public programmes and projects in the communities. In light of the above challenge therefore, Community Based Monitoring Fora (*Barazas*) were introduced as a Presidential Directive in 2009 with a broad goal of improving the quality of public service delivery in the country.

Barazas have empowered the Community to demand for quality services from their leaders. This in essence has made *Barazas* an effective monitoring and accountability mechanism. Government of Uganda, under the leadership of the Office of the Prime Minister (OPM) has been guiding the implementation of *Barazas* with the notion of enhancing the involvement of local-level citizens and other key stakeholders in participatory monitoring of public service delivery results, thus leaving no one behind.

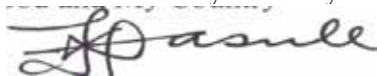
Baraza sessions are presided over by the OPM Minister for General Duties or a delegated senior Government official and chaired by the RDC who guides Local Government heads of Departments to make presentations about what services were planned to be delivered, resources planned to be spent, the actual resources provided, and actual services delivered in the Local Government. In so doing, local-level citizens receive information and it is against this information that they deliberate with policy makers and local Government leaders about the extent and adequacy of public service provision. To date, 2025 Baraza meetings have been held Countrywide.

This report includes deliberations from Baraza meetings held in 12 Local Governments of; Hoima city, Fort portal city, Kasaanda District, Nakaseke District, Kyotera District, Kasese District, Namutumba District, Budaka District, Kiruhura District, Lyantonde District, Adjumani District and Sheema District during the 3rd quarter of FY2021/22. The consolidated report provides findings from the Baraza meetings and shall be submitted to the various responsibility centers including; Ministries, Departments, Agencies and Local Governments for appropriate intervention.

In conclusion, I would like to strongly commend the Hon. Ministers from OPM for presiding over the *Barazas*, the area Ministers and Members of Parliament from the host LGs, the Resident City / District Commissioners, the Local Government political and technical leaders and the OPM technical staff that participated and were at the vanguard of the programme implementation process in the above Local Governments.

I furthermore, wish to call upon all the stakeholders especially the accounting officers of the various responsibility centers (MDAs and LGs) to prioritise the citizens' concerns that have been highlighted in chapter 10 of this report (*Matrix of emerging policy issues*) for purposes of improving the social-economic livelihood of our people through appropriate corrective interventions.

For God and My Country



Justine Kasule Lumumba - Rt. Hon.

MINISTER FOR GENERAL DUTIES

EXECUTIVE SUMMARY

The basis for Government key decision makers to make evidence based decisions on Government interventions can only be enhanced by the quality of available information. The use of participatory performance monitoring approaches through engaging local citizens is important for guiding local decision-making, promoting the implementation of effective interventions and addressing emerging issues to improve service delivery.

In order to foster effective monitoring and accountability mechanisms through ensuring that the beneficiaries of public services hold service providers accountable for the resources spent on public programmes and projects in the community, Government under the stewardship of the Office of the Prime Minister (OPM), implements community-based monitoring and accountability forums – popularly known as *Barazas*. *The Barazas target:*

- a) Policy-makers (Ministers, Members of Parliament and the technical & political leaders at central and local levels),
- b) Development partners,
- c) Civil Society Advocacy Groups,
- d) Cultural and Religious leaders,
- e) Public service beneficiaries (members of the local community).

The Baraza forum is convened and presided over by a Government Minister with an aim of sharing relevant public information on programme implementation and performance so as;

- i. to improve accountability and transparency in the delivery of public services and
- ii. to provide an opportunity to citizens to get information about the resources received, what services were planned and actually delivered, the amount of resources spent, the success stories of the programme and challenges met during implementation.

The focus of the Baraza is mainly on the services related to Health, access to safe and clean Water, Agricultural extension services which currently emphasizes on (*Operation Wealth Creation (OWC)*), Roads/Works, Education services, and Social / Community Development Security, Lands and any other sector or Government project for which it may be seen necessary to review.

During the FY 2021/2022, the Directorate of Monitoring and Evaluation planned to conduct Baraza meetings in Hoima city, Fort portal city, Kasaanda District, Kasese District, Nakeseke District, Kyotera District, Namutumba District, Budaka District, Lyantonde District, Adjumani District and Sheema District.

For the Barazas conducted, a matrix of critical issues and recommendations is attached as annex to this report.

Key Policy Messages:

- a) An indepth study on governance has indicated that the provision of information and the involvement of public service beneficiaries in project monitoring can significantly improve both the quantity and the quality of local public service delivery¹.
- b) Despite reforms such as decentralization, limited local-level public empowerment and involvement in project monitoring remains a key hindrance to quality public service delivery in Uganda.
- c) Barazas have been found to be directly contributing to the finishing or resumption of local projects that previously were dragging; redoing sub-standard work; recovering stolen goods; reducing absenteeism by staff at public agencies; and realigning priorities to better align with the needs of local citizens and communities.
- d) The benefits of a Baraza can be enhanced by organizing follow-up and monitoring activities in a relatively short period after conducting the Baraza forum as failure to do so may demoralize local stakeholders.
- e) Increased citizen education and a good working relationship between the political and technical leadership in Government are also important to the Barazas' success.

¹ Baraza Programme Impact Evaluation Study (OPM, 2019)

1. Introduction

Under article 108A of the constitution of Uganda, the Office of the Prime Minister (OPM) is mandated to be the Leader of Government Business in Parliament and be responsible for the coordination of the implementation of Government policies across Ministries, Departments and other public institutions. It is from this mandate that the Directorate of Monitoring, Evaluation and Inspection in the OPM takes the responsibility of coordinating the Monitoring and Evaluation of the implementation of Government policies and programmes. As a way of undertaking its roles, the Directorate coordinates the implementation of the community based monitoring fora called *Baraza*.

The community based monitoring fora called *Baraza* programme was established to create a performance monitoring tool through which the citizens of Uganda could participate in the development cycle through effective monitoring and demand for accountability of the use of public resources. As a lead agency, the OPM is charged to coordinate and mobilize all partners at National, District and community level, as well as the Civil Society Organizations.

The Baraza exercise covers the frontline service sectors of Health, Education, Works/Roads, Agriculture (specifically the NAADS/Operation Wealth Creation), Access to safe and good Water/Sanitation, Security, Lands, Environment Community & Social development, and any other programme or project for which a performance review may be deemed necessary.

During the review, outputs besides being viewed on Work plans, are also expected to be physically seen on ground. Therefore, the initiative is a performance monitoring tool that provides information that feeds into the overall Government Performance Assessment Reports.

At the end of the Baraza meeting, the issues raised and agreed upon recommendations are generated into a report by the Resident District / City Commissioners which is submitted to the Office of the Prime Minister.

The Office of the Prime Minister then does the following:

- i. Comes up with a consolidated report that includes raised policy issues that are submitted to the relevant Sectors, Ministries, Departments and Agencies for immediate attention,
- ii. Disseminates the report to the Local Governments to guide the RDCs and other stakeholders as they monitor the implementation of the Baraza recommendations,
- iii. Makes routine follow-up on the status of implementation of the recommendations and agreed actions to obtain an update on the implementation status for policy makers.
- iv. Develops regular work plans and budgets for the implementation of the *Baraza* programme in the local Governments.

1.1 The Purpose of the Barazas

The main goal of the Baraza meetings at the lower local Government (Sub-County, Town council or Municipal Division) level is to increase the transparency with which the public sector carries out its service delivery process, to ensure that this is in line with local and National needs, and that the implementation of Government activities is being carried out as planned and within budget.

Profoundly therefore, the Barazas are a mechanism to engage the beneficiaries or clients of public services in the actual planning and delivery of these services. This is based on the principal that the *Wanainchi* have the right to be involved as citizens in accordance with Chapter 1 of the 1995 Constitution of the Republic of Uganda.

1.2 General objective

Fundamentally, the Baraza programme is a mechanism that strengthens the involvement of citizens in monitoring the implementation of Government policies and programmes which include the routine review of the planning process and actual delivery of services.

Therefore, Barazas enhance public involvement in holding the Government accountable for service delivery in relation to the resources spent.

1.3 Specific objectives of the Baraza Initiative

- (i) To establish a public information sharing mechanism, providing the citizens with a platform to influence the Government development programmes,
- (ii) To institutionalize downward accountability so as to bring about improvement in public service delivery and transparency in the use of public resources,
- (iii) To instill a home grown culture of independent citizens monitoring for constructive criticism that improves public service delivery and sustain the wellbeing of the people,
- (iv) To enhance Central Government's responsiveness to Citizens development demands and public service delivery concerns,
- (v) To create a corrective strategy aimed at enhancing public accountability which through Central Government's quick responsiveness strengthens the popularity of both Government and its programmes towards the Citizens.

2. Approach and Methodology

Figure 2a Baraza Process Model

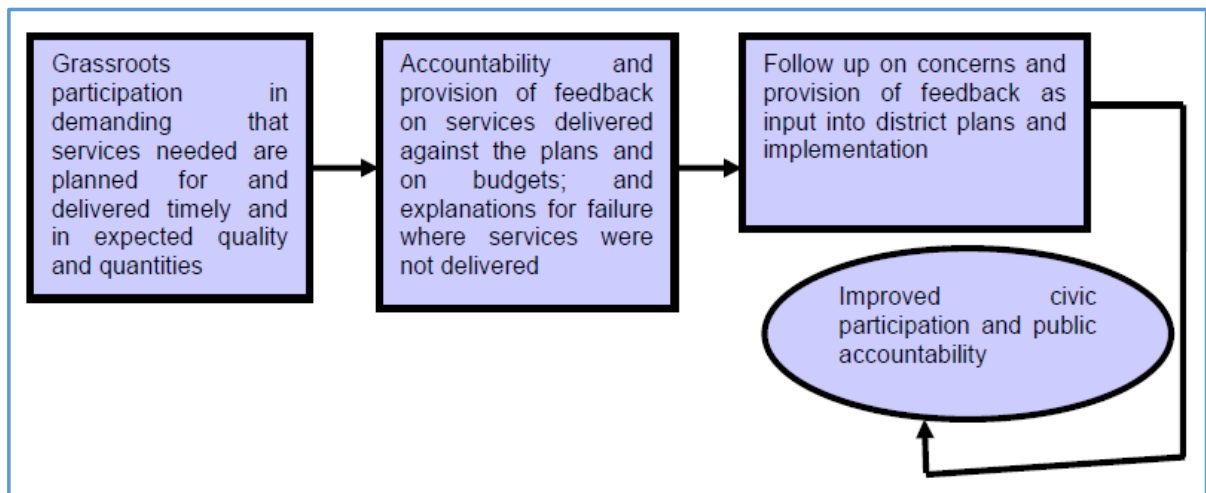
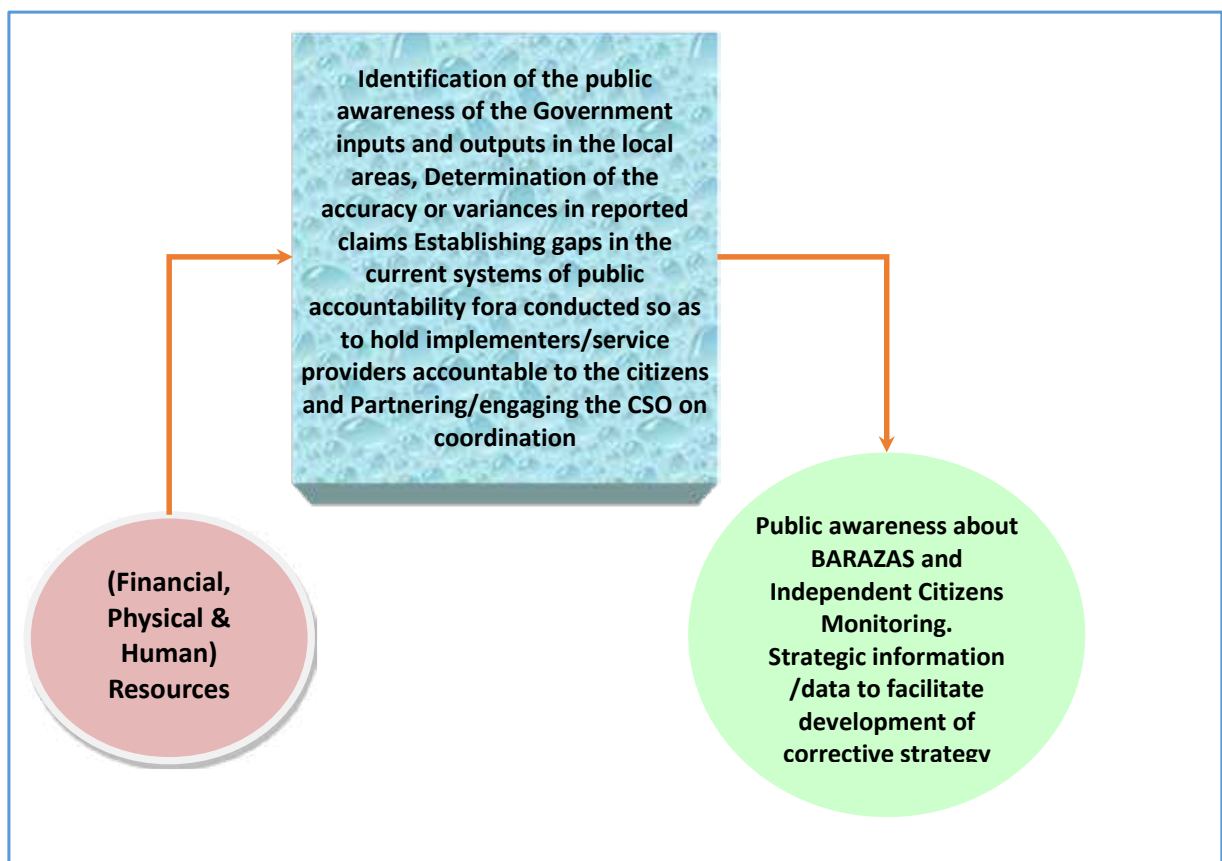


Figure 2b Implementation Logical Framework



2.1 Orientation of the Baraza Stakeholders

Before the actual day of the *Baraza*, several activities were carried out to prepare the different stakeholders for the event and these included among others;

- i. Coordinating with the Ministers to preside over the *baraza*,
- ii. Communicating to the area Ministers and Members of Parliament,
- iii. Coordination of the Local Government leaders through: courtesy calls to the District officials such as; the Chief Administrative Officer (CAO), Resident District Commissioner (RDC), District Chairperson (LCV), Heads of Departments, Sub county Chiefs, Local Council III chairpersons etc and orientation to familiarise them with the *Baraza* concept and specifically by:
 - Giving them a refresher session on the Baraza concept and implementation process;
 - Updating them on what has been done so far in the implementation of the initiative;
 - Informing and guiding the RDCs on their roles during the Baraza sessions;
 - Agreeing in consultation with the District leadership, on the tentative dates of the Barazas,
 - Agreeing in consultation with the District leadership, on the Baraza venue;
 - Identifying viable moderators who should support the RDCs by guiding the Baraza forum as sector Heads of Departments make presentations and give responses to issues raised by the community;
- iv. Mobilisation of the communities through; the local and national media, Village resource persons, mobile public address systems, banners, fliers, places of worship etc;
- v. Organization of the venue where the Baraza meeting shall be held;
- vi. Providing the logistical support and
- vii. Conducting the Baraza meeting on the actual day.
- viii. Prior to the above schedule, the OPM technical team obtain data and information from the local Governments. The data in this case is needed for comparisons during the Baraza exercise. The data required relates to the following sectors:
 - a. Agriculture/Production/Restolking (*Operation Wealth Creation*)
 - b. Education
 - c. Water and Sanitation
 - d. Health
 - e. Infrastructure/ Roads/Works
 - f. Lands sector
 - g. Security
 - h. Cross-cutting issues in gender
 - i. Community & Social development

The District and the selected lower Local Government authorities on the other hand provided data and information for each of the above sectors. The data on performance of the FY2020/2021 was mainly on the following aspects;

- a. What services they planned to deliver to the communities in a Sub-County, Town council or Division
- b. What they actually delivered,
- c. What they planned to spend,
- d. What they actually spent,
- e. Locations of what they delivered, where applicable,
- f. Challenges and Way forward.

Criteria for Selecting Community resource persons, mobilisers and or CSOs, CBOs

- a. Integrity and trusted by the communities,
- b. Knowledgeable about Government programmes in their local areas,
- c. Able to move swiftly to different areas to mobilize members of the community;
- d. Should be able to communicate in the local language.

Criteria for Selecting the Baraza Moderators

- a. People of integrity, trusted by the communities;
- b. People who objectively contribute to issues raised;
- c. People that are fluent in the local language;
- d. People who have good knowledge of Government policies

Preparation of the Baraza Day

OPM fixed the Baraza day in consultation with the District Leadership and the day was approved by the presiding Minister.

The Actual Baraza Day

The RDCs convened and chaired the Barazas at the Sub-county, Town council and at the Division. Moderators were hired to assist the RDCs in conducting the Barazas. The local Government technical staff made presentations during Baraza sessions which were followed by reactions from members of the community.

The reactions included questions, complements, and concerns arising from the presentations, basically focusing on the community (dis)satisfaction with service delivery in the period under assessment review (FY2020/2021).

RDCs' Tasks

- i. RDCs recorded all the issues raised,
- ii. Ensured security at the Baraza venue,
- iii. Made an overview report indicating the issues raised, planned actions with timelines for implementation and recommendations where necessary.

The RDCs submitted overview reports to OPM and the Office of the Preseident. The reports have been consolidated to come up with a policy matrix to guide the intervention process by MDAs and LGs.

2.2 Sector Participation

Initially, we could facilitate representatives / technical experts from the Sectors, Ministries, Departments, Agencies and other public Institutions purposely to responded to emerging policy issues that need **real-time** Government response and intervention. Due to limited resources however, we could not maintain them. We instead keep sharing reports with sectors and MDAs to guide them during intervention and follow up.

2.3 Participants at the Baraza Meeting

- The Presiding Minister,
- The Ministers and or Ministers of state from the Baraza hosting area/ District,
- The area Members of Parliament,
- The RDCs who is also the facilitator of the meeting
- The District Chairperson,
- The Chief Administrative Officer,
- District security head (DPCs & RPCs),
- The District speaker,
- All District councilors,
- OPM Staff
- All technical heads of Departments,
- All political leaders (executive members) from the lower local Governments selected,
- Sampled LC I Chairpersons from the lower local Governments selected,
- The religious, civic, opinion leaders,
- Development partners
- Civil Society and NGO representaives,
- Selected heads of Health units and head teachers of both USE and UPE Schools from the lower local Governments selected,
- All leaders of political Parties and Organizations including the opposition side,
- Sampled NAADS/OWC beneficiaries and farmers' Forum chairpersons who benefited in the Financial year under review,
- All water and roads Subcommittee Chairpersons from the selected lower local Governments,

3. Outstanding Remarks by Central and Local Leaders

3.1 General Remarks by the LC I Chairpersons

In all Districts visited, all LC I chairpersons welcomed the presiding Ministers and the participants to the *Baraza* and implored participants to keenly participate in order to benefit from the discussions.

3.2 Specific Remarks by the Mayors / LC III Chairpersons

The LC III chairpersons from all the Districts welcomed the Hon. Minister and the community. Specifically, the following statements were made by the various chairpersons of the District;

3.2.1 Budaka District:

- (i) The LC III chairperson thanked Gov't for the good governance and improved service delivery.
- (ii) He requested the Rt.Hon. Minister for General Duties to remind H.E. the President to honor the pledge of 100 million towards the construction of the Budaka Town Council administration block.
- (iii) The chairperson further highlighted the issue of insufficient wage bill which has hampered recruitment of critical staff in Budaka Town Council. The Town Council is in need of and Engineer & Physical Planner among others.
- (iv) The Chairperson also revealed that the road network for Budaka Town Council has widened however, the Urban road fund grant has remained small hence too inadequate to foster project implementation.
- (v) He finally alerted Gov't that the late / insufficient budget releases affect timely service delivery and is the sole cause of undermining the credibility of Gov't amongst her citizens.

3.2.2 Kasese District:

- (i) The LC III chairperson thanked Gov't for the the swiftness in providing relief items to victims of disasters in the District. He reiterated that an assortment of relief has again been received
- (ii) He requested Government to split Kasese District at least into two Districts for purposes of fostering good service delivery to the valunerable communities that reside deep in the forests of Mount Rwenzori.
- (iii) The chairperson further asked Government to reconsider revamping the Lake Katwe Salt Factory and the Salt Mining business for purposes of creating more jobs for the jobless youths around the Lake shores and Kasese at large
- (iv) The Chairperson also revealed that Gov't through the RDC and other security organs has done commendable strides in rehabilitating the Infamous "*Kirumiramutima*" youths who were misleading the Omusinga We Rwenzururu His Majesity Charles Wisely Irremangoma to fight Gov't. He revealed that quite a good number have been accommodated under the Amnesty prevelage.

3.2.3 Fort Portal City:

- (i) The Municipal Mayor requested Government to expedite the process of operationalizing the city structures in all the established Cities country wide
- (ii) He further revealed to Gov't that several youths in the city lost much of their machandise during a recent inferno that had occuered in one of the biggest Furniture workshop in the city. He requested Gov't for some modest relief to the victims especially since most of them were using the revolving funds under the *EMYOOGA* programme

3.2.4 Kiruhura District:

- (i) The Mayor for Kiruhura TC revealed to Gov't that Kiruhura Town council lacks a Government Secondary school and students keep walking approx. 13KMs to find the closest Government secondary school
- (ii) The Mayor also revealed that the cattle keepers are being hindered by the overwhelming animal Ticks that are hindering quite a lot of cattle in the area. He asked Gov't to rescue Farmers by providing effective veterinary drugs

3.3 Specific Remarks by the Presiding Ministers

3.3.1 Budaka District:

The Rt. Hon. JK Lumumba, Minister for General Duties saluted all participants present in their respective capacities and made the following remarks;

- She extended her appreciation to the District (which is part of Bukedi sub region) for hosting the launch of the PDM. In addition, she further urged that all District leadership should work together with the community to ensure success of this model. This can be done through mobilization, sensitization, capacity building and technical guidance among others.
- She advised all leaders and communities to monitor and concern themselves with Government interventions and report any challenges or issues noted. This is because most of the funds being used are from the tax payer's money and hence misuse and abuse of these funds should be avoided.
- She emphasized that the purpose of the *Baraza* was not to witch hunt any technocrat but to improve service delivery to the communities through compliance with positive criticism and to let Government programmes be popularized to the beneficiary community.

3.3.2 Kiruhura District:

The Minister of State for Bunyoro Affairs Hon Jenipher Kacha Namuyangu appreciated all participants for coming and made the following remarks;

- She informed the audience that H.E the President launched the PDM and that the occasion took place in her District.
- She therefore, implored all people of Kiruhura District and the Ankole sub region at large to embrace this new Government development strategy (PDM)

- She informed the participants that during the Baraza session they should not fear to criticize what has not been done well that because positive criticism is very core and a pre-requisite if a nation and her citizens are to be ushered into middle income status
- She advised all technical leaders to be careful as they make the presentations that because if any forgery is found out, she will immediately advise the DPC to open an investigation file to find out the fault
- The Minister appreciated the two area Members of Parliament who came to participate in the Baraza meeting.

3.3.3 Kasese District:

The Minister of State for Luwero-Rwenzori Affairs Hon Alice Kabooyo cherished the people of Katwe-Kabatooro Town Council for maintaining the **100%** vote pattern for H.E Yoweri Museveni. She further made the following remarks;

- She brought to the participants' knowledge the fact that Government plans to establish a full fence on the entire circumference around Queen Elizabeth National Park to prevent Elephants and other Animals from destroying the crops.
- She also encouraged parents from the fishing villages to stop subjecting the under age children to child labour and early marriages and that this is a criminal case that attracts severe penalty in the courts of law
- She informed the participants that during the *Baraza* session they should not fear to objectively express their concerns,
- The Minister asked all people of Kasese to embrace the EMYOOGA, UWEP, OWC, PDM and other government strategies that are meant to improve their livelihoods
- She informed the participants that under the PDM, already 17,000,000/= has been disbursed by Government and no one should hinder the local citizens from accessing this revolving Fund.
- She emphasized to the members that the PDM fund, like other previous funds is a revolving fund and members must be ready to give it back to support the rest of the citizens for social economic transformation.
- She promised to present to Government the issue of splitting Kasese District into two Districts for effective service delivery.

3.3.4 Nakaseke District:

The Rt. Hon. Minister for General Duties Rt. Hon JK Lumumba saluted all participants present in their respective capacities and made the following remarks;

- Informed the wanainchi of Government's renewed commitment to get down on ground and engage communities and leaders at the grassroots, on resolving issues pertaining to service delivery.
- Reminded participants of the objectives of the Baraza as a tool for holding officers and leaders accountable for resources sent from the centre.

- Called on the LCV to submit the evidence of documents and communication sent to MoES requesting for coding of schools; and pledged to follow up and ensure action is taken.
- Clarified on the World Bank financing conditions under UGIFT, whose guidelines dictate the cluster allocation of contracts; and that Government efforts to address the related challenges include the recent directive to have the UPDF engineering Brigade undertake all construction of Health Centres and Schools.
- Clarified that funding for support to PCAs under LRDP had been affected by the COVID-19 pandemic, just like many other Government interventions.
- Informed participants that the focus and funding under PDM for the first Year focuses on formation of Parish Development Committees (PDCs), mobilization, mobilization, training of trainers (ToTs), mindset change and awareness creation in the community. Pledged to follow up the issue of upgrading Kapeeka-Kisule road by UNRA.
- Called on the CAO and RDC to ensure public accountability of the previous funds sent to the district, however little; to promote transparency.
- Appealed to all to take personal initiative and interest in matters pertaining to service delivery in their localities, including sacrificing individually to facilitate monitoring of ongoing Government interventions; and ensuring ownership of the established assets including their maintenance.
- She then declared the Baraza meeting officially open.

4. Lessons Learnt

- i. In the beginning, there was a challenge of varying understanding and perception of the Baraza initiative and its benefits among the stakeholders. On this point of view, OPM and other stakeholders have made efforts to explain the concept and the current feedback and comments from the public and local communities in particular demonstrate that they have internalized the concept of the Baraza initiative,
- ii. On the other hand, the continued valued participation of Hon. Ministers, Members of Parliament, Development partners and other key policy makers has enabled them to obtain hands on rich experience on what goes on at the Barazas. It has also given them an opportunity to positively critique the Barazas and hence point out areas where they want Barazas to be improved to cause a positive impact on service delivery in the local communities. The Members of Parliament have also used the Baraza as a tool for effective oversight and supervisory role and feedback from their constituents,
- iii. There has been an unprecedented appreciation of the programme by both the duty bearers, policy makers and the community and this is clearly evidenced through the high demand for the Barazas and passionate participation from the communities, Members of Parliament, Development Partners and other key stakeholders, (*see picture gallery*),
- iv. Increased level of ownership of the Baraza programmes by the local community as they start to perceive that the programme is an important monitoring tool through which citizens get educated and sensitized on important matters affecting their welfare,
- v. The overwhelming expression of interest in the Baraza model by various stakeholders not only in Uganda, but also from other countries and organizations across Africa and beyond. Before covid-19 pandemic, we could host delegations from Senegal, Burkina Faso, Yemen, South Africa, Benin, India, and Togo to come and understand / appreciate the concept of the Baraza Initiative,
- vi. The programme is highly empowering in terms of availing the otherwise inaccessible information to the citizens,
- vii. The rate at which the previous Baraza recommendations are being implemented ranges from 65-75%.

5. Achievements from Previously Conducted Barazas

- i. Quick responsiveness by Government to the demands of the citizens,
- ii. There is ownership of Government programmes & projects by the local communities,
- iii. Platform in which citizens boldly participate in the development cycle through monitoring the use of public resources,
- iv. The actual data presented at the Forum, can be compared with the web based budget schedules released by MoFPED,
- v. Reduced Corruption Perception Index (CPI) from 155 in 2015 to 144 in 2021.

6. Challenges

- i. Community mobilisation, sensitisation and preparatory activities are costly,
- ii. The limitations within the current budget makes OPM not massively engage the media moreover this would create visibility and popularisation of the unknown success stories in the implementation of Government programmes,
- iii. Sometimes it hasn't been easy to control political sentiments during the Baraza session,
- iv. Most of the Resident District Commissioners do not fully mobilise also do not possess adequate skills in monitoring and follow up,
- v. Under the current multiparty political dispensation, the political differences between local Government leaders is always a hindrance to community mobilisation.

7. Strategic Plans to Strengthen the Baraza Programme

- i. OPM shall continue to involve other stakeholders i.e. Ministers, Members of Parliament, development partners, sector experts, civic, religious, opinion & cultural leaders in the Baraza meetings and shall regularly keep communicating to them the progress of implementation of the programme purposely to get their input.
- ii. The *Baraza Initiative* as a monitoring tool shall be used to fast-track public investments at Constituency level, Sub county and Parish levels and this shall be executed through:
 - Creation of an effective environment for the local community to engage with the public service providers on quarterly basis (Participatory Monitoring of Results),
 - Ensuring routine follow up and spot monitoring of Government projects up to the Parishes.
- iii. All LC III chairpersons / Mayors and Sub county chiefs / Town Clerks shall be invited for the Baraza and each shall be facilitated with an allowance of at least 50,000/=
- iv. The Baraza programme media publicity and visibility Budget shall be increased from the current meagre 910,000/= to 1,500,000/=
- v. As part of the coordination mechanism, OPM shall make rigorous communication to the area Ministers, Members of Parliament, Local Government and Lower Local Government leaders and other key stakeholders and confirm through phone calls and SMSs.

8. Conclusion

- i. The Citizen Fora - Baraza initiatives continues to attain the objectives. Barazas are a means of strengthening the decentralization policy and democratization process. It is an effective community mobilization strategy to enhance effective Citizens' participation and involvement in the National development and Decision making processes,
- ii. The Barazas that have so far been conducted in this FY 2021/2022, have been a result oriented measure and corrective strategy to enhance public trust, enhance Government's responsiveness, rebuild Government's popularity and image. Therefore, in a special way, OPM appreciates Hon. Alice Kaboyo and Hon. Jenipher Kacha Namuyangu for joining the Rt. Hon. Minister for General Duties to spearhead and preside over the different Baraza meetings that were conducted in the twelve Local Governments in Quarter 3 FY2021/2022.
- iii. We shall be finalising this Financial year's planned implementation with Barazas that are planned in 24 Sub counties, Town councils and Municipal divisions from Districts of Oyam, Zombo, Pader, Amuria and Moroto under the Development Initiative for Northern Uganda (DINU) programme. These shall be conducted in Quarter 4 between May and June 2022.

9. Wayforwad for The Fy2022/2023

- i. OPM shall continue to develop comprehensive work plans to implement Barazas in the Country,
- ii. OPM shall continue to coordinate multi-sectoral follow-up activities on the status of implementation of the Baraza recommendations and agreed actions so as to update the different Government Performance Reports and enhance evidence based decision making,
- iii. The Media shall be exhaustively engaged
- iv. Emphasis shall be on lobbying and advocating for more adequate funding of the programme

10. Key Emerging Issues and Recommended Interventions

10.1 Education

Issue	Recommendations	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> High UPE dropout rate attributed to; <ol style="list-style-type: none"> <i>lack of school feeding programme in Government Schools.</i> 	<ul style="list-style-type: none"> Parents and guardians should provide food to the learners as per the Education Act 2008 Art.13 5(2) c. MoES should monitor the SMCs to ensure adherence to the school feeding programme guidelines 2013. 	<ul style="list-style-type: none"> Kasese District 	<ul style="list-style-type: none"> MoES DEO SMCs 	<ul style="list-style-type: none"> The Education Act 2008 School Feeding Programme Guidelines 2013 Early childhood Development Policy
<ol style="list-style-type: none"> <i>Child Labour especially in areas around the Lakes Katwe and George where there are activities like salt-minning and fishing</i> 	<ul style="list-style-type: none"> Fast-track the implementation of The Uganda's National Plan of Action for the Elimination of Child Labour (NAP II 2020/21 – 2024/25). Security agencies should increase vigilance to curtail child labour Strengthen the role of the LC1 as the unit of enforcement to address parents keeping children out of school. 	<ul style="list-style-type: none"> Kasese District Adjumani District 	<ul style="list-style-type: none"> RDC MoGLSD 	<ul style="list-style-type: none"> Uganda's National Plan of Action on elimination of Child Labour Uganda National Child labour Policy 2020 The Children Amendment Act 2016 The National Council for Children Act The Local Government Act
<ul style="list-style-type: none"> Low staffing gaps for Teachers, Head Teachers (HTs) and Deputy Head Teachers (DHTs) in Schools attributed to; <ol style="list-style-type: none"> <i>limited wage bill</i> 	<ul style="list-style-type: none"> There is need for more wage to fill the existing staffing gaps for improved learning 	<ul style="list-style-type: none"> Hoima City 	<ul style="list-style-type: none"> MoFPED MoPS 	<ul style="list-style-type: none"> The Public Service Act 2008 The Local Government Act The PFMA
<ol style="list-style-type: none"> <i>Delayed recruitment of the Secondary School Teachers, DHTs, HTs by the Centre</i> 	<ul style="list-style-type: none"> Fast track recruitment 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> ESC 	<ul style="list-style-type: none"> The Local Government Act The Decentralisation Policy

Issue	Recommendations	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> High Teacher:Pupil ratio in the district E.g., Kyetume P/S with a ratio of 1:150; Bagwa P/S with 7:440 	<ul style="list-style-type: none"> Urgently increase the district's wage ceiling for Education, to facilitate additional recruitments to address high teacher pupil ratio 	<ul style="list-style-type: none"> Nakaseke District 	<ul style="list-style-type: none"> MoES MoFPED 	<ul style="list-style-type: none"> The National Teacher Policy The Local Government Act The PFMA Guidelines on policy, Planning, roles and responsibilities of stakeholders in the implementation of UPE for Districts and Urban Councils (2008)
<ul style="list-style-type: none"> Mismatch between the reported and actual number of teachers in Government Aided Schools. 	<ul style="list-style-type: none"> Undertake a special audit in all Government aided schools to establish the available number of recruited teachers versus the reported 	<ul style="list-style-type: none"> Kyotera District 	<ul style="list-style-type: none"> OAG MoES 	<ul style="list-style-type: none"> The Education White Paper 1992
<ul style="list-style-type: none"> Low attraction and retention of teachers in Schools located in Hard-to-Reach areas like Nangoma sub-county in Kyotera District, Kinoni, Kinyogoga S/Cs in Nakaseke 	<ul style="list-style-type: none"> Improve on provisions of incentives for teachers deployed in Hard-to-reach areas Undertake a study to examine the severity of the matter and appropriate redress measures. 	<ul style="list-style-type: none"> Kyotera District Nakaseke District 	<ul style="list-style-type: none"> MoPS MoES 	<ul style="list-style-type: none"> The National Teacher Policy The Hard-to –Reach Policy 2010
<ul style="list-style-type: none"> Illegal payment of fees in some schools e.g., in Nabigoye P/S and Nakisajja P/s in Lyantonde District, Ugx. 200,000 in Kyotera District, and extra lesson fees in Namutumba District 	<ul style="list-style-type: none"> Arrange follow up meeting with Line MDAs to discuss the possible solutions 	<ul style="list-style-type: none"> Lyantonde District Kyotera District Namutumba District 	<ul style="list-style-type: none"> OPM MoES 	<ul style="list-style-type: none"> The UPE Policy The Education Act 2008
<ul style="list-style-type: none"> Continuously declining School Facilities Grant (SFG) budget despite the acute need for more class rooms, teachers' houses, latrine facilities and renovation. 	<ul style="list-style-type: none"> Undertake a Needs Assessment on schools' infrastructure, and mapping of the requisite SFG funding to address the gaps. This can be used to mobilize resources from the various partners of Government. 	<ul style="list-style-type: none"> Nakaseke District 	<ul style="list-style-type: none"> MoES CAO 	<ul style="list-style-type: none"> The UPE Policy The Education Act 2008 School Facilitation Guidelines 2007
<ul style="list-style-type: none"> Low GoU per capita investment in Primary Education i.e., for Adjumani parents' average contribution is only Ugx 31,500 per child per 	<ul style="list-style-type: none"> Engage parents to lobby for increased contribution particularly for school feeding, for teachers' welfare and school development. For 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> MoES CAO DEO 	<ul style="list-style-type: none"> The UPE Policy The Education Act 2008

Issue	Recommendations	Vote	Action Centre	Policy/Legislation
<p>year while GoU is Ugx 10,000 per child per year.</p> <ul style="list-style-type: none"> Delayed coding of schools constructed with support from partners; despite fulfillment of the requirements. E.g., Kasangombe P/S in Nakaseke District. 	<p>UPE, consider increasing contribution to between Ugx 20,000 – Ugx 50,000</p> <ul style="list-style-type: none"> Fast-track the coding process. 	<ul style="list-style-type: none"> Nakaseke District 	<ul style="list-style-type: none"> MoES CAO DEO 	<ul style="list-style-type: none"> The Education Act 2008
<ul style="list-style-type: none"> Shoddy work in construction of schools. For example; the classroom block at Nakaseke Seed Sec. School (floor slab had developed cracks, door frames were already broken before handover of the site by the contractor) and the Playground constructed at Kigarama Seed Secondary School in Sheema. 	<ul style="list-style-type: none"> Undertake a Value for Money Audit to establish the cause of the shoddy works. All defects must be addressed during the defects liability period before final payment is effected. 	<ul style="list-style-type: none"> Nakaseke District Nakaseke District Sheema District 	<ul style="list-style-type: none"> OAG CAO DEO D/Engineer RDC 	<ul style="list-style-type: none"> The Zero Tolerance to Corruption Policy 2019 The Construction Guidelines MoES Basic Requirements and minimum Standards indicators for Education institutions 2010
<ul style="list-style-type: none"> Existence of Sub Counties and Town Councils with no Government Secondary schools e.g., Kiruhura Town council, Kyangyenyi S/C in Sheema District 	<ul style="list-style-type: none"> Sub Counties and T/Cs with no Secondary schools be prioritized to benefit from the ongoing UgIFT programme on construction of seed secondary schools Map out all LLGs without Secondary schools and send official communication to MoES to prioritize them 	<ul style="list-style-type: none"> Kiruhura District Sheema District 	<ul style="list-style-type: none"> MoES 	<ul style="list-style-type: none"> The National Education Policy The Education Act 2008
<ul style="list-style-type: none"> Non-existence of technical schools in some constituencies e.g., Sheema North constituency 	<ul style="list-style-type: none"> MoES should adhere to the policy on constructing a technical school in every constituency 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> OPM MoES 	<ul style="list-style-type: none"> National Policy on Public Sector M&E 2013 The National Education Policy Basic Requirements and minimum Standards indicators for Education institutions 2010

10.2 Health

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> High stock-out of essential drugs in health facilities. 	<ul style="list-style-type: none"> Undertake spontaneous drug stock audits in health facilities Analyse the cause of high stock-out and address them accordingly Review the guidelines on the procurement of medicines to focus on the population served other than the population of the area for all essential medicines 	<ul style="list-style-type: none"> Lyantonde District Kaseke District Nakaseke District Sheema District Kiruhura District Adjumani District Namutumba District Budaka District 	<ul style="list-style-type: none"> NDA MoH NMS 	<ul style="list-style-type: none"> The National Drug Policy
<ul style="list-style-type: none"> High unmet demand for drugs for STDs from NMS 	<ul style="list-style-type: none"> Engage National Medical Stores to review and address the unmet gap 	<ul style="list-style-type: none"> Kiruhura District 	<ul style="list-style-type: none"> MoH NMS 	<ul style="list-style-type: none"> The National Drug Policy
<ul style="list-style-type: none"> Theft and sale of Government drugs 	<ul style="list-style-type: none"> The matter should be investigated 	<ul style="list-style-type: none"> Hoima City 	<ul style="list-style-type: none"> RCC MoH ISO 	<ul style="list-style-type: none"> The Zero Tolerance to Corruption Policy 2019

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Expiry of drugs for non-communicable diseases due to minimal consumption at health facilities. Weak referral system 	<ul style="list-style-type: none"> Enhance proper planning and management of drugs for non-communicable diseases Create awareness among health workers and community on the existing referral system and the services offered thereafter. Arrange for a follow-up meeting with MOH 	<ul style="list-style-type: none"> Lyantonde District Kasese District Kasese District 	<ul style="list-style-type: none"> NDA MoH NMS MoH DHO 	<ul style="list-style-type: none"> The National Drug Policy
<ul style="list-style-type: none"> Soliciting of money from patients² like expectant mothers by midwives at Bukuya HC IV in Kasanda District, and charges fuel for ambulance in Nakaseke and Sheema Districts. These problems are exacerbated by inadequate supply of mama kits, medical supplies and inadequate fuel allocated for ambulances. 	<ul style="list-style-type: none"> Provide adequate medical supplies to health facilities Undertake disciplinary action for errant health staff Revise the fuel ceilings allocated for ambulances in Health facilities to meet the increased referrals. 	<ul style="list-style-type: none"> Kasanda district Lyantonde District district Nakaseke District Sheema District Namutumba District Budaka District All LGs 	<ul style="list-style-type: none"> OPM MoH CAO DHO MoH MoFPED 	<ul style="list-style-type: none"> National Policy National Medical Stores Act Uganda Essential Medicines and Health Supplies Manual 2008 The Zero Tolerance to Corruption Policy 2019
<ul style="list-style-type: none"> Existence of Health Centers that do not meet the required infrastructure standards e.g., Mutukula-Kamwanyi HC III Without maternity ward. 	<ul style="list-style-type: none"> Undertake an assessment and ensure that upgraded Health facilities meet the required infrastructure. Facilitate Mutukula-Kamwanyi HC III to meet the required infrastructure. 	<ul style="list-style-type: none"> Kyotera District 	<ul style="list-style-type: none"> MoH DHO CAO 	<ul style="list-style-type: none"> (The National Health Policy 2010; The Public Health Act)
<ul style="list-style-type: none"> Inadequate staffing within the recently upgraded health facilities and those in Hard-to-reach areas such as; 	<ul style="list-style-type: none"> Urgently increase the district's wage ceiling for Health, to facilitate additional recruitments to address staffing gaps in newly upgraded HCs 	<ul style="list-style-type: none"> Kasese District Nakaseke District Sheema District 	<ul style="list-style-type: none"> MoH MoPS HSC 	<ul style="list-style-type: none"> The National Employment Policy Health Service Commission Act

² In Namutumba, patients are charged money in Health facilities e.g. per delivery mothers are charged between 30,000/= and 70,000/= and blood testing fee.

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<p>i. Newly upgraded Nakaseke Hospital, with several new departments/units; all served by 24 staff that have to work in 03 shifts to meet the demand for services</p> <p>ii. Facilities in mountainous areas like Katwe-Kabatoro TC in Kaseke District</p>	<ul style="list-style-type: none"> • Increase the wage ceiling to provide for recruitment of staff to at least 75% for each HC as per the MoH guidelines. • Improve on provisions of incentives for Health workers deployed in Hard-to-reach areas 	<ul style="list-style-type: none"> • Kiruhura Districts 		<ul style="list-style-type: none"> • Hard-to Reach/Hard-to-Stay Policy • The National Health Policy 2010
<ul style="list-style-type: none"> • Late delivery of NMS drugs to HCs (after 4:00pm) 	<ul style="list-style-type: none"> • CAO and RDC to immediately commission an investigation into the delivery of medicines in the district, and report to MGD. 	<ul style="list-style-type: none"> • Nakaseke District 	<ul style="list-style-type: none"> • NMS • DHO 	<ul style="list-style-type: none"> • (The National Drug Policy)
<ul style="list-style-type: none"> • Non-compliance to procedures and guidelines for delivery of the drugs in some facilities; including composition of HUMCs, signing of acknowledgement forms Etc 	<ul style="list-style-type: none"> • CAO to review composition of all HUMCs • Ensure compliance to standards and guidelines for delivery of drugs E.g., acknowledgement (signing) of forms by the HUMCs at the time of delivery. 	<ul style="list-style-type: none"> • Nakaseke District 	<ul style="list-style-type: none"> • CAO • RDC • DHO 	<ul style="list-style-type: none"> • (The National Drug Policy)
<ul style="list-style-type: none"> • Unprofessionalism, gross negligence and intentional misconduct, and laxity of health service staff in patient care, e.g. Nakaseke hospital, Namutumba District 	<ul style="list-style-type: none"> • Strengthen routine and joint inspection of health facilities by the technical and political leadership in the district. 	<ul style="list-style-type: none"> • Nakaseke District • Namutumba District 	<ul style="list-style-type: none"> • CAO DHO 	<ul style="list-style-type: none"> • (The National Health Policy 2010; and The Health Code of Conduct)
<ul style="list-style-type: none"> • Poor remuneration of Village Health Teams. 	<ul style="list-style-type: none"> • Implement recommendations of the March 2015 National Village Health Team Assessment report by MoH, of coming up with a clear commitment to adequately finance and institutionalize the VHT structure, including a regular and sustainable remuneration. 	<ul style="list-style-type: none"> • Nakaseke District 	<ul style="list-style-type: none"> • MoH • DHO 	<ul style="list-style-type: none"> • The National Health Policy 2010
<ul style="list-style-type: none"> • Existence of Sub Counties and Town Councils with no health centre IIIs like Kinoni S/C in Nakaseke District, Mazuba Sub County in Namutumba District. 	<ul style="list-style-type: none"> • Sub Counties and T/Cs with no health centres be prioritized to benefit from the ongoing UgIFT programme on construction and upgrade of HCs • Map out all LLGs without HC IIIs and send official communication to MoH to prioritize them 	<ul style="list-style-type: none"> • Nakaseke District • Namutumba District 	<ul style="list-style-type: none"> • MoH • OPM 	<ul style="list-style-type: none"> • The National Health Policy 2010 • National Policy on Public Sector M&E 2013

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Need to upgrade Kabwohe HC IV³ to a hospital status and Nakaseke Hospital⁴ to a regional referral. 	<ul style="list-style-type: none"> The Ministry of Health should study the issue and advise Government on the way forward OPM to follow up the request submitted to MoH for upgrade of the hospital 	<ul style="list-style-type: none"> Sheema District Nakaseke District 	<ul style="list-style-type: none"> MoH OPM 	<ul style="list-style-type: none"> The Public Health Act
<ul style="list-style-type: none"> Low effectiveness of current disease prevention measures implemented by Government 	<ul style="list-style-type: none"> Village Health Teams working together Health educators should be supported and strengthened to enforce disease prevention measures Adopt “Lwengo/Mutabazi model” to enforce disease prevention 	<ul style="list-style-type: none"> Sheema District All LGs 	<ul style="list-style-type: none"> MoH DHO CDO 	<ul style="list-style-type: none"> The Public Health Act
<ul style="list-style-type: none"> Existence of Districts with no Government Hospital e.g., Kiruhura District 	<ul style="list-style-type: none"> The Ministry should plan to establish a District Hospital following the Health Sector strategic Plan and the NDP III Framework 	<ul style="list-style-type: none"> Kiruhura District 	<ul style="list-style-type: none"> MoH 	<ul style="list-style-type: none"> The National Health Policy
<ul style="list-style-type: none"> Delayed commencement of development projects due to lengthy clearance processes; i. <i>Government disbursed 280M to Kiruhura District for construction of staff houses for the health units’ staff.</i> 	<ul style="list-style-type: none"> Expedite clearance of preliminary processes for development projects; and adhere to the timelines stipulated in the PPDA Act. 	<ul style="list-style-type: none"> Kiruhura District 	<ul style="list-style-type: none"> MoJCA 	<ul style="list-style-type: none"> The PPDA Act
<ul style="list-style-type: none"> Old and obsolete equipment still in use in health facilities despite the availability of new and more effective technologies e.g., X-ray machines in Adjumani Hospital and Kalisizo Hospital 	<ul style="list-style-type: none"> Undertake functionality assessment of medical equipment and take necessary action. Develop a re-tooling project for hospital equipment 	<ul style="list-style-type: none"> Adjumani District Kyotera District 	<ul style="list-style-type: none"> DHO CAO MoH 	<ul style="list-style-type: none"> The Public Health Act The Drug Policy
<ul style="list-style-type: none"> Rigid health staffing structure that does not allow for career progression of lower cadres like graduate nurses and laboratory scientists. In addition, there is limited staff continuous professional development 	<ul style="list-style-type: none"> Riview the staffing structure to provide for career progression of lower cadres Reorientation and continuous professional training and mentorship of health workers especially midwives. 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> DHO 	<ul style="list-style-type: none"> The public Service Act Local Government Act

³ Due to big numbers its serving. It was reported that the HC gets over 200 women for delivery every month and serves other neighbouring districts like Buhweju, Bushenyi and Rubirizi thus overstretching its budget.

⁴ A request for upgrade to a referral hospital was submitted to MoH; however no feedback has been received as yet.

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Absence of a continuity plan to sustain the quality of health services following the exit/scaling down of implementing partner projects 	<ul style="list-style-type: none"> Strengthen continuity planning to maintain the quality of health services like allocating funding within the PHC to support such interventions Strengthen joint planning between Government and partners and ensure adherence to LGDP guidelines 2014 Undertake deliberate efforts to mobilize resources from Development Partners 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> MoFPED NPA OPM CAO DHO 	<ul style="list-style-type: none"> The Local Government Planning Guidelines 2019

10.3 Works and Transport

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Poor Maintenance of National and District roads caused by inadequate funding to O&M budget. For example; <ul style="list-style-type: none"> <i>Masaka-Kyotera-Mutukula Road is in a dilapidated state</i> <i>Green valley road in Kyotera Town council</i> <i>Dilapidated roads in Nakaseke District include Kapeeka-Kisule-Katikamu road, Nalulya road, Nakalango, Matuga-Bwanga road no culverts, Namalari-Katale road, Nalya-Kisangombe Road, Kikyusa-Kamuli - Kikibapaanga</i> <i>Sections of Nakaseke-Kyamukasa road left undone during rehabilitation</i> <i>Kigarama – Katushazane - Kyangyenyi border road; and Runyinya – Rwaki – Rwamuhama road in Sheema.</i> <i>Mwiyina - Kikato – Municipality Road</i> 	<ul style="list-style-type: none"> Prioritize upgrading the roads to bituminous grade, especially those in Town Councils using low-cost ceiling Increase O&M budget to LGs to meet the increased demand for road maintenance. Urgently update the road inventory to inform the budget allocation to O&M Consider applying first class murrum in rural roads a head of the road's consideration and prioritization in subsequent budgets. Conduct rigorous profiling of soil structure for all road rehabilitation works, prior to approval of budget Follow-up the works to ensure swift completion; under strict supervision of the District Engineer. Conduct special audit on the culvert installation works undertaken by Districts 	<ul style="list-style-type: none"> Kyotera District Nakaseke District 	<ul style="list-style-type: none"> UNRA URF MoFPED MoWT 	<ul style="list-style-type: none"> The Roads Act 2019 The Uganda National Roads Authorities Act 2006 The Local Government Act The PFMA

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<p>vii. Road to Terekwa SC; Wesaka-Lwesia road; Kulu-Kulu road in Adjumani District</p> <p>viii. Bugola-Mifunya-Kigege road; Namalari-Katale ka Mese Road</p>	<ul style="list-style-type: none"> The issue should be forwarded to Uganda National Roads Authority for future consideration. 	<ul style="list-style-type: none"> Lyantonde District Kyotera District Sheema District Budaka District 	<ul style="list-style-type: none"> Kyotera DLG UNRA 	<ul style="list-style-type: none"> The Roads Act 2019. The Uganda National Roads Authorities Act 2006
<ul style="list-style-type: none"> Delayed upgrade of National and District roads⁵. For example; <ol style="list-style-type: none"> Tarmacking of Rakai-Lyantonde-Ssembabule-Mubende road Tarmacking Sseruwanda road Tarmacking of Kyapa-Kasensero Road in Kyotera District Tarmacking of Kabwohe-Bwizibwera road in Sheema District Tarmacking Maderu-Aboq Road Section of Kadimonkole road Incomplete road equipment unit 	<ul style="list-style-type: none"> Engage MoWT to provide complete units (excavators, wheel loaders, dump trucks, bull dozers, tractors, water bouwsers, and bitumen boilers among others) Increase mechanical imprest to enable LGs fully repair and maintain the road equipment unit. <p>Government should consider procuring road equipment for all Cities and Municipal Councils</p>	<ul style="list-style-type: none"> Nakaseke District Kiruhura District Sheema District 	<ul style="list-style-type: none"> MoWT D/Engineer 	<ul style="list-style-type: none"> The Roads Act 2019 The Uganda National Roads Authorities Act 2006 The Local Government Act
<ul style="list-style-type: none"> Staffing gaps in the Department of roads, <ol style="list-style-type: none"> Most LGs have no substantive district engineer 	<ul style="list-style-type: none"> Fast-track the recruitment of the D/Engineer and additional machine operators. Engage MoWT to lower the requirements of District engineers 	<ul style="list-style-type: none"> Nakaseke District 	<ul style="list-style-type: none"> CAO DSC 	<ul style="list-style-type: none"> The Public Service Act 2008

⁵ Poor state of Nakaseke's road network of over 1,100 km, without a single tarmacked road in the entire district.

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Low involvement of area councilors in planning, supervision and monitoring of road works, especially those for far LLGs like Kapeeka SC. 	<ul style="list-style-type: none"> Fast track the induction of all Local Councilors to strengthen cooperation between the technical team and the political leaders; including undertaking joint reviews of BoQs, supervision of works and commissioning of completed works 	<ul style="list-style-type: none"> Nakaseke District Kyotera District 	<ul style="list-style-type: none"> CAO D/Engineer 	<ul style="list-style-type: none"> The Local Government Act The Decentralization Policy

10.4 Production and OWC

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Inadequate transport facilities for extension service workers⁶ 	<ul style="list-style-type: none"> Devise a national strategy to deliberate address the transportation challenges facing extension workers; as a critical intervention as a success to PDM Increase the Agriculture extension grant and the production management grant to enable proper facilitation of the extension workers 	<ul style="list-style-type: none"> Nakaseke District Sheema District Adjumani District 	<ul style="list-style-type: none"> CAO MAAIF NAADS/OWC 	<ul style="list-style-type: none"> The Public Service Act
<ul style="list-style-type: none"> Bureacracy in profiling, registration, disbursements and recovery of emyooga funds; <ul style="list-style-type: none"> <i>In Nakaseke District a group had to apply and pay for registration twice due to lack of proper guidance from the district officials</i> <i>In Sheema District, a group paid a non refundable initial deposit fee of 20,000/- as collateral before benefiting</i> <i>In Adjumani District, Anomalies in issuance of groups certificates under</i> 	<ul style="list-style-type: none"> Develop a program document for emyooga including a robust M&E framework to effectively track results and facilitate periodic monitoring Investigate cases where multiplactice was cited Enhance information sharing and sensitization of groups on due processes for registration under Emyooga; and ensure close supervision of the registration process to minimize costly errors by the groups 	<ul style="list-style-type: none"> Hoima City Nakaseke District Sheema District Kasanda District Adjumani District 	<ul style="list-style-type: none"> OPM IGG RCC 	<ul style="list-style-type: none"> The PFMA Act Anti-Corruption Act Access to Information Act

⁶ In Nakaseke District, 10 motorcycles are serving 38 staff. In Sheem District there are no motorcycles for extension workers.

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<p><i>Emyooga; with one of the groups reportedly having to acquire the license twice was reported.</i></p> <p>iv. <i>In Adjumani District, community reported late release of funds to Emyooga groups, even after fulfilling all requirements</i></p>	<ul style="list-style-type: none"> • Mismatch between input distribution and farmer needs⁷ • Undertake needs assessment of farmer input needs prior to procurement and distribution; and ensure alignment to the ecological zones demarcated by MAAIF 	<ul style="list-style-type: none"> • Sheema District 	<ul style="list-style-type: none"> • OWC • DPO 	<ul style="list-style-type: none"> • The National Seed Policy • National Agriculture Policy • National Agricultural Extension Strategy (NAES)
<ul style="list-style-type: none"> • Poor quality farm inputs affecting the quality of produce of farmers. These include seedlings and pesticides in the district. 	<ul style="list-style-type: none"> • Undertake quality assurance of the identified contractors to supply the seedlings • Strengthen the monitoring and surveillance to detect and confiscate the counterfeiters on the market 	<ul style="list-style-type: none"> • Sheema District 	<ul style="list-style-type: none"> • MAAIF • DPO • OWC 	<ul style="list-style-type: none"> • The National Seed Policy • National Agriculture Policy • National Agricultural Extension Strategy (NAES)
<ul style="list-style-type: none"> • Low extension worker ratio; Farmer ratio of 1:2090 compared to the national standard of 1:1500. 	<ul style="list-style-type: none"> • Increase the wage bill for extension services, to facilitate recruitment to fill the current structure and match the increasing number of farmers in the district. 	<ul style="list-style-type: none"> • Adjumani District 	<ul style="list-style-type: none"> • MAAIF • NAADS/OWC • DPO 	<ul style="list-style-type: none"> • The NAADS Act • National Agricultural Extension Strategy (NAES)

⁷ In Sheema District, some farmers were given apple seedlings that they didn't request for.

10.5 Trade and Industry

Issue	Recommendations	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Delays in processing of trading licenses 	<ul style="list-style-type: none"> Fast-track processing and issuance of business licenses. Set a minimum target for “Time taken to process a business license”; and enforce compliance by the Trade and Industry Dept. 	<ul style="list-style-type: none"> Nakaseke District 	<ul style="list-style-type: none"> URSB DCO 	<ul style="list-style-type: none"> Uganda Registration Services Bureau Act
<ul style="list-style-type: none"> Unfair charging of property tax and trading license. The rates being used are not consistent with what is provided for in the law. For example, what criteria is being used to grade saloons, wholesale businesses among others. 	<ul style="list-style-type: none"> A transparent criterion for determining the property tax and trading licenses in line with the law should be adopted and communicated to all locals in the community. The Mayor Mr. Ecodit agreed to revise the rates accordingly with technical assistance from the Town Clerk, DLG staff, Councilors and the TC 	<ul style="list-style-type: none"> Kasanda District 	<ul style="list-style-type: none"> CAO 	<ul style="list-style-type: none"> The Tax Policy
<ul style="list-style-type: none"> Wrong perception of the intended objectives of Emyooga Program by youth. <i>i. In Adjumani, only 377 (68%) of the 555 groups that were funded are still active; the rest having disbanded</i> 	<ul style="list-style-type: none"> Establish an operational fund for the programme, to facilitate LGs’ recovery activities Include targeted trainings for Emyooga under the PDM mindset change campaigns (Pillar 5 of the PDM guidelines) 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> DCO CAO MoLG MoFPED-MSD 	<ul style="list-style-type: none"> PDM Guidelines 2022 Local Economic Development Policy National Local Government Capacity Building Policy (NLGCBP)
<ul style="list-style-type: none"> High exclusion rates in the Emyooga program with no clear plan for on boarding of groups that were initially excluded 	<ul style="list-style-type: none"> Undertake mapping of all groups that missed out in the first phase, and prioritize these in the next revolving fund window 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> DCO CAO MoLG MoFPED-MSD 	<ul style="list-style-type: none"> Cooperative Societies (Amendment) Act, 2020 (Act 5 of 2020)
<ul style="list-style-type: none"> High interest rates (8-12% per annum) which reduces borrowing appetite of members 	<ul style="list-style-type: none"> Provide for flexibility in guidelines, to allow groups to reduce lending rates to below 8% if justified 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> DCO CAO MoLG MoFPED-MSD 	<ul style="list-style-type: none"> Cooperative Societies (Amendment) Act, 2020 (Act 5 of 2020)

10.6 Crosscutting

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> High rates of alcohol abuse by children below the age of 18, civil servants especially teachers and health workers. Limited awareness of government programs and involvement of the LC leaders and the community 	<ul style="list-style-type: none"> Speedy enactment of the new alcohol law to support the current National Alcohol Control Policy of 2019 Utilize the one hour per week allocated to Government on all media houses coordinated by the office of the RDC to sensitize the communities on government programs and achievements. Develop and streamline and clear communication strategy to ensure LC leaders are aware of all Government interventions Ensure stakeholders involvement during commissioning of the projects to allow them conduct routine spot-checks 	<ul style="list-style-type: none"> Kasese District Lyantonde District Hoima City Sheema District Budaka District Kasanda District 	<ul style="list-style-type: none"> MoH MoGLSD RDC All LGs CAO 	<ul style="list-style-type: none"> The National Alcohol Control Policy 2019 The Access to Information Act 2005
<ul style="list-style-type: none"> Rampant animal theft in Kigarama Sub county 	<ul style="list-style-type: none"> Encourage all Districts to embrace Community Policing Gazette and license all slaughter slabs across the Districts Restrict movement of animals and birds at night 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> UPF DPC CAO DPO 	<ul style="list-style-type: none"> UPF Act of 2004 National Local Government Capacity Building Policy (NLGCBP)
<ul style="list-style-type: none"> Delays in procurement processes affecting timely implementation of planned outputs. 	<ul style="list-style-type: none"> Undertake training of the LGs in Procurement processes and Contract management 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> PPDA CAO 	<ul style="list-style-type: none"> National Local Government Capacity Building Policy (NLGCBP)

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Low coverage and infrequency of the Baraza programme across the LGs. 	<ul style="list-style-type: none"> Scale up baraza coverage as recommended by the Parliamentary committee on presidential affairs Strengthen follow up at MDA, LG and LLG levels where the issue was raised 	<ul style="list-style-type: none"> All LGs 	<ul style="list-style-type: none"> OPM 	<ul style="list-style-type: none"> Monitoring And Evaluation Policy
<ul style="list-style-type: none"> High transaction costs like bank charges on local revenue during the funds transfer from the consolidated fund to the district and LLG accounts 	<ul style="list-style-type: none"> Review the transactional cost implications and devise an appropriate strategy to address the challenge 	<ul style="list-style-type: none"> All LGs 	<ul style="list-style-type: none"> OPM MoFPED Parliament BoU Commercial Banks 	<ul style="list-style-type: none"> Local Government Act
<ul style="list-style-type: none"> Delayed induction of councillors affecting the quality of debates, professional conduct and service delivery in LGs 	<ul style="list-style-type: none"> The MoLG should treat this issue as a matter of urgency and induct political leaders. 	<ul style="list-style-type: none"> Sheema District Kyotera District Lyantonde District 	<ul style="list-style-type: none"> MoLG 	<ul style="list-style-type: none"> National Local Government Capacity Building Policy (NLGCBP)
<ul style="list-style-type: none"> High insecurity in Apaa Land in Zoka C parish which has hampered accessibility of service providers from both Government and private sector 	<ul style="list-style-type: none"> Joint security operations between UPDF, UPF and UWA; to periodically facilitate secure movement of service providers in the parish 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> UPDF UPF UWA OPM RDC 	<ul style="list-style-type: none"> Local Government Act UPF Act UPDF Act
<ul style="list-style-type: none"> Internal succession conflicts among cultural leaders, which continue to deter support from political leaders regarding support to the Madi cultural institutions 	<ul style="list-style-type: none"> Convine a meeting with Madi Cultural leaders to hestly resolve the ongoing conflicts, to pave way for endorsement of the cultural leadership structure by H.E. the President. 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> MoGLSD 	<ul style="list-style-type: none"> The Uganda National Culture Policy

10.7 Human Resource

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Low staffing levels of District Technical Staff caused by; <ul style="list-style-type: none"> <i>i. Nepotism</i> <i>ii. Rigid staffing structure that does not allow for promotions of some cadres</i> <i>iii. Poor performance of DSCs and</i> <i>iv. Low wage allocation</i> 	<ul style="list-style-type: none"> Carry out an analysis of the planned recruitments Conduct an annual evaluation on the utilization of the wage bill 	<ul style="list-style-type: none"> Budaka District Kyotera District Sheema District 	<ul style="list-style-type: none"> DSC DHRO MoPS 	<ul style="list-style-type: none"> The Local Government Act 2010 Public Service Act 2008

10.8 Local Government

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> No funding for operationalization of LLGs in some Districts and the new Cities. E.g. <ol style="list-style-type: none"> <i>In Namutumba District, 10 LLGs out of 20 have not received funding</i> <i>In Kyotera District, 3 LLGs did not receive funding</i> <i>In Kirihura District, 3 LLGs (Rushere TC, Akayanja SC and Rwatamu SC) have not yet received funding</i> <i>In Sheema District, Nyabwina and Lugazi parishes were not gazetted</i> Limited understanding of the Parish development model by the community 	<ul style="list-style-type: none"> Government should mobilize and provide funding for new LLGs across the country. Expedite the coding of the newly created LLGs for their operationalization 	<ul style="list-style-type: none"> Namutumba District Kyotera District Kiruhura District Sheema District Fort-portal City 	<ul style="list-style-type: none"> MoLG MoFPED 	<ul style="list-style-type: none"> The Local Government Act
<ul style="list-style-type: none"> Delayed commencement of construction of satellite market despite availability of funds under the Project for the Restoration of Livelihood in the Northern Region – PRELNOR. 	<ul style="list-style-type: none"> There is need for CAO and his technical team to rigorously sensitize and train the council and the community on the Parish Development Model Follow-up the contract execution and fast-track commencement and completion Adhere to the procurement timelines in the PPDA Act 	<ul style="list-style-type: none"> Budaka District Lyantonde District 	<ul style="list-style-type: none"> CAO and District technical team LCV MoLG 	<ul style="list-style-type: none"> The Access to Information Act 2005
<ul style="list-style-type: none"> Limited awareness on the parameters considered in the allocation formula for the DDEG funds leaving most districts like Sheema which are perceived to be developed at a disadvantage 	<ul style="list-style-type: none"> Study and review the parameters of the DDEG formula to address the inequalities Avail information on the formula used to allocate DDEG funds to all the districts 	<ul style="list-style-type: none"> Adjumani District Sheema District 	<ul style="list-style-type: none"> DCO MoLG D/Engineer 	<ul style="list-style-type: none"> The PPDA Act

10.9 Lands

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<p>Connivance of Officials in the Land office to change land ownership without following the due process e.g.</p> <p><i>i. In Kitumba S/C, Kasanda District, current occupants were not given the first call</i></p> <p><i>ii. In Kyotera District, Sango Bay land evictees weren't compensated</i></p>	<ul style="list-style-type: none"> Immediate nullification of land title being purchased. Undertake comprehensive community engagements to identify all afflicted parties and take appropriate action 	<ul style="list-style-type: none"> Kasanda District Kyotera District 	<ul style="list-style-type: none"> MoLHUD 	<ul style="list-style-type: none"> The National Land Policy
<ul style="list-style-type: none"> A large proportion of Government land remains un surveyed because of inadequate funding partly attributed to high costs of surveying services Land use conflicts affecting restoration projects on communally owned land exacerbated by the negative community mindset towards tree growing 	<ul style="list-style-type: none"> Prioritize titling of Government land in allocations under DDEG Explore feasibility of acquisition of surveying equipment under DDEG Continuous joint community engagements led by CDO, DNRO and community leaders; to sensitize the people on the value and benefits of tree planting 	<ul style="list-style-type: none"> Sheema District Adjumani District 	<ul style="list-style-type: none"> MoLG MoLHUD CAO DLO DNRO CDO 	<ul style="list-style-type: none"> The Local Government Act Registration of Titles Act The Uganda National Land Policy

10.10 Water and Sanitation

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> False reporting on rehabilitation of boreholes⁸ 	<ul style="list-style-type: none"> Commission a full investigation into the reported rehabilitation and expenditure on the repairs and report to the Honourable Minister. Routinely undertake joint spot-checks on water sources, together with the political leaders as community representatives 	<ul style="list-style-type: none"> Nakaseke District 	<ul style="list-style-type: none"> CAO RDC LCV 	<ul style="list-style-type: none"> The Zero Tolerance to Corruption Policy 2019

⁸ In Nakaseke District, the community indicated that 04 of the 12 boreholes rehabilitated as per the district report had actually been repaired by an NGO called WAVE, at a cost of Ugx 650,000 (collected from the communities), whilst the report cites repairs undertaken by Paroz Company Ltd (district contractor) at Ugx 4,354,792 per borehole. Example given of Bulwada parish borehole. In addition, Community also reported that only minor repairs were undertaken on the remaining 08 boreholes reported to have been overhauled

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
	<ul style="list-style-type: none"> Water Department staff to record statement at Nakaseke Police Station 			
<ul style="list-style-type: none"> High cost of construction and rehabilitation of the boreholes e.g. <ul style="list-style-type: none"> <i>In Nakaseke District, Queries were raised on the uniform unit cost of repair for all 12 boreholes at Ugx 4,354,792 each</i> <i>In Sheema District, drilling and constructing a borehole was reported to be UgX. 40 million and rehabilitation of a bore hole was reported to be Ugx. 10 million.</i> 	<ul style="list-style-type: none"> Adopt framework contracts (atleast 3yrs) for works such as borehole drilling; to save time on procurement processes, and to lower cost of works 	<ul style="list-style-type: none"> Nakaseke District Sheema District 		<ul style="list-style-type: none"> The Local Government Act PPDA
<ul style="list-style-type: none"> Rampant water supply cuts in Town Council (NWSC) service areas (with water only available once a week on average) E.g., Nakaseke TC and Kanyogoga TC. Attempts from councilors and community members to seek redress from NWSC offices, including the area manager, have been futile. Delayed completion of the transition of water provision in Kaliro Town Council Lyantonde District from MoWE to NWSC 	<ul style="list-style-type: none"> OPM to follow up the issue directly with the NWSC. MGD-OPM to follow up issue with ED-NWSC) Urgently increase investment in piped water systems, including connection of schools and piped water system to hard-to-reach areas. 	<ul style="list-style-type: none"> Nakaseke District 	<ul style="list-style-type: none"> CAO OPM NWSC 	<ul style="list-style-type: none"> The National Water Policy
	<ul style="list-style-type: none"> This issue should be brought to the attention of Ministry of Water and Environment 	<ul style="list-style-type: none"> Lyantonde District 	<ul style="list-style-type: none"> OPM MoWE 	<ul style="list-style-type: none"> The National Water Policy

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Limited coverage of solar powered boreholes e.g., in Lyantonde District only 3 solar power boreholes were reported 				
<ul style="list-style-type: none"> Lack of ownership of facilities amongst the communities, with difficulties faced in collecting user fees to facilitate operation and maintenance⁹. 	<ul style="list-style-type: none"> Increase sensitization of communities (Jointly conducted by the Water and Community mobilization departments) to foster ownership and ensure enhanced maintenance of water sources 	<ul style="list-style-type: none"> Nakaseke District Sheema District 	<ul style="list-style-type: none"> MoWE DWO CDO 	<ul style="list-style-type: none"> The National Water Policy
<ul style="list-style-type: none"> Various villages remain unserved with safe water sources contrary to the National Policy of atleast one water source per village e.g., in <i>Namutumba District only 5 villages of the 52 villages in Kibaale S/C, and only 9 of the 48 villages villages in Namutumba S/C have no safe water sources.</i> 	<ul style="list-style-type: none"> Prioritize all unserved villages in the next planning cycle Sacle up resource mobilization from other partners targeting the un served villages 	<ul style="list-style-type: none"> Namutumba District 	<ul style="list-style-type: none"> DWO MoWE 	<ul style="list-style-type: none"> The National Water Policy

10.11 Energy and Mineral Development

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Several areas yet to get connected to the electricity national grid; despite a Free connection policy in place e.g. lower connectivity of households in Adjumani District, Kigarama Seed Secondary School in Sheema District 	<ul style="list-style-type: none"> Fastrack the implementation of free electricity connection policy Incentivise renewable energy sources such as solar to increase uptake and bridge the gap e.g., tax reduction Undertake a survey visit in all LGs to establish the demand for electricity and existing connectivity gaps and take appropriate action 	<ul style="list-style-type: none"> Nakaseke District Sheema District 	<ul style="list-style-type: none"> MoEMD 	<ul style="list-style-type: none"> The Electricity Connections Policy 2018

⁹ In Sheema District, Community reported non-functionality of boreholes in Rwengiri I village.

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Extortion of money from the locals for electricity connection e.g., Kabuna SC locals were asked a sum of 5 million shs per pole. 	<ul style="list-style-type: none"> The MoEMD should investigate the matter and take appropriate action 	<ul style="list-style-type: none"> Budaka District 	<ul style="list-style-type: none"> MoEMD 	<ul style="list-style-type: none"> The Zero Tolerance to Corruption Policy 2019

10.12 Presidential Pledges

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> 100 million towards the construction of the Budaka Town Council administration block¹⁰ 	<ul style="list-style-type: none"> Escalate the unfulfilled pledge to the Office of the President 	<ul style="list-style-type: none"> Budaka District 	<ul style="list-style-type: none"> OP Manifesto Unit OPM 	<ul style="list-style-type: none"> The Local Government Act
<ul style="list-style-type: none"> Support to construction of Nazira and Nangoma road 	<ul style="list-style-type: none"> Escalate the unfulfilled pledge to the Office of the President and UNRA 	<ul style="list-style-type: none"> Kyotera District 	<ul style="list-style-type: none"> OP OPM UNRA 	<ul style="list-style-type: none"> The Local Government Act UNRA Act
<ul style="list-style-type: none"> Fresian dairy cows for women groups pledged in 2018¹¹ 	<ul style="list-style-type: none"> Escalate the unfulfilled pledge to the Office of the President and NAADS 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> OP OPM NAADS 	<ul style="list-style-type: none"> NAADS Act
<ul style="list-style-type: none"> Delayed replacement of rejected items under Presidential Pledges e.g. Supply of standard pledged items like 12 of 30 heifers procured as part of the presidential pledge (under NAADS secretariat) were not of the required quality and had never been replaced¹². 	<ul style="list-style-type: none"> Escalate the matter to the Office of the President and NAADS to follow up 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> OP OPM NAADS 	<ul style="list-style-type: none"> NAADS Act National Agriculture Policy
<ul style="list-style-type: none"> Presidential pledge of Matsyoro Gravity Flow scheme. 	<ul style="list-style-type: none"> Escalate the unfulfilled pledge to the Office of the President 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> OP OPM MoWE 	<ul style="list-style-type: none"> National irrigation Master plan

¹⁰ The budget and letters to remind H.E. about this pledge were handed over to Hon. PM and State House Comptroller for follow up

¹¹ Follow up letter was written to ED-NAADS regarding the status of the unfulfilled pledge

¹² DPO reported that the animals delivered at the time were of poor quality, and hence rejected by the district.

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
			• MoWE	

10.13 Environment and Natural Resources

Issue	Recommendation	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Lack of information on ownership and regulation of wetlands in the district yet the surrounding districts like Bushenyi are allowing communities to cultivate in the swamps. 	<ul style="list-style-type: none"> Prepare and disseminate information pertaining the management and regulation of wetlands to the communities. NEMA should review and provide guidelines on management of wetlands across the country. Enforce Cabinet decision on identifying activities recommended for wetlands (Minute no.59 (CT no.59 2021)) 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> DNRO NEMA NFA 	<ul style="list-style-type: none"> NEMA Act Environment and Social Safeguards(ESS) Policy
<ul style="list-style-type: none"> Unfair market pricing of commercial forestry products, which has reduced appeal for communities to invest in afforestation. This is mostly attributed to the brokers in the market. 	<ul style="list-style-type: none"> Mobilize afforestation farmers into groups, to offer them better bargaining power and directly link them to buyers of their products; Sensitize and train them on going market rates, value addition to forest products Etc 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> DNRO DCO CDO 	<ul style="list-style-type: none"> NFA Act

10.14 Community Based Services

Issue	Recommendations	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Prevalence of Early Child marriages, partly attributed to poverty levels and parents' pursuit for dowry 	<ul style="list-style-type: none"> Utilize media, religious and traditional leaders to scale up awareness raising on dangers of child marriages, and cost to the country and economy. Enforce ordinances on child marriages and ensure prosecution of all propagators Strengthening the child and GBV protection systems at the community level e.g., the Para 	<ul style="list-style-type: none"> Nakaseke District Adjumani District 	<ul style="list-style-type: none"> MoGLSD DPC UPF 	<ul style="list-style-type: none"> The Child Policy 2020 The Children's Act 2016 as amended

Issue	Recommendations	Vote	Action Centre	Policy/Legislation
	<p>social workers, parent support groups (PSGs) and Para legals through capacity building</p> <ul style="list-style-type: none"> Strengthening collaboration with partners; to increase community sensitization and awareness creation on the dangers of child marriage to the individual, community and the nation as a whole Establishment of child friendly facilities especially at police stations/cells, schools and Sub County 			
<ul style="list-style-type: none"> Absence of a specific program targeting the youth, in the absence of a successor program to YLP 	<ul style="list-style-type: none"> Intensify engagements with youth to prepare them for opportunities under PDM; and sensitize them on how to access similar programs E.g., Emyooga Undertake internal verification of all group members during appraisal to target special groups 	<ul style="list-style-type: none"> Sheema District Nakaseke District 	<ul style="list-style-type: none"> CDO MoGLSD 	<ul style="list-style-type: none"> Cooperative Societies Act (SACCOs)
<ul style="list-style-type: none"> High age of the beneficiaries of SAGE money thereby affecting coverage (80 years) 	<ul style="list-style-type: none"> Expedite the implementation of the phased costed plan for lowering the eligibility age for SAGE 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> MoGLSD MoFPED 	<ul style="list-style-type: none"> National Social Protection Policy Uganda
<ul style="list-style-type: none"> Inaccurate/Wrong details declared by older persons at the time of National ID registration under SAGE; which causes inclusion errors when they reach the age of eligibility. 	<ul style="list-style-type: none"> Utilize the ongoing HH level verification exercise to ensure all eligible older persons in the district are registered by end of FY 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> CDO 	<ul style="list-style-type: none"> The registration of Persons Act 2015 The PFMA Act
<ul style="list-style-type: none"> Increased cost of registration for CBOs which is a deterrent to the groups e.g., in Sheema District, community reported an increase in the cost of registration from UGX. 40,000 to UGX. 100,000. 	<ul style="list-style-type: none"> Review the peovisions of the Cooperatives Policy to focus on incentivising CBO registration District Councils should sit and review the registration fees. 	<ul style="list-style-type: none"> Sheema District 	<ul style="list-style-type: none"> MoGLSD District Council 	<ul style="list-style-type: none"> Cooperative Societies Act (SACCOs)

Issue	Recommendations	Vote	Action Centre	Policy/Legislation
<ul style="list-style-type: none"> Weak management of pension and gratuity processes e.g., in <i>Adjumani District</i>, the community reported delayed processing of pension payments; attributed to some beneficiaries passing on before accessing the pension payroll this has caused funds for some pension payments to be returned by the district each FY 	<ul style="list-style-type: none"> Review the backlog of pension payments and clean up the payroll. Fast-track all outstanding pension payments; including those to estates of deceased workers 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> CAO MoPS MoLG 	<ul style="list-style-type: none"> The Public Service Act
<ul style="list-style-type: none"> Limited male involvement in NGOs and DPs interventions 	<ul style="list-style-type: none"> More inclusive programming to cover men as well; especially under sexual reproductive health Increased involvement of cultural leaders in awareness creation on GBV 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> CDO MoGLSD 	<ul style="list-style-type: none"> The NGO Act
<ul style="list-style-type: none"> Low recovery rates under YLP and UWEP, resulting from collapsing of the businesses during the COVID-19 pandemic attributed to lack of an operation fund to facilitate the activities 	<ul style="list-style-type: none"> Integrate the recovery activities in the district workplan and budget for the CBS department 	<ul style="list-style-type: none"> Adjumani District 	<ul style="list-style-type: none"> CDO MoGLSD 	<ul style="list-style-type: none"> The Youth Policy The PFMA Act
<ul style="list-style-type: none"> Exploiting of groups intended to benefit from the PDM. SACCOS are being charged Ugx 100,000 - 150,000 to acquire certificates of registration and yet these amounts are too much for the local communities. 	<ul style="list-style-type: none"> The CAO emphasized that this is an illegal act and that no Parish Chief is expected to charge any money for inclusion and selection of community groups for PDM funding. 	<ul style="list-style-type: none"> Budaka District 	<ul style="list-style-type: none"> MoLG CAO LCV 	<ul style="list-style-type: none"> The PDM Guidelines

ANNEX 1: STANDARD BARAZA EVENT PROGRAMME

i.	Arrival of all Participants	9:00-10:00
ii.	Arrival of Central / Local Gov't officials, area MPs / Ministers	10:00-10:30
iii.	Arrival of the Presiding Minister from OPM	10:30
iv.	Anthems and Prayer	10:30-10:40
v.	Welcome remarks by: LC1, MAYOR / LC III & LC5	10:40-11:20
vi.	Welcome remarks by: Area MP / Minister	11:20-11:50
vii.	Agenda of the day by the RDC / RCC	11:50-12:20
viii.	Presiding Minister addresses the participants	12:20-12:50
ix.	CAO makes performance presentations in the sectors of Education, Health, Road/Works, Agriculture (NAADS/ OWC/), Social Development, Lands, & Water/Sanitation,	12:50–1:50
x.	Reactions to the presentations by the citizens and the responses	1:50– 3:00
xi.	Recommendations by the policy makers	3:00-3:30
xii.	Closing Remarks by the Presiding Minister	3:30-3:50
xiii.	Anthems & Prayer	3:50-4:00
xiv.	Refreshments/Departure	4:00pm

ANNEX 2: SCHEDULE FOR BARAZAS IN FY2021/22

BARAZA DATE	DISTRICT	VENUE / HOST LLG	PRESIDING MINISTER
Tuesday 22 nd December 2021	HOIMA CITY	East Division	Hon. Jenipher Kacha Namuyangu
Thursday 3 rd February 2022	KASAANDA	Bukuuya Town Council	Rt. Hon. Justine Kasule Lumumba
Wednesday 9 th February 2022	NAKASEKE	Nakaseke Town Council	Rt. Hon. Justine Kasule Lumumba
Tuesday 15 th February 2022	KYOTERA	Kyotera Town council	Rt. Hon. Justine Kasule Lumumba
Tuesday 22 nd February 2022	KASESE	Katwe-Kabatoro Town council	Hon. Alice Kaboyo
Wednesday 23 rd February 2022	FORT PORTAL CITY	Central Division	Hon. Alice Kaboyo
Thursday 24 th February 2022	NAMUTUMBA	Nawambandu	Rt. Hon. Justine Kasule Lumumba
Thursday 3 rd March 2022	KIRUHURA	Kiruhura Town council	Hon. Jenipher Kacha Namuyangu
Wednesday 2 nd March 2022	ADJUMANI	Adjuman Town council	Hon. Grace Freedom Kwiyeuwiny
Thursday 3 rd March 2022	BUDAKA	Budaka Town council	Rt. Hon. Justine Kasule Lumumba
Thursday 17 th March 2022	LYANTONDE	Kaliro Town council	Rt. Hon. Justine Kasule Lumumba
Thursday 24 th March 2022	SHEEMA	Sheema MC	Hon. Jenipher Kacha Namuyangu

ANNEX 3: PICTURE GALLERY



Rt. Hon JK Lumumba the OPM Minister for General Duties responds to strategic policy issues during Baraza meeting in Namutumba District on 24th February 2022



Cross-section of the participants at the Baraza in Namutumba District



Rt. Hon Minister for General Duties (2nd from left) presiding over the Baraza in Kyotera District on Thursday 3rd February 2022



From Left- the woman MP for Fort portal city with the minister for Luwero-Rwenzori Hon. Alice Kaboyo at the Baraza in Fort portal city on 23rd February 2022



The Rwenzori region police chief makes a presentation on security status to the participants during Baraza meeting in Fort Portal City



The community in Kasese District raise hands to give their concerns during Baraza in Katwe-Kabatoro TC on 22nd February 2022



Rt. Hon. JK. Lumumba responds to policy issues raised at the Baraza meeting in Budaka District on 24th March 2022



Cross-section of the community members that turned up for the Baraza in Budaka District on 24th March 2022



Community raise issues during Baraza in Budaka Town Council on 24th February 2022



Kiruhura District, 3rd March 2022: Hon. Jenipher Kacha Namuyangu addressing the participants Baraza



Hon. Wilson Kajwengeye, the MP for Nyabushozi county responds to issues raised during Baraza in Kiruhura District on 3rd March 2022



A senior citizen raises salient concerns during Baraza in Kiruhura District



Cross-section of the mammoth crowd at the Baraza meeting in Nakaseke District on 9th February 2022



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