



# **WAKISO DISTRICT LOCAL GOVERNMENT**

## **STATE OF AFFAIRS WAKISO DISTRICT**

**Presented by:**  
**Matia Lwanga Bwanika**  
**District Chairperson**  
**25<sup>th</sup> March 2020**

## **ACRONYMS & ABBREVIATIONS**

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<b>ACODE</b>	<b>Advocates Coalition for Development and Environment</b>
<b>AIDS</b>	<b>Acquired Immune Deficiency Syndrome</b>
<b>ANC</b>	<b>Antenatal Care</b>
<b>ART</b>	<b>Anti-Retroviral Therapy</b>
<b>ARV</b>	<b>Anti-Retroviral Drug</b>
<b>BBW</b>	<b>Banana Bacterial Wilt</b>
<b>CBO</b>	<b>Community Based Organization</b>
<b>CDO</b>	<b>Community Development Office</b>
<b>CME</b>	<b>Continuing Medical Education</b>
<b>CO</b>	<b>Clinical Officer</b>
<b>CPR</b>	<b>Contraceptive Prevalence Rate</b>
<b>CPT</b>	<b>Cotrimoxazole Prophylactic therapy</b>
<b>DHE</b>	<b>District Health Educator</b>
<b>DHMT</b>	<b>District Health Management Team</b>
<b>DHO</b>	<b>District Health Officer</b>
<b>DHT</b>	<b>District Health Team</b>
<b>DOT</b>	<b>Directly Observed Treatment</b>
<b>DSC</b>	<b>District service Commission</b>
<b>DTLS</b>	<b>District TB/Leprosy Supervisor</b>
<b>EID</b>	<b>Early Infant Diagnosis</b>
<b>EMTCT</b>	<b>Elimination of Mother-To-Child Transmission of HIV</b>
<b>FOWODE</b>	<b>Forum for Women in Development</b>
<b>FP</b>	<b>Family Planning</b>
<b>FY</b>	<b>Financial Year</b>
<b>H/C</b>	<b>Health Centre</b>
<b>H/U</b>	<b>Health Unit</b>
<b>HCT</b>	<b>HIV Counselling and Testing</b>
<b>HIV</b>	<b>Human Immuno-Deficiency Virus</b>
<b>HMIS</b>	<b>Health Management Information System</b>
<b>HSD</b>	<b>Health Sub District</b>
<b>HTC</b>	<b>Health Training Consult</b>
<b>ICCM</b>	<b>Integrated child hood illness case management</b>
<b>IFMS</b>	<b>Integrated Financial Management Systems</b>
<b>IPT</b>	<b>Intermittent Presumptive Treatment</b>

<b>KCCA</b>	<b>Kampala Capital City Authority</b>
<b>LGA</b>	<b>Local Government Act</b>
<b>LMIS</b>	<b>Logistic management information system</b>
<b>LRDP</b>	<b>Luwero Ruwenzori Development Program</b>
<b>MCH</b>	<b>Maternal and Child Health</b>
<b>MO</b>	<b>Medical Officer</b>
<b>MOH</b>	<b>Ministry of Health</b>
<b>MOLG</b>	<b>Ministry of Local Government</b>
<b>MTCT</b>	<b>Mother to Child Transmission of HIV</b>
<b>NAADS</b>	<b>National Agriculture Advisory Services</b>
<b>NARO</b>	<b>National Agricultural Research Organisation</b>
<b>NGO</b>	<b>Non-Government Organization</b>
<b>NGOs</b>	<b>Non-Government Organizations</b>
<b>NWSC</b>	<b>National Water and Sewerage Cooperation</b>
<b>OIs</b>	<b>Opportunistic Infections</b>
<b>OJT</b>	<b>On-Job Training</b>
<b>OPM</b>	<b>Office of the Prime Minister</b>
<b>OWC</b>	<b>Operation Wealth Creation</b>
<b>PEDN</b>	<b>Private Education Development Network</b>
<b>PHC</b>	<b>Primary Health Care</b>
<b>PMTCT</b>	<b>Prevention of Mother to Child Transmission of HIV</b>
<b>RCT</b>	<b>Routine Counselling and testing</b>
<b>RH</b>	<b>Reproductive Health</b>
<b>RTI</b>	<b>Research Triangle Institute</b>
<b>SC</b>	<b>Sub County</b>
<b>STI</b>	<b>Sexually Transmitted Infection</b>
<b>TB</b>	<b>Tuberculosis</b>
<b>TC</b>	<b>Town Council</b>
<b>TT</b>	<b>Tetanus Toxoid</b>
<b>UBOS</b>	<b>Uganda Bureau of Statistics</b>
<b>UNICEF</b>	<b>United Nations Immunization Children’s Education Fund</b>
<b>VAD</b>	<b>Voluntary Action for Development</b>
<b>VCT</b>	<b>Voluntary Counselling and Testing</b>
<b>BBW</b>	<b>Banana Bacterial Wilt</b>
<b>NARO</b>	<b>National Agricultural Research Organization</b>
<b>OWC</b>	<b>Operation Wealth Creation</b>

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## **Foreword**

I am delighted to present to you the District Status report. The report details the work of our District staff who have tirelessly given their best to develop the District amidst several challenges. The report presents the year's highlights on some of our achievements and challenges per department as well as interventions we intend to undertake going forward.

Wakiso District remains on top of the Public Service delivery radar and this requires passion, commitment and service above self from everyone involved in the district service. I want to specifically thank the District Council for being together with us during the quest to improve service delivery, the Central Government for committing resources for developing the District and the development partners for supporting us. We want to pledge our continued partnership based the principles of good leadership and transparency.

**Matia Lwanga Bwanika**  
**District Chairperson**

## **1.0. INTRODUCTION**

Section 13(5) of the Local Government Act, Cap 243 Mandates the District Chairperson to make a report to Council on the state of affairs of the District at least once a year. The report reviews performance of sectors from July 2019 to March 2020 in line with the planned activities. It highlights achievements, challenges and Recommendations.

The Departments and Sectors featuring in the report are: Management and Support Services, which includes: Administration, Human resources, Communication and Records, Procurement and Disposal services as well as the Finance Department, which looks at revenue generation and collection; Council and boards basically focusing on the council, committees of council, Local Government Public Accounts Committee, Land Board and the District Service Commission. Production, and Marketing Services, Crops, Veterinary, Fisheries and Entomology, Health Services, Education and sports, Works and Technical services including Water and Sanitation, Natural Resources which include: Forestry, wetlands Environment, Lands and survey. Community Based Services which has Probation and Social Welfare, Labour, Women, Youth, People with Disabilities and the Elderly, Internal Audit, Trade, Industry and Local Economic Development.

### **1.1. Background**

Wakiso District comprises of four (04) Municipalities of: Entebbe (2 Municipal Divisions of Entebbe A and B); Nansana (4 Municipal Divisions of Nansana, Gombe, Nabweru and Busukuma); Kira (3 Municipal Divisions of Bweyogerere, Kira and Namugongo); and Makindye – Ssabagabo (3 Municipal Divisions of Bunamwaya, Ndejje and Masajja).

The District has nine (09) Town Councils; Wakiso, Kakiri, Masulita, Namayumba, Kasangati, Kyengera, Katabi, Kajjansi and Kasanje, as

well as six (06) Sub Counties (Bussi, Kakiri, Masuliita, Namayumba, Wakiso and Mende).

Wakiso is the most densely populated district in Uganda with a projected population of 2,968,103 as at December 2019.

## **2.0. MANAGEMENT AND SUPPORT SERVICES**

### **2.1. Administration**

#### **2.1.1. Introduction**

The core mandate of this Department is to co-ordinate and Implement lawful Departmental and lower Local Government activities.

The Department comprises the Management Support Sector, Human Resources Management, Communication, Records Management, and Procurement Subsectors.

#### **2.1.2. Achievements**

- Promptly paid salaries for all staff.
- Maintained the ambience of the District by cleaning the District premises and offices, providing sanitary items and also paying the support staff.
- Disciplined staff with deviant behaviour with interdiction and other measures and instituted committees to investigate alleged cases of indiscipline.
- Continued to provide support supervision to all lower local Governments to emphasize discipline, team work and compliance to procedures and regulations.
- Tried to fill gaps in our staff establishment through facilitation of recruitment of competent staff and also support to the District Service Commission.
- Regularly tendered advice to the District Executive Committee for guided policy formulation.
- Continuously undertook monitoring of all Government projects effected by the District and lower Local Governments and took action on noted snags.
- Surveyed assets of the District and Lower Local Governments and made Recommendations for the better management of the usable assets and disposal of the obsolete assets.
- The Department has routinely coordinated all departments and lower local Government activities reported to the relevant Central Government Ministries.

- Ensured compliance to accounting regulations by coordinating responses to Internal Audit and District PAC. A report on audit issues was forwarded and discussed by Council.
- Continuously worked with the office of the RDC during Baraza meetings geared towards good governance and accountability, commissioning of Government Programmes, environment/wetland protection sensitizations, and security meetings.

### **2.1.3. Challenges**

- Lack of adequate transport to facilitate all the officers in the department during monitoring and other support supervision activities.
- Inadequate space for registry.
- Evident demotivated staff due to low and unbalanced pay.
- Reliance on local revenue for all departmental activities.

### **2.1.4. Recommendations**

- Plan to procure another vehicle for the department.
- Digitalising/automation of the registry.
- Salary enhancement for all staff.
- Continuous engagement with communities ahead of project implementation to avoid litigation cases.
- Cultivation of a team spirit for team work among all staff.
- Attract donors, NGOs and other partners to support the department.

## **Human Resource Management**

The Human Resources Unit is mandated to provide technical guidance and support on new and existing HR Policies, Budgeting staff wage and its management, implementation of approved established staff structure. It also generates HR required plans such as Capacity Building Plan, Staff Recruitment Plan, management of staff salaries and pension, managing staff welfare and discipline as well as coordinating staff performance in the District.

## Status of Staffing Level in the District

Department	Approved No.	Filled	Vacancy	Percentage Filled
Office of CAO	3	3	0	100%
Administration	51	47	4	92%
Human Resource	5	5	0	100%
Statutory Bodies	5	5	0	100%
Finance.	13	10	3	77%
Procurement	3	3	0	100%
Planning	5	5	0	100%
Works	24	22	2	92%
Education	10	10		100%
Community Based Services	4	3	0	75%
Natural Resources	17	17	0	100%
Internal Audit	4	4	0	100%
Production	20	18	2	90%
Trade, Industry and Local Economies Development	5	3	2	60%
Sub Counties	123	87	36	71%
Wakiso T/C	65	40	25	61%
Katabi T/C	62	38	24	61%
Kakiri T/C	64	36	28	56%
Kasangati T/C	68	47	21	69%
Kyengerera T/C	71	51	20	72%
Kajjansi T/C	74	46	28	62%
Masuliita T/C	62	30	32	48%

Namayumba T/C	61	31	30	50%
Kasanje T/C	68	32	36	47%
Primary	1,810	1,760	50	97%
Secondary	1,009	836	173	83%
Tertiary	79	67	12	85
Health Services	10	10	0	100%
Health Centre IV	194	178	16	92%
Wakiso Epi Centre	19	15	4	79%
Wakiso Health Centre III	254	244	10	96%
Health Centre II	154	143	11	93%
<b>TOTALS</b>	<b>4416</b>	<b>3846</b>	<b>570</b>	<b>87%</b>

## Pension

Currently, the District has 437 pensioners on the payroll and at least 90% are up-to-date with pension apart from those who delayed to appear for verification by Ministry of Public Service.

### 2.1.5. Achievements

- Conducted pre-retirement training for 70 staff due for retirement purposely to prepare them for the upcoming life after service.
- Conducted training to members of Finance and Administration Committee with a view of enhancing revenue mobilization which remains a challenge to our District.
- Conducted performance management training to all the 20 Secondary Schools in the District on signing of Performance Agreements for Head Teachers and their Deputies. It included reporting of their performance on a calendar year basis following a critical analysis where we cited a gap in managing performance by Secondary Head Teachers.

- Recruited over 230 staff to address the staffing gaps in the identified Sub-Countries, Town Councils and Department.
- Organized and coordinated the Rewards and Recognition Ceremony together with end of year party which took place on 14<sup>th</sup> December 2019.

#### **2.1.6. Challenges**

- The Unit is grossly underfunded on locally raised Revenue, most especially on the most pressing and demanding role of managing payroll.
- Delayed submission of required supporting documents by beneficiaries such as pensioners is still a challenge and causes delays in processing benefits.
- Dropping off of both pensioners and active staff on payment files from the Ministry has contributed to reasonable complaints from the affected staff hence leading to undesired conditions of work.
- Delayed processing of supplier numbers under E-Registration process has led to delayed payment hence creating unnecessary arrears which affects our wage performance.
- The system of IPPS is on and off and this affects timely processing of both terminal benefits and salaries.

#### **2.1.7. Recommendations**

- The Ministry of Public Service has selected the District among the 60 votes to kick start Human Capital Management system (HCM) as a way of improving the challenges faced with IPPS.
- The HR Unit should be given additional funding; especially in management of the Payroll which is the most critical activity in the District it profoundly consumes 50% of the District's Total Budget in terms of wage management.



## **2.2. Communication**

### **2.2.1. Introduction**

The Sector is in charge of planning, execution and dissemination information at District level to the different stakeholders through the different channels to achieve the communication objective of the District. It also ensures proper feedback mechanism to ensure effective Communication for both internal and external stakeholders by liaising with the different Departmental Heads. Its major activities include gathering and dissemination of information, mobilization and sensitization of stakeholders about government programmes, coordinating radio and T.V talk shows, running newspaper supplements, organizing press conferences and maintaining a good public relations image of the District.

### **2.2.2. Achievements**

- The sector was able to disseminate information through 32 weekly Radio Programs on 89.2 CBS FM every Thursday between 9.30 to 10.00 PM. The program, which is currently co-funded by the Municipalities of Makindye, Kira and Nansana, has been instrumental in enabling reciprocal communication flows between the District, LLGs and the communities. To further strengthen communication flow, Town Councils and Sub Counties are now mandated to appear quarterly on these talk shows.
- District activities have been given wide publicity in both the electronic and print media through news items and supplements.

### **2.2.3. Challenges**

- Due to inadequate funding, the district is highly indebted to CBS FM.
- The sector lacks basic ICT equipment: Professional still Camera, Computers and iPads to capture, store and send out timely information online via Facebook, twitter and District website yet

digital Communication is such a critical hub with millions of stakeholders including potential partners.

- The Public Relations function has been grossly underfunded which affects smooth running of District's critical Communication activities.
- The sector lacks Transport which hinders field activities for staff and the press yet activities which are newsworthy and should make the bulk of our communications happen in the field.
- Negative publicity by some sections of the media.

#### **2.2.4. Recommendations**

- Purchasing modern ICT equipment so that the sector can improve on coverage and publicity of the District activities including generating material for online communication via social media dissemination of information.
- Countering negative publicity through holding regular Press Conferences and proactively providing information through various medium.

### **2.3. Procurement and Disposal**

#### **2.3.1. Introduction**

The Procurement and Disposal Unit (PDU) is established under the PPDA Act, 2003 section 31 to manage through planning and implementing all the procurement and disposal activities of the Procuring Disposing Entity (PDE).

#### **2.3.2. Achievements**

- All the Consolidated Procurement and Disposal activities under the Financial Year 2018-19 were implemented 100%. The District implemented its overall consolidated procurement plan including disposing off assets like motor vehicles, motorcycle, used car tyres, old computers, laptops and other used items.
- Under the current financial year 2019-2020, the District has already implemented 80% of its consolidated procurement plan.

- The District also got funding from the Ministries of Health and Education and Sports under the World Bank UGFIT Transfer Programme for the upgrading of Health Centre IIs to Health centre IIIs and construction of a seed secondary school. These were awarded and all are under construction.

### **2.3.3. Challenges**

The Procurement and Disposal Unit continues to grapple with payments of service providers, including those who offered services over three (03) years back. This complicates timely acquisition of services to achieve smooth operation and meet User department expectations timely and efficiently.

### **2.3.4. Recommendations**

- The Procurement and Disposal unit needs to access funds sold from bid documents to pay off service providers' especially advertising expenses and stationery suppliers and other critical inputs routinely used within the PDU.
- The Unit will make use of framework contracts to achieve faster response rates on routinely used items by the User Departments to make the District implement its activities effectively and efficiently.

## **3.0. FINANCE**

### **3.1. Introduction**

The core function of finance department is to ensure proper management and accountability of the District's resources.

**This function is achieved through:**

- Supervision and coordination of department activities in accordance with the Public Finance Management Act 2015 and the Local Government Financial and Accounting Regulation, 2007.
- Identification and supervision of collection of sufficient revenue to ensure that service delivery standards are met.
- Promotion of an accountable Wakiso District Council by preparation of required financial reports in accordance with LGFAR, 2007.

### **3.2. Achievements**

- **Raised UGX. 55,005,214,818**

UGX 55,005,214,818 was realized for the first eight (8) months representing 71% of the funds expected in the Financial Year. The table below provides the details:

## District Revenue performance for the period July 2019 to February 2020

Code	Revenue Source	FY 2019/20 Budget UGX	Actual July 2019 to February 2020	Estimated Actual July 2019 to June 2020	%age Estimated Actual
002	Central Government Transfers	58,034,523,359	45,525,568,675	58,034,523,359	100%
003	Locally Raised Revenue	3,309,355,528	1,353,841,240	2,151,557,649	65%
420	Other Government Transfers	11,688,713,925	7,415,590,749	11,688,713,925	100%
420	Donors	1,396,943,335	710,214,154	1,396,943,335	100%
	<b>Total Revenue</b>	<b>74,429,536,147</b>	<b>55,005,214,818</b>	<b>73,271,738,268</b>	<b>99%</b>

- **Prepared and Submitted Mandatory Financial Reports**

The mandatory financial reports (**Final Accounts for Financial year 2018-2019 and midyear financial statements for FY 2019-2020**) have been prepared and submitted to the respective stakeholders.

The Final Accounts for Financial Year 2018 – 2019 were audited and we received an **unqualified opinion**.

The resources of the department both Human and otherwise have continued to be well managed.

### 3.3. Challenges

- Involuntary compliance among tax payers.
- Constant breakdown of the department vehicles.

- **Negative political overtones have not made the situation any better; on top of the park fees already affected, property rates has also been hit hard recently, it constituted 30% of our local revenue estimates and this will negatively affect our budget realization this year.**
- **Depletion of Natural Resources like minerals, sand pits, stone quarries and forests.**
- **The rising cost of operations vis-a vis the limited revenue base.**

### **3.4. Recommendations**

- **Automation of revenue administration, this will not only ease payment of taxes by the tax payers but will improve transparency, timely reporting and improve returns.**
- **We have engaged and will continue to engage the Ministry of Local Government to plead for the case of Wakiso District to continue collecting property rates.**
- **Continuous sensitization of various stakeholders on the importance of paying taxes.**
- **Acquisition of the departmental vehicles and motorcycles for selected Sub Counties to facilitate regular monitoring and field inspections.**
- **Prosecution of defaulters.**

## **4.0. COUNCIL AND STATUTORY BODIES**

### **4.1. Introduction**

The current District Council is the fifth and came into being in May 2016. It has a representation of 52 councillors from the 5 Sub Counties, 9 Town Councils and 4 Municipalities

The Council of 52 includes the District Chairperson, 27 directly elected Male Councillors, 1 Directly Elected Woman Councillor, 16 Women elected Councillors, 2 Councillors representing the Youths, 2 Councillors representing People with Disabilities, 2 Councillors representing the elderly and 2 Councillors representing the Workers.

On party representation, Wakiso Council has 21 Councillors from the NRM party, 23 Councillors from the Democratic Party, 5 from the Forum for Democratic Change Party and 3 are Independent Councillors.

The District Council and Committee meetings have been held. District Service Commission is in place and fully constituted. Recruitment, disciplinary cases and confirmations have been managed. DPAC has four members and held the mandatory meetings though doing without one member. The District Land Board held the mandatory meetings. The District Contracts Committee awarded contracts accordingly.

### **4.2. District Council**

#### **Objective**

To formulate district policies and ensure their implementation in compliance with the Government policy

#### **4.2.1. Achievements**

- Five Council meetings have been held, resolutions communicated and implemented where possible.

- Twenty-five Committee sessions have been held to ensure that the departmental budgets, programs and activities are implemented as planned.
- Monitoring of government programs has been facilitated and undertaken by the Councillors in the first half of the year.

#### **4.2.2. Challenges**

- Decline in Local Revenue has affected implementation of planned activities e.g. monitoring of government activities, untimely payment of Council and committee meetings.
- No ordinance has ever been made by council since the beginning of the political term, yet legislation is Council's key mandate. There are various community problems which call for ordinances.
- Lack of suitable furniture in the council chambers
- Disturbing echoes in council chambers

#### **4.2.3. Recommendations**

- Intensify Capacity Building sessions for all councillors particularly on their roles.
- The Ministry of Local Government and Finance should consider Wakiso as a unique District, given its size and proximity to the City Centre. Grants to Wakiso should be reconsidered and increased.

### **4.3. Public Accounts Committee**

#### **Objective**

To promote good governance, transparency and to ensure that there is value for money.

#### **4.3.1. Achievements**

- Examined internal audit quarterly reports for the FYs 2018/2019 and 2019/2020 partly.
- Quarterly reports for PAC produced and Recommendations made to the respective accounting officers to take action.



### **4.3.2. Challenges**

- The funding is very inadequate and not commensurate with the backlog and funding keeps on reducing.
- Lack of a vehicle to transport members to the several Lower Local Government entities.
- The Committee is not fully constituted

### **4.3.3. Recommendations**

- Full constitution of the Committee
- Consideration of the committee for funding on the locally raised revenue to supplement the ever-reducing government funding

## **4.4. District Land Board**

### **Objective**

To ensure that issues related to Land Management are administered within the existing legal framework.

### **4.4.1. Achievements**

- 6 board meetings held
- Over 200 land applications have been considered
- 10 field inspections conducted

### **4.4.2. Challenges**

- Inadequate funding of the board that hinders full exercise of the Board's mandate
- Lack of operational Area Land Committees in some sub-counties and Town Councils
- Lack of Land records and other reference tools

### **4.4.3. Recommendations**

- The respective units need to expedite the process of Constituting Area Land Committees
- The Central Government and the District should endeavour to increase of the Board's funding

## **4.5. District Service Commission**

### **4.5.1. Introduction**

As per Sec. 55(1) of the Local Government Act, the DSC is vested with powers to appoint persons to hold or act in any office in the service of a District or Urban Councils, including the powers to confirm appointments, exercise disciplinary control and accordingly remove persons so appointed from office.

#### **Vision:**

The Vision of Wakiso District Service Commission is a developed District fully equipped with qualified, committed and dedicated exemplary civil servants.

#### **Mission:**

The Mission of Wakiso District Service Commission is to attract, recruit develop and retain the most suitable human resource in Uganda.

#### **Goal:**

The Goal of Wakiso District Service Commission is to avail the District with relevant human resource in order to ensure timely and positive development.

#### **Composition:**

DSC Members include the Chairperson, District Service Commission and Four Members of the Commission. The Commission is fully constituted as follows:

- |                                  |               |
|----------------------------------|---------------|
| 1. Dr. Ssemogerere G. N.         | (Chairperson) |
| 2. Hajat. Mutalaga Mariam        | (Member)      |
| 3. Mr. Ddungu Eldad              | (Member)      |
| 4. Mr. Walugembe Joseph          | (Member)      |
| 5. Mrs. Juliet Nambuubi Ssemanda | (Member)      |

## **DSC Secretariat**

The DSC Secretariat has the following members:

- |                       |   |
|-----------------------|---|
| i. Annet Kasozi       | PHRO/Secretary DSC, Scale U2  |
| ii. Nakilembeka Suzan | Personal Secretary, Scale U4  |
| iii. Nagawa Irene     | Assistant Records Officer, Scale U5   |
| iv. Nakabuye Barbra   | Office Attendant, Scale U8<br>Staff on Training                               |
| v. Nakabuye Barbra    | Enrolled for 2-year Diploma course<br>in Public Administration at<br>Nsamazi. |

## **Major Activities**

The District Service Commission performs the following roles;

- Appointment on Probation
- Appointment on Promotion
- Appointment on Contract
- Acting Appointment
- Appointment on transfer within/of service
- Confirmation in Appointment
- Handle disciplinary cases
- Termination of appointment
- Retire staff from service
- Study leave to the District staff

#### 4.5.2. Activities undertaken in the Year: July 2019- Jan 2020

<b>S/N</b>	<b>Activities</b>	<b>Total</b>
1.	External Advert	2
2.	Appointment on probation	217
3.	Appointment in service	16
4.	Appointment on Promotion	98
5.	Accelerated promotion	01
6.	Appointment on Transfer of Service	40
7.	Acting Appointment	02
8.	Appointment on attainment of higher Qualification	03
9.	Re-instatement	01
10.	Re-designation of appointment	15
11.	Posthumous appointment	02
12.	Regularisation of appointment	07
13.	Confirmation in appointment	163
14.	Study Leave (Local)	06
15.	Study leave (Abroad)	02
16.	Abandonment of duty	10
17.	Interdiction	01
18.	Noting interdiction	04
19.	Retirement on medical grounds	13
20.	Retirement in public interest	02
21.	Reprimand/Severe reprimand	10
<b>Total</b>		<b>615</b>

### **4.5.3. Challenges**

- Lack of transport means leading to over reliance on other departments for transport in case of activities requiring field visits which also affects the pace of performance.
- The DSC is not connected to District Intercom making communication slow.
- Delay in submissions of the recruitment plan from the responsible Officers which has greatly affected our work plan schedule.
- Overwhelming applications received during recruitment which has led to inadequate storage space.
- Delayed submission of disciplinary cases which culminates into delayed justice.
- Inadequate Office space.
- Under funding of DSC activities.

### **4.5.4. Recommendations**

- Public Service Commission sensitization of key stakeholders at the District of the DSC roles and procedures followed in Human Resource Management.
- The District intercom network is extended to all departments in a phased manner.

The Commission is indebted to the Political Leadership, the District Administration and the Technical Staff who have rendered invaluable support and guidance to the DSC in the execution of its duties.

## **5.0. PRODUCTION AND MARKETING**

### **5.1. Introduction**

**Department Mission:** To ensure commercial intensive productivity from available acreage of land holdings, through value chain management of strategic enterprises leading to commercialization of agriculture.

**Department Mandate:** To increase house hold income and improve the wellbeing of the farming communities while contributing to local economic development and national economy.

The department is composed of four sections as follows:

#### **(a) Crops section**

Responsible for promotion of production and productivity of crops. Five major crops in the district are:

- Horticulture (Chili, tomatoes, green paper, hot paper etc.).
- Coffee
- Bananas
- Maize (mostly sold fresh)
- Sweet potatoes

#### **(b) Veterinary / Animals and Poultry**

Wakiso District Ranks as number one producer of Poultry (5,600,000 birds) and Piggery (180,000 pigs) in the country. There are also big numbers of farmers involved in Dairy zero grazing animals (18500).

#### **(c) Fisheries**

This section is responsible for promotion of fisheries productivity through fish farming in earth ponds and fish Cages, and ensuring sustainability of wild fish in the natural water bodies.

## **(d) Entomology section**

Entomology is a scientific term that refers to insects; however, this section is concerned with the Productive insects or insects of economic importance to the population, including Bees and silk worms. The same department is responsible to controlling Vermin / these are animals that are destructive to crops and other reared animals or which should be under quarantine only for recreational purpose e.g. Monkeys, endangered snakes, wild cats etc.

### **Major Activities / Priorities**

- Increase household incomes by raising agricultural production and productivity of high value priority enterprises.
- Increase accessibility to quality agricultural inputs like seeds and agrochemicals by all engaged in farming.
- Ensure involvement of youth, women and PWD groups in agricultural production.
- Identification and development of production value chains for increased employment of the community and production market enhancement.

### **Specific Activities**

#### **General cross cutting activities to all sections**

- Increasing house hold incomes and improving the well- being of farmers on one hand while Local economic development.
- Promotion and management of farmers' institutions from villages up to District level.
- Development of commodity value chain from producers through post -harvest handling, value addition up to market level.
- Ensuring safety and hygiene of production outputs.
- Monitoring, supervision of stakeholders in the delivery of agro based services.
- Promotion of value addition and agribusiness services.

## **Crops section**

- Promotion of food security and eradication of poverty by increasing both quality and quantity of food and cash crops produced, promoting appropriate storage and value addition through agro processing.
- Conducting demonstrations / multiplication centres.
- Hold trainings for farmers on modern methods of production and post - harvest management.
- Regular farm visits and support supervision.
- Regulation and control of agro inputs and services for quality assurance.

## **Veterinary section**

- Contributing to improved livelihoods of small holder farmers basing on livestock enterprises.
- Controlling and eradication of animal diseases.
- Enforcement of standards along the value chain especially standards of the slaughter places and animal drug dealers.
- Conducting Veterinary inspections and certification of service providers.
- Conducting of farmer training and veterinary advisory services.

## **Fisheries section**

- Increasing sustainable fisheries production for house hold nutrition, income and national economic revenue base.
- Promoting fish farming as an alternative revenue source.
- Certification of fish for export from the designated fish landing sites and ensuring quality standards of fisheries products.
- Conducting regulation activities by enforcing the Fish Act to ensure sustainability of fisheries stocks from the natural water bodies.



## **Entomology section**

- Prevention and control of vectors impacting on production systems and assisting communities to engage in income generating productive entomology like Bee keeping and sericulture.
- Prevention, control and eradication of Tsetse flies, irritating biting flies, Ticks, Vectors and Vermin.
- Promotion of Apiculture / Bee keeping.
- Promotion of Silk worm production systems and value addition of silk production.

### **5.2. Achievements**

#### **5.2.1. Production general**

- Farmer institutional development; 256 farmer groups at village level formed in the areas of Kakiri s/c and T/c, Namayumba s/c and T/c, Masulita S/C and T/C, Wakiso S/C, Mende S/C, Kasangati T/C and Kyengera T/C.
- The District demonstration garden is 90% completed, for the technology transfer to farmers this mainly focuses on urban farming.
- Coordinated and supervised field staffs through regular meetings and field supervisory visits.
- Quarterly Development plans compiled and submitted.

#### **5.2.2. Crops**

- Supervised distribution of clean planting materials of mangoes, citrus, Beans and maize.
- Conducted plant clinics sessions in four lower local governments.
- 120 Farmer trainings conducted in all the 15 LLGs.
- Two farmer field days were organised in Kakiri s/c and Mende S/c.
- Four demonstrations were conducted on Banana Bacterial Wilt and Coffee Twig Borer control.

### **5.2.3. Veterinary**

- 5060 animals and 200,000 poultry vaccinated against Foot and Mouth and Newcastle Diseases.
- Supervised and controlled slaughter of 72,784 animals in gazetted slaughter places.
- Veterinary control check points conducted on all four major routes.
- Farmer trainings conducted.
- Disease outbreaks especially poultry and swine in all areas of the District fever were monitored and farmers given technical advice.
- Selection and supervision of OWC animals and poultry for distribution to the farmers.

### **5.2.4. Fisheries**

- Issued 4320 local sanitary certificates as certification of fish for export from six export gazetted landing sites.
- Conducted 8 lake patrols in conjunction with the Fisheries Protection force of the Military as a means of fisheries resource sustainability.
- Conducted Fish Farmers training in Wakiso S/C and Kyengera T/C.
- On farm guidance through farm visits to Cage fish farmers in Katabi T/C.

### **5.2.5. Entomology**

- Deployed 40 Tsetse fly traps in all commonly infested areas of the District.
- Supervised 15 Mulberry gardens for silk worm farmers.
- Organized two trainings for silk worm farmers and producers.
- Trained farmers on modern bee keeping and Honey processing in Kasanje and Namayumba.

## **5.3. Challenges:**

### **5.3.1. Production general**

- Inadequate transport facilities to the field staffs leading to low coverage of operational areas.
- There is no equitable distribution of resources in lower local governments as far as production activities are concerned.
- Consistent outbreak of diseases and pests, Wakiso being a market destination for many agricultural products from other parts of the country the district is vulnerable to diseases.
- Fluctuation in market prices of farmed products is a challenge as our farmers are not able to produce with an assured price.

### **5.3.2. Crops**

- Unpredictable weather pattern affecting seasonality of production systems.
- Land fragmentation and estates development if greatly affecting and reducing land for agricultural production.
- Fake seed on the market affecting productivity of farmed crops.

### **5.3.3. Veterinary**

- Consistent disease outbreak especially piggery and Poultry diseases.
- Unregulated slaughter of animal likely to spread animal diseases and a threat to the health of consumers.
- Night movement of animals.

### **5.3.4. Fisheries**

- Unregulated entry into the fishing industry an action that's if compromising sustainability of fisheries resources.
- There are incidences of floods leading to loss of farmed fish.
- Fish is only targeted in the low lands and in wet lands.

### **5.3.5. Entomology**

- Lack of staff at the LLGs.
- Constant new infestation of tsetse flies due to migration.

## **5.4. Recommendations**

### **5.4.1. Production general**

- Provision of transport (Motorcycles) to all extension staffs for easy mobility.
- Institution of accessible demonstration centres for technology transfer.
- Effective Supervision and coordination of Production activities.
- Staff exchange visits to appreciate and adopt different innovations.

### **5.4.2. Crop**

- Promotion of irrigation technology to address inconsistent weather patterns.
- Ensure quality seeds and farm supplies by regular inspection and certification of farm input supplies.
- Organization of farmer field days where farmer exchange visits are conducted.

### **5.4.3. Veterinary**

- Registration and certification of slaughter places for assured meat hygiene.
- Institution of animal movement control system as a means of addressing diseases.
- Effective inspection of farm supply shops to address counterfeit products.

### **5.4.4. Fisheries**

- Effective fisheries licensing as a regulatory mechanism to regulate the fishing capacity and reduce pressure on the natural water bodies.

- Promotion of fish farming in Tanks and containers.

#### **5.4.5. Entomology**

- Involvement of communities in identification and reporting of incidences of Tsetse Flies

#### **5.4.6. Other Recommendations**

- There is need to increase on the quantities supplied by OWC so that there can be observable outputs, also OWC supplies should be in line with the demands of the community.
- SAS and TCs of Lower local governments should consider prioritizing production activities and also be effectively involved as this section serves the local economic development of their areas.
- Mobilizing farmers to form farmer's institutions / farmer cooperatives should be embraced at all levels so that our farmers are able to meet market demands, control and maintain quality of products and have advocacy potential.
- There should be a coordinated approach by all different departments in the District in terms of service delivery due to interdependency of departments.

Production department reaches more than 65% of the population of the District; therefore, emphasis on production brings along local economic development and boosts both District and national economy

## **6.0. INTERNAL AUDIT**

### **6.1. Introduction**

#### **Mandate**

The existence of Internal Audit Department is provided for under Section 90(1) of Local Government Act Cap 243 and section 48 of the Public Finance Management Act, 2015.

#### **Mission**

The mission of Internal Audit is “to enhance and protect organizational value by providing risk based and Objective assurance, advice and insight”.

#### **Staffing level**

The department has 5 staff, including: The Principal Internal Auditor, two (02) senior internal Auditors, an internal auditor and a Secretary.

#### **Overall Objective**

To ensure that Wakiso District Local Government and lower administrative units achieve their intended goals by providing audit assurance and consulting service on risk management, control and governance issues.

The department major activities are to assess and make appropriate recommendations to improve the district’s governance processes for making strategic and operational decisions, overseeing risk management and control, ensuring effective performance and accountability and communicate our findings to the Speaker, the District Chairperson, the District Public Accounts committee, the Internal Auditor General and other stake holders as required by the law.

## **6.2. Achievements**

- Reviewed the existing systems within the District to ensure compliance with the policies, plans, procedures, laws and regulations.
- Reviewed the reliability and integrity of the Financial and Operating Systems for the District.
- Reviewed the means of safe guarding the District's assets and verified their existence.
- Produced the statutory Quarterly Internal audit reports.
- Carried out reviews of the internal controls in place and their implementation.
- Provided consulting and advisory services to Management.
- Closely cooperated with the external oversight bodies such as the Office of Internal Auditor General, The Office of Auditor General and the Central Region Audit Committee.
- Facilitated Audit staff to attend Capacity Professional Development Trainings organized by Local Government internal Audit Association, The Institute of Internal Auditors and The Institute of Certified Public Accountants of Uganda.

## **6.3. Challenges**

- Small budget compared to the auditable universe.
- Un reliable transport, borrowing of vehicles compromises our independence
- Computers have worn out and need replacement.

## **6.4. Recommendations**

- Need for a vehicle to support physical check on performance of departments in the field.
- Need to re-tool the depart with Computers, Printers and Scanners;
- Increase the allocation to the department in light of the increased number of staff.
- Lobby for Audit to be supported with conditional grant as this will help in objective reporting other than relying only on local

revenue provided by those who might be affected by the audit reports.



## **7.0. HEALTH SERVICES**

### **7.1. Introduction**

The goal of the health directorate in Wakiso focuses on contributing to the improvement of the health status of the people of the district so as to lead a socially and economically productive life. This goal is derived within the framework of the health policy whose overall objective is to reduce mortality, morbidity and the disparities there in. In order to achieve this goal, the directorate has continued to operate within the frame work of the Health Sector Strategic Plan III (HSSP III), as well as the District Health Sector Strategic Plan (DHSSP), with a major focus on the Uganda Minimum Health Care Package (UMHCP) as we look to move into the implementation of the NDP III.

#### **Maternal, Adolescent and Child Health**

- Sexual and Reproductive Health including new born care
- Integrated child survival (Immunization, Nutrition & Integrated Management of Childhood Illnesses)

#### **Prevention and Control of Communicable Diseases**

- Sexually transmitted Infections, HIV and AIDS
- Malaria
- Diseases targeted for eradication or elimination
- Epidemic preparedness and response

#### **Prevention and Control of Non-Communicable Diseases**

- Prevention of Non-Communicable Diseases (Hypertension, Diabetes Mellitus, Cancer)
- Injuries, prevention of blindness and deafness
- Mental Health and substance abuse
- Oral health
- Palliative care

## **Health Promotion, Disease Prevention and Community Health Initiatives**

- Health education and Promotion
- Environmental Health
- Control of Diarrheal diseases
- School and Institutional Health and Community Health Occupational Health
- Key Strategic direction/Strategic as per the National Budget Recommendation

### **Emergency Surgical Care at Health Centre IVs**

- Emergency and elective caesarean services.
- Emergency general surgical interventions like LAP and others.
- Accident and medical emergency management

## **7.2 Achievements**

- **Human Resources for Health Staffing level:**

The Department is staffed to 93% for technical staff and 95% for all staff including support staff up from 83.7% and 77.8% respectively by February 2020.

- **Enhanced Health Facility financing for HC IIIs and HC IVs**

Another 8 health facilities on top of initial 30 in the district have qualified for RBF during the pre-qualification assessment including 2 hospitals (Kisubi and Saidina Abubaker). This will galvanize enhanced focus on reproductive, Maternal, Neonatal Child and Adolescent Health (RMNCAH) quality improvement through results-based financing (RBF).

- **Scale up Family planning Contraceptive Prevalent Rate (CPR)** from 31.4% to a current 45% through consorted efforts by Mildmay Uganda, Alive Medical Services, Marie Stopes, Reproductive Health Uganda, the District and JHPIEGO.

- **Health infrastructural enhancement.**
  - Construction of the theatre foundation at Kajjansi HCIV by Kajjansi TC completed, and construction of the theatre superstructure by IDI VMMC grant is almost complete.
  - Construction work for upgrading of Kasoozo HCII to HCIII commenced and going on well, past foundation level under the UGIFT/ PHC Development grant.
  - Completion of Laboratory remodelling at Kajjansi Health Centre IV under Mildmay grant.
  - Completion of a 3-Unit staff quarter at Namayumba Health Centre IV under VAD support.
  - Completion of an ART clinic shade at Wakiso Health Centre IV under Mildmay Support.
  - Works for Construction of a maternity general ward at Nakitokolo-Namayumba Health Centre III under UGIFT/PHC-Development to facilitate its elevation from HC II to HC III started this March 2019, project had stalled due variations in BoQs but at roofing stage now.
  - Renovation of the staff quarter at Nakawuka Health Centre III under PHC Maintenance grant is ongoing. Works to be completed by 14<sup>th</sup> March 2020.
  - Construction of VIP Toilets at Nakitokolo HC III and Kyengeza HC II is ongoing under the PHC maintenance grant.
  - Completion of the incinerator, 2 latrines and water production system at Wakiso HC IV and at Buwambo HC IV.

### **7.3 Challenges**

- Inadequate funding for the Sector.
- Inadequate staff accommodation.
- Stressed-up health work force due to poor working conditions.

- Inadequate human resources for health coupled by poor retention amidst the expanding service demands and population. Staff norms have been overtaken by events.
- Poor Health Infrastructure and Inadequate equipment
- Inadequate medicines and other medical supplies budget. The department has financing gap of over UGX 3 Billion in medicines required at Health facilities, with the district annual needs standing at UGX 4.4 Billion compared to Central Government allocation of UGX 1.4 Bn.
- Lack of incinerators at most of the Health facilities
- Lack of land titles and fencing for most of the health facilities, even with efforts to have the landlord sign the relevant documents.
- Inadequate motorized transport means for the District health team, health educators and environmental Health staff yet officers are expected to cover large areas.
- Lack of proper ambulances for effective referral as the existing multipurpose double cabins is too old and frequently breaks down.
- Poor waste management practices in both public and private health units despite efforts to sensitize them.
- The insensitive drug kits for health facilities to the catchment population especially the urban ones.
- Laxity of the medicines last mile delivery service providers to honour the schedule for delivering the supplies to the facilities on time despite the several attempts to have them improve
- Continued omission of supply of Medicines and supplies to Katabi HC III, Zzinga HC II, Sentema HC II and Namayumba Epicentre HC III by National Medical Stores despite the District communicating to the Ministry about the issue.

#### **7.4 Recommendations**

The Recommendations for improved service delivery include but not limited to the following:

- **Continuous lobbying of the Central Government for increased Health care financing especially in the area of health promotion and disease prevention.**
- **Provision of a conducive working environment coupled with attractive retention packages for the health work force.**
- **Provision of decent staff accommodation for health workers.**
- **Increment of the drug budget, timely ordering and delivery of medicines and other supplies from the National Medical Stores.**
- **Regular support supervision by the different stake-holders at all levels.**
- **Involvement of various stakeholders during planning, implementation, monitoring and evaluation of different programs.**
- **The lower Level local Governments to take charge support and own the Health Facilities plus service delivery.**
- **Continue to engage the Ministry of Health and NMS to have Katabi, Zzinga, Sentema and Namayumba Epicentre be supplied with Medicines and supplies.**

## **8.0. EDUCATION AND SPORTS**

### **8.1. Introduction**

The Department of Education has 06 senior staff headed by the District Education Officer (DEO). It has 335 Nursery schools, 1168 primary schools (Govt. and private) 168 primary schools are implementing the UPE programme, 320 Secondary schools (Govt. & Private). 39 schools are implementing the USE programme and 37 Tertiary Institutions spread all over the District. We have 30 vocational schools, 2 are Government aided and one partnering with Govt. (UPPET) Institution is private. We have the biggest number of education institutions in the Country.

#### **Mission:**

“To build and maintain capacity in education services, improve service delivery as per the national education policies, education strategic investment plan and district development so as to ensure all learners have equal opportunities to access quality education services through improvement of infrastructure and mode of service delivery”.

#### **Status of School Facilities:**

- We have over 1,411 classrooms.
- 2,518 Latrine Stances;
- 71,128 pupils in Government schools
- 663,000 pupils in private schools;
- 26,025 desks;
- 734,128 pupils in primary (both Govt. & private).

#### **Departmental Assets:**

##### **Office Space:**

The Department has one permanent building with 7 offices for the officers, Accounts section, Registry, Secretary’s office, and Boardroom and toilets facilities. It was recently repaired.

## **Transport Status of Department:**

The Department has 2 double cabin pick up i.e. LG0050-55 for the Inspectors and LG0035-109 for the District Education Officer (DEO).

## **Staffing Levels in Schools:**

We have 1,708 primary teachers, 1003 secondary school teachers, 79 instructors for Tertiary institutions.

## **School Enrolment:**

Primary section:	734,128 pupils.
Secondary:	267,800 Students. Out this, 20,024 are benefitting from USE Programme
Tertiary institutions:	810 Students

## **8.2. Achievements:**

- School infrastructures have greatly improved since the inception of the Development Grant. Development partners such as Save the Children-Uganda, Voluntary Action for Development, Huyslink have also done much in the improvement of infrastructures. However, we still have schools operating in make shift and dilapidated structures which need to be supported.
- We have commenced the Construction of the Seed Secondary School at Sumbwe in Wakiso Sub-county.
- The construction of the 5 GPE schools that is St. Mathias Bananywa, Lugo, Nasse Muslim, St. Kizito Kisozi and Lutaba Chance is nearing completion.
- Construction of staff quarters with 2 stance lined pit latrines in selected schools i.e. Bugimba Primary School and St. Kizito Sakabusolo Primary School is on-going.

- Sanitation and Hygiene facilities have been availed to schools using the school facilities Grant viz in Sokolo Primary School, Bulwanyi Primary School, Nakitokolo Primary School, Kabagezi Primary School, Bugiri Public Primary School, Bakka Primary School, St. Maria Gorret Kazinga Primary School, NkumbaQuaran Primary School and Wabiyinja Primary School.
- New classroom facilities are undergoing construction at in St. Bruno Kasenge, Kitayita Chance, Kababbi Bulondo, Namagera, Bussi Modern and Kojja Chance. They have been allocated 40 desks each;
- We have continued to excel in National Examinations at all levels in PLE, UCE and UACE though disparities still exist.
- The Department is almost fully staffed according to the structure;
- Most parishes have a UPE School. We applaud NGOs like Save the Children-Uganda and Building Tomorrow who have opened schools in these parishes previously without Government aided Primary Schools.
- The Directorate of Education in conjunction with NGOs have extended water harvesting facilities to a number of schools, unfortunately some of these facilities have been vandalized and some water harvesting facilities stolen by unscrupulous Ugandans.
- Teaching-learning materials like textbooks, readers have been availed to schools. Schools have reference books to enable teachers plan their lessons effectively.

### **8.3. Challenges:**

- Inadequate accommodation for teachers in schools. This makes teachers spend on transport as they commute from their homes. There is also lack of rentable accommodation at the vicinity of the school;
- Inadequate school facilities e.g. Classrooms, Desks, Textbooks and Toilets;



- Resistance of teachers to transfers has been rife.
- Absenteeism. Action has often been taken against absentees by with-holding their pay.

#### **8.4. Recommendations:**

- Lobbying from Government for more money is crucial to address the issue of hygiene and sanitation in schools and also provide permanent structures in schools still operating in semi-permanent structures. Funds are also needed to address the issue of accommodation in both primary and secondary Government aided schools.
- There is need to organize refresher courses for the teachers and head teachers to re-energize them in as far as Teachers Professional Code of Conduct are concerned. This can be done through the CCTs.
- The issue of sunk-in pit-latrines has been partially solved with the construction of VIP lined pit-latrines although this causes a challenge of emptying them. We recommend the District to consider purchasing access pool ‘emptier’.

## **9.0. NATURAL RESOURCES**

### **9.1. Introduction**

The department of Natural Resources comprises of the following sectors: Forestry, Environment including wetlands, lands, Surveys and Physical Planning.

The general mandate of the department is: To have a fully organized, functional and operationally coordinated team to guide and advise the district on sustainable utilization of the natural resource base to optimize economic and environmental benefits to the District and the country at large;

Sustainable and equitable socio-economic development is targeted through optimal, land management; ensure security of land tenure, spatial planning, and development control while guiding urbanization within the District. The aim is to achieve well planned, balanced and environmentally friendly developments.

The Physical Planning is mandated to ensure well planned and legally constituted development on land that is harmonious with the environment in order to promote sustainable development within Wakiso District. This mandate is to be achieved through effective undertaking of spatial or land use planning.

### **9.2. Achievements**

#### **9.2.1. Forestry:**

- Three hectares of eucalyptus tree seedlings planted in Wakiso, Kasanje, Kakiri and Masulita LLG, where 30 (10Female) private tree farmers participated in tree planting.
- Indigenous tree seedlings were planted along Kisozi Buddo (5km) stretch and along Kisindye – Mabamba road (7km). This was done with 20 (10 Females) persons as community members.

- Advisory services and forest patrols were conducted minimally due to some challenges.
- Protection and monitoring of the Gunda and Nambuga LFR were done. Gunda was presented to the District Executive for approval to be planted by private tree farmers through the procurement process.

### **9.2.2. Wetlands**

- Along Simbamanyo wetlands, 7 school communities including St Pius Mixed and St Anne Girls School Nadangira were sensitized in Kakiri town council on wise use and management of wetlands; five wetland user committees were formed.
- 1500 tree species of Terminalia superba were planted as live markers for a distance of 3.75km on the Kakiri sub county stretch.
- Compliance monitoring and inspections were conducted district wide (43) at some specific locations including Kawuku, Nakigalala, Namusera, Nsaggu, Nabukalu and Wakiso sub county.
- Over 12 compliance notices were issued and one agreement signed. We held 4 meetings to urge encroachers to vacate 4 critical wetlands. This was in accordance with the Presidential Directive hence the RDC and CAO were at the fore front.
- Two (02) resource user groups were trained in wetland edge gardening 30(18F) participants in Masulita and Kakiri Sub Counties.

### **9.2.3. Environment**

- 182 (62 females) persons were trained on environmental laws, legislation and climate change for artisanal miners in Kasanje, Namayumba, Kakiri and Mende Sub Counties.
- 130 environmental compliance monitoring and inspections were done district wide.

- 51 EIAs and environmental audit reports reviewed with comments forwarded to NEMA.
- 26 Government development projects monitored for implementation of mitigation measures while 17 were screened in Nansana, Kira, works and education departments.
- Baseline verification tour for Bukasa Port with other stakeholders was undertaken.

#### **9.2.4. Lands and surveys**

- Advisory services were rendered to over 145 clients, 127 cases of investigation handled together with police
- Sensitized residents of Buwanuka A and B as project affected persons for the oil pipeline regarding compensation planning.
- 478 boundary opening instructions were issued and 1776 reports reviewed while 407 locus visits were conducted with the District land board pending board meeting decisions.
- We processed Land title of Kyampisi Primary School.

#### **9.2.5. Physical Planning**

The sector is mandated to ensure well planned and legally constituted development on land that is harmonious with the environment in order to promote sustainable development within Wakiso District. This mandate is to be achieved through effective undertaking of spatial or land use planning by ensuring;

- Preparation and implementation of Local Physical Development Plans for all areas within the District
- Proper development control that is harmonious with the environment through approval of development and land applications.
- Proper urban management of urban centres and to control and guide the urbanization process within the District.

- Promotion of public private partnership in physical planning and implementation of physical plans with stakeholders.
- Implementation of the Physical Planning Act 2020 and the National Physical Planning Standards 2011.
- Giving useful physical planning advice to the District Council and other Lower Governments.

## Financial Budget Performance and Projections

The analysis of the above financial report indicates that the Central Government Transfer (Transition Grant Conditional) has been operating at 100% realization and this has fully supported the sector's operations.

## Projects Completed in the FY 2018/2019 & 2019/20

No.	Projects Completed in the FY 2018-2020	Achievements	Remarks
1	Completion of the District Physical Development Plan	The District PDP was approved by the National Physical Planning Authority on 19 <sup>th</sup> June 2018.	Final PDP Report & Letter of Approval were delivered by the Consultant.
2	Popularization of the approved District PDP	800 copies of the summarized District PDP disseminated to all Lower Local Governments.	Awareness of existence of a District PDP was realized.
3	Preparation of Sub-County Physical Development Plans.	2 PDPs of Wakiso & Mende Sub Counties were prepared & approved by the District Council.	Plans await implementation.
4	Support towards the preparation of Town Council Physical Development Plans by the District.	3 PDPs of Kyengera, Katabi & Kajjansi are being developed.	Preparation of the PDPs by the consultants is in progress.
5	Preparation of Detailed	One (01) Detailed	Plan awaits

	Plans/Schemes in Sub Counties of the District.	Urban Detailed Scheme for Bulenga in Wakiso Subcounty was completed	implementation.
6	Preparation of Area Action Plans in Sub Counties of the District.	One (01) Action Area Plan of Lubigi-Sentema was completed.	Plan awaits implementation.
7	District Boundary Mapping	Disputed boundaries of Five (05) LGs were mapped and resolved. These included: Wakiso TC, Kakiri TC, Mende, Kakiri & Wakiso Sub Counties.	New boundary maps are being prepared.
8	Naming of Roads in Sub Counties & Installation of road name plates to enhance Street addressing.	120 Road naming templates were installed in Wakiso, Kakiri and Mende Sub Counties.	More roads to be named and marked.
9	Building Capacity of the Physical Planning Committees of all lower Local Governments including the Urban councils.	Three (03) trainings were held on 21/11/2018 at the District, 13/12/2019 at Kansangati TC & 19/12/2019 at the District.	The training of 21/11/2018 was conducted by Officers from the Ministry of Lands, Housing and Urban Development, Ministry of Local Government and M/s. GIPEA AFRICA Ltd.
10	Promotion of Physical Planning Function in the Municipal Councils	Three (03) PDPs of Nansana, Makindye Ssabagabo & Kira municipals were prepared.	-PDP for Nansana was approved. -MCs submit draft PDPs directly to the Ministry for approval without any consultation from the District.

11	Monitoring and supervision of urban councils in the entire district.	Two (02) monitoring exercises were conducted in all town councils and Sub Counties in October 2018 and April 2019.	Key challenges and performance gaps were identified such as lack of equipment/tools & transport means, low budgetary allocations and little appreciation of physical planning.
12	Re-Tooling of the Physical Planning Office.	-One (01) Plotter was procured. -Two (02) desk computers were procured.	Facilitating the GIS unit in map production.

### On-Going Projects for 2019/20

S/N	Projects On-going in FY 2019/20	Location/Target	Funds (,000)	Remarks
1	Community Sensitization of physical Planning in the District	District-Wide	30,000	Requisitions were made and funds yet to be released.
2	Preparation of Physical Development Plans for Masulita Town Council and Masulita Sub county.	Masulita TC & Masulita Sub county	80,000	Consultant yet to be procured.
3	Completion of Physical Development Plans for Katabi, Kajjansi and Kyengera	Katabi TC, Kajjansi TC Kyengera TC	120,000	Preparation of PDPs in progress by the Consultants.

	Town Councils (Co-Funding).			
4	Build capacity of the Physical planning committee of all lower Local Governments including the Urban councils.	All Lower Local Governments in the District.	10,000	Funds yet to be released.
5	Undertake Development Control and Monitoring.	District Sub Counties	40,000	Regular and routine exercise to ensure compliance.

### **Priorities/Projects Planned for FY 2020/2021**

<b>No.</b>	<b>Priority Activities/Projects description and Location</b>	<b>Remarks</b>
1	Preparation of Physical Development Plans for Kakiri and Namayumba Sub Counties.	Need to plan and organize land ahead of developments.
2	Sensitization of Sub Counties and Parish Communities on Physical Planning and Environmental Management.	Empower communities with planning knowledge and inform them on the existing plans.
3	Preparation of a District Tourism Master Plan	District has undeveloped potential for promotion of tourism and recreational.
4	Preparation of a master plan for Bussi Island	Develop Bussi Island into an Eco-Tourism Satellite City.
5	Preparation of Detailed and Action Area Plans for Mende Sub Counties	Detailed Plans are needed to facilitate and support development control and settlement development in an organized and sustainable manner.
6	Implementation of Selected	To enhance the functionality of the



	Urban Projects. E.g. Urban Green Parks, Urban Forests etc.	urban areas.
7	Support marginalized Town Councils in Preparation of their Physical Development Plans.	Planning process is an expensive activity therefore marginalized urban councils need support.
8	Preparation of Water Front Master Plan of areas bordering Lake Victoria.	The water front consists of the Lake Victoria shoreline in Wakiso District. The area is potential for advanced leisure and entertainment industry.
9	Preparation of Industrial Master Plans for Selected Parks in the District.	To support job creation, industrialization and economic development. Master Plans will be developed for parks with already available land.

### 9.3. Challenges

#### 9.3.1. Wetlands and Environment

- Increased urbanization leading to increased demand for land
- Limited resources to address issues of sensitization, public awareness, compliance monitoring
- Inadequate transport facilities (vehicle) to cope with high level of compliance monitoring
- Climate change related issues which has pushed farmers into use of fragile ecosystems
- Lack of a clear and stand-alone enforcement unit at the District to facilitate compliance and prosecution
- Limited public knowledge and understanding of the beneficial values of Natural Resources

#### 9.3.2. Forestry

- The sector is not a government priority; it entirely depends on LRR which hinders implementation of planned activities.
- Increased demand for land has led to encroachers making illegal titles in forest reserves

### **9.3.3. Land and survey**

- Lack of access to the Land information system of the Ministry zonal office
- Roles of the District land office have been fused in to the ministry zonal office leading to conflict of roles.

### **9.3.4. Physical Planning**

- Lack of financial support towards the implementation of the major components of the District Physical Development Plan. The District PDP has major components in terms of Priority Action Areas that District is mandated to implement. These include among others delineating the road and public space reserves, establishment of solid waste treatment plant etc.
- Lack of approved Physical Development Plan for Urban Councils.
- Out of the four Municipal Councils in the District, only one (01) municipal council (Nansana) has an approved Municipal Physical Development Plan. The rest of the municipalities have not yet got approved PDPs. Similarly, all town councils have no physical development plans to provide a basis for detailed planning and a framework for physical planning functionality as well as guiding physical development. However, preparation of PDPs for Kira and Makindye-Ssabagabo Municipalities as well as Kasangati, Kyengera and Katabi Town councils is underway and significant progress has been made.
- The Physical Planning Committees (PPCs) of all Town Council are not fully constituted as they lack architects and surveyors. Since such positions are not provided for in the established staffing structure of the Town Councils, the urban councils need to formally acquire services of an Architect and Surveyor on a temporary basis so that the decisions of the PPC are not challenged in the future.
- Career development for staff in physical planning is lacking. The technical staff require short and long-term course in a range of fields considered essential for physical planning to enhance their

professional and technical judgments in planning practice, in addition to technical skills improvement.

- All urban councils had no physical planning technical equipment /tools except for the engineering department which had some but still it was inadequate and some equipment had been grounded. All Physical Planners in town councils had no desk top computers which is basic equipment /tools required in a physical planning office.
- Physical Planning was not being accorded a priority when it comes to budgeting and actual release of funds to carry out physical planning activities in the town councils. Resource allocation to planning was small and there were no actual releases to implement the few of the activities budgeted for. In FY 2018/19, no funds were released to planning out the budgetary allocation in all town councils except for Katabi TC where UGX 4.6 Million was released to finance its physical planning committee activities and Kakiri Town Council. Otherwise, the general situation shows that physical planning is seriously marginalized at this level of governance.
- Ignorance of stakeholders on the importance and role of physical planning importance in ensuring orderly physical development. Stakeholders have not been adequately empowered with physical planning information and plans in place with their roles and responsibilities in development control (how to safely carry out construction works and acquire approved plan etc) thus affecting effective implementation of physical plans.

## **9.4. Recommendations**

### **9.4.1. Wetlands and Environment**

- Increased community sensitization on the beneficial values of Natural Resources

- Continuous lobbying for increased allocation of funds both by the Local Government and Central Government
- Work closely with urban councils to engage their enforcement units in monitoring and prosecution

#### **9.4.2. Physical planning**

- The District should support the marginalized Urban Councils in developing their PDPs and also encourage others to incrementally (in a phased manner) develop their PDPs using locally generated revenue. This will help Urban Councils to have a physical development plans to guide and regulate development.
- The District in line with its supervisory role with support from the MOLHU&D should invest in building capacities of the technical staff by designing tailored training programs to address local needs in order to enhance their capabilities in physical planning and service delivery.
- Urban Councils should start to prioritise physical planning activities during their budgeting and actual release of funds. This will go a long way to tap into the unexploited revenue sources and enhance the local revenue collection base but at the same time improve on the general outlook of the urban fabric. For instance, Urban Councils should plough back 30% of the total local revenue generated from physical planning activities to Physical Planning Sector.
- It should be made mandatory for all Urban Council to have Complaints Desk, Focal Person handling these complaints and a clearly laid down procedure of handling complaints. There must be a Complaints Register in place and a committee to handle these complaints. Urban Councils should make it a point to prepare quarterly reports on the executed activities and these reports should be discussed and approved by their PPCs.
- The District and Urban Councils are encouraged to invest in information dissemination in order to avert hostilities and unwanted development trends. The urban councils should

conduct sensitization workshops on physical planning and land use compliance. However, stakeholder analysis is required so that information dissemination targets purposive groups.

- Promote the use of Public Private Partnerships to address the housing, waste management and greening challenges. In this way we shall create employment and render services.
- We hope to grow an interactive data base to be able to use real time data to monitor the use and state of the natural resource base. This however calls for implementation of the environment fund revenue sharing as stipulated in the NEA 2019.
- There is need to initiate the revenue enhancement proposals by proposing new tax source to boost local revenue. The district could hire a business development guru/ consultant to guide and sustainably grow our revenue base.
- From the Forest sector statistics, a total of 55 beneficiaries were recorded of whom 29(52.7%) were males, 10 (18.18) females and 16 (29.1%) institutions. A total of 44,190 seedlings were distributed, planting an estimated area of 55.263 acres according to standard spacing.

#### **9.4.3. Forestry**

- Increase Law Enforcement
- Continuous lobbying for funding.

#### **9.4.4. Lands and survey**

- Lobby the Ministry to connect the District officials to the Land Information System
- Engage the Ministry of lands to clearly define roles for the different players.
- The Natural resources mandate requires a collective responsibility of all stakeholders in the district so we should sustainably use the Natural resources around us.

## **10.0. WORKS AND TECHNICAL SERVICES**

### **10.1. Introduction**

The department of Works and Technical services comprises of the Road sector, building and Water resources. Its mandate is to oversee planning, construction and maintenance in civil and building programs. The department has been pivotal to infrastructure development, social, political and economic development of the District. Therefore, its relevance and need to be highly supported is paramount.

It's in the same spirit that I wish to congratulate the Works department for the exemplary performance during the year 2019 which qualified them as the best performing department and the District Engineer, Sam Mwesigwa, emerging the best employee of the year, while the Chairperson works, Hon Namugga Sarah Kasule, as the best Chairperson of the year 2019.

This sector has been majorly undertaking supervisory roles of ongoing constructions of schools, Health Centres and maintenance of public buildings. Funding of the department has been relying on Local revenue which is a constrained source.

### **10.2. Achievements**

#### **10.2.1. Buildings:**

- Compliance on Building plans submissions has been noted and this has slightly increased due to continued sensitisation and increasing urbanisation of the rural Sub Counties. 93 files were handled.
- Constructions supervision of school construction under the education department have been supervised and today five World bank funded schools at Nasse Musilm, St-Kizito kisozi, Lutaba Chance, Lugo p/s and St Mathias Bananywa are on completion stage by end of March while SFG grant constructions are also started.

- Seed school multi complex Construction at Sumbwe is ongoing and works of plinth walling nearly completed
- Supervision of construction of General Maternity ward at Nakitokolo is ongoing while construction at Kasozo HC II in Kakiri has just commenced.
- We have offered technical guidance to other departments and Lower local Governments on matters of our expertise and profession.

### **Building Construction and maintenance:**

- Completing works of paving parking yard and floral beatifications
- Constructed two water harvesting metallic tanks of 8000lts capacity to support our sanitary facilities for council building and Lands building.
- Procuring a service provider for design and construction of council chambers auditoria furniture and Echo reduction system
- Undertake building maintenance by focusing on replacing electrical accessories, repairs of plumbing system. However, the sewer system needs overhauling to avoid the rampant blockages to meet the growing population.
- Provision of solar security lighting is under procurement.

#### **10.2.1.1. Challenges**

- Lack of capacity to undertake post approval compliances leading to Developers not to follow the approved drawings.
- Most developers have substandard plots which under the Physical Planning Act 2010 cannot be considered for approval thus causing slummy developments.
- Limited funding to this sector.
- Increasing unplanned informal settlements.

#### **10.2.1.2. Recommendations**

- Increasing monitoring and enforcement to physical planning compliance
- Increasing revenue mobilisation and enhancement to fund the sector.



### **10.2.2. Road Rehabilitation and Maintenance:**

The District is currently getting **UGX 4.4 Billion** for road rehabilitation and **UGX 2.398 Billion** from the Uganda Road Fund (URF) for maintenance of our District roads.

URF allocation to Urban Council is **UGX 1.5 Billion**, while the community access roads are receiving **UGX 361 Million**.

This allocation generally is still low and insufficient to meet our rehabilitation backlog and we are still engaging the Government about this status and we are continuing to engage the relevant ministries to address this service delivery funding gaps. However, the performance under this sector is as below:

#### **10.2.2.1. Achievements**

##### **Rehabilitation:**

- Due to the above highlighted under funding, we have been undertaking phased Road rehabilitation on **Namasuba-Ndejje-Kittiko road (10.2km)** and apparently the Lufuka swamp section (1.1km) has been completed and provided with solar lighting to improve on road user safety. **Note: Unless special funding is provided, we are most likely to temporally suspend the project for some time.**
- The **Seguku-Kasenge-Buddo road (10.0km)** has been completed and contractor is addressing defects liability, while the **Lubowa-Upper Quality road 2.1km** was completed earlier and we are encouraging Makindye municipal council to start on effective maintenance, since part of the road section is under their jurisdiction.
- **Consultancy Service for Design and supervision of road Rehabilitation:**  
We are grateful that the designs for some strategic roads we had generated earlier, attracted funding and it's on this background that KCCA is taking on part of **Sentema road (Lubiji-Bukasa 6.0km)** for tarmacking, while **Namulanda-Bweya 2.0km** phased works have started.



- The consultants are finalising designs for the proposed **Bubebere-Bussi Bridge** embankment as well as the **Kisozi-Kitemu 4.5km** which will connect the Seguku-Buddo link to Masaka road. And UNRA has communicated that they have started on Nabingo- Kings College Buddo link which will improve the connectivity in that area.
- **Phased upgrading of Namulanda-Bweya:** Works on 2km have started and additional funds will be re-allocated on this road since some planned projects may not take off early due to need for acquisition of approvals from relevant authorities.

### **Routine mechanised maintenance:**

We planned to work on 297.8 km which works involve widening of some of heavily trafficked roads; however, we have so far managed to work on the following roads;

<b>Road Name</b>	<b>Length</b>	<b>Status</b>
Kayunga-Kawanda	6.2km	Completed
Sentema-Mengo road	13.5km	Completed
Kiziba-Sekanyama -Kiweebwa	14.0 Km	Completed
Gobero-Muguluka-Bembe	9.2km	Completed
Bembe-Mpanga-Kiggugu	7.0km	Completed
Mpata-Kyasa-Gamba road	7.3km	Ongoing
Gobero-Kidandali-Kasanga	12.2km	Ongoing
Buloba-Bukasa road	4.8km	Ongoing
Kiteezi-Kiti-Buwambo	10.0km	to be started soon

The following roads are expected to be completed by end of April 2020 since the fuel for the works on these roads has already been secured. The works are to be implemented using District graders.

<b>Mikka –Buwembo-Kitayita</b>	<b>14.5km</b>
<b>Nsangi-Kalema’s Komera-Manja</b>	<b>4.6km</b>
<b>Lutisi-Bembe-Kiggugu</b>	<b>14.0km</b>
<b>Watuuba-Jokolera</b>	<b>3.6km</b>
<b>Nsangi-mukono-Kitemu</b>	<b>4.3km</b>
<b>Nkoowe-Mende-Sanga</b>	<b>14.5km</b>
<b>Kawalira-Kakiri</b>	<b>4.4km</b>
<b>Nangabo-Kitetika-Komamboga</b>	<b>5.2km</b>
<b>Kirimamboga-Kiwumulo-Lubanve</b>	<b>5.6km</b>
<b>Luguzi-Kyampisi-Nzu</b>	<b>8.3km</b>
<b>Namayumba-Nakaloke</b>	<b>2.0km</b>

**Due to the inadequacy of Motor grader availability, the following roads are expected to be completed by end of June 2020 or soon thereafter as we plan to execute the works under wet rate method due to lack of graders.**

<b>Buloba-Kakiri</b>	<b>13.5km</b>
<b>Jenina-Tuyanye-Naluvule</b>	<b>6.7km</b>
<b>Kitende-ssisa-Kitovu</b>	<b>6.7km</b>
<b>Kisindye-Mabamba</b>	<b>9.0km</b>
<b>Maya-Bulwanyi</b>	<b>5.6km</b>
<b>Masuliita-Kiloro</b>	<b>9.2km</b>
<b>Gobero-Masuliita</b>	<b>7.7km</b>
<b>Nsangi-Buloba</b>	<b>4.7km</b>
<b>Luttete-Kiteezi-Kawanda</b>	<b>8.2km</b>
<b>Nansana-Bira-Kireka</b>	<b>2.2km</b>
<b>Kyoga-Banda-Mende</b>	<b>8.1km</b>

Kitemu – Nsaggu- Kitovu	11.8km
Bulenga-Lubanyi	2.3km
Namugonde-Bugiri	5.2km
Serinya-Baka-Dambwe	12.5km
Manyangwa-Katabana	6.2km
Banda-Kikuyu-Nsekwa	5.6km
Nagulu-Kasetta -Kitula	7.0km

### **Emergency Spot Improvements**

- **A Box culvert construction at Mende along Nkowe –Mende –Sanga road (River Mayanja)**

Due to previous heavy rains, the Mayanja River structures along Nkowe-Sanga road were eroded away cutting off Traffic, we mobilised resources and we have constructed 2 barrow box culverts in financial year 2018/2019. And we have also constructed the earth work embankment, provided 4 lines of 1200mm diameter concrete culvert and the road is now passable though another Box culvert is needed to meet the flooding capacity.

- **Spot improvement of Nsangi –Buloba Swamp**

Similarly, due to the heavy rains and heavy traffic loading on this section, the existing culverts were severely damaged and road was closed off for some time however, we managed to install 6 lines of concrete culvert to restore traffic flow. But the section needs major construction works of box culverts to meet the flood levels.

- **Labour-based Routine Maintenance:**

The District is undertaking routine maintenance of District roads, however URF increased labour rates from 100,000/= per 2km payable to the gangs to 200,000km per 2km per month and this attracted 250 workers so being effective on maintenance and so far, work has been executed for 4 months covering average of 400 km per month.

### **Periodic Maintenance;**

- **Low cost sealing of Jenina-Naluvule road**

Second seal application surface dressing for this road was achieved on 0.96km and stone pitching on critical severe section has been done but entire section demands so.

- **Low cost sealing of Katale-Bandwe road**

Section of about 0.95km was paved with asphalt concrete and the stone pitching along the entire section has been completed. We are lobbying for additional funding to extend this road toward Bandwe. However, Trucks ferrying gravel from the borrow pits nearby are subjecting severe loading on our road which may cause early failure but we have communicated to UNRA for intervention.

- **Community Access Roads (CARs) Maintenance Funds;**

A total of 87 million is being released to the six sub counties; however, this amount is very small given our maintenance requirement. We are encouraging them to widen the community access roads to meet the development challenges and urbanisation.

### **Road Maintenance Equipment**

We note that many of our departmental vehicles and old machinery require substantial funds to overhaul, we appreciate Government efforts to undertake repairs on some of our equipment but they take long which constrain our work plans planned outputs. We are also working to establish our own minor repairs and services bay to handle our servicing with close supervision.

We have acquired two motorcycles to improve on our supervisory roles.

## Equipment status:

ITEM	DESCRIPTION	REG.NO	Status
1	Changllin motor grader	LG-0001-109	Grader is at Bugembe mechanical workshop for Engine overhaul.
2	FAW Tipper	LG-0002-109	Repaired and operational
3	JMC Pick up	LG-0003-109	Operational with Kasanje Town Council
4	Motor cycle	LG-0004-109	Operational with the District turn man.
5	Motor cycle	LG-0005-109	Operational with road overseer
6	120H Caterpillar Motor Grader	LG-0019-55	Broken down (faulty fuel system)
7	G140 fiat Kobelco motor Grader	LG-0014-55	Broken down (Faulty transmission unit)
8	Liebherr Traxcavator	LG-0015-55	Grounded due to a faulty transmission motor, faulty gear selector, hydraulic system is faulty, faulty shoe and a faulty truck chain.
9	Dynapac CA152Vibro Roller	LG-0018-55	Fair and running
10	Mitsubishi Tipper	LG-0020-55	Operational
11	Mitsubishi Tipper/water bowser	LG-0022-55	Operational
12	Toyota Hilux Double cabin 5L	LG-0016-55	Operational
13	Mitsubishi L200 Double Cabin	LG-0021-55	Broken down requires Major repairs

	<b>New Equipment</b>		
14	Grader Komatsu	UG 1689 W	Performance is good
15	Wheel Loader Komatsu	UG 1863 W	Performance is good
16	Vibro Roller Sakai	UG 2415 W	Performance is good
17	Water bowser Fuso	UG 2278 W	Performance is good
18	Dump truck Fuso	UG 2236 W	Performance is good
19	Dump truck Fuso	UG 2519 W	Performance is good
20	Pick up Isuzu (Dmax)	LG 0038-109	Performance is good
21	Motor Cycle (UG BOSS)	LG-0046-109	Performance is good
22	Motor Cycle (UG BOSS)	LG-0047-109	Performance is good

#### **10.2.2.2. Challenges:**

- Whereas the District acquired a full road unit, the key machine of one motor grader that was provided cannot meet our maintenance demand for all District roads, Town council roads, Sub County roads as well as Community requests, this constraint cannot allow to execute works as per work plan. The District old equipment require substantial amount of funds for overhaul however we are in touch with Ministry of Works and Transport to address the problem. We were promised a second road unit which we have not received yet, we urge everybody to continue lobbying for the same.
- The Vibro roller that was provided is of high tonnage capacity which cannot be carried on our tipper trucks; it therefore

requires hiring a low bed truck to transport it from place to place.

- The remuneration of operators and drivers requires to be given due consideration to motivate them and protect these high valuable machines from misuse
- The funding for road rehabilitation is continuously being reduced e.g. from **UGX 9.5Billion to UGX 4.4 Billion and now to UGX 3.7 Billion** which continue to affect our contractual obligation. This implies that we shall have to scale down the scope of work to meet the available financing.
- Whereas we have been able to acquire right of way and we have gone ahead to widen many of our roads, we note the inability to speedily upgrade these roads which affects the community expectations
- Compliance to physical planning requirements is still challenge.
- We are still constrained by inadequacy of road equipment.
- Dwindling road rehabilitation grant that affect contractual obligation.
- Noncompliance with physical planning leading to road reserve encroachments.

### **10.2.2.3. Recommendations**

- Government should realize the willingness of our community to offer land for road works and expedite a reliable programme that addresses infrastructure development.
- Need to provide the District with adequate road units that meet the road maintenance demands
- Need to roll over low cost sealing on many of our low trafficked roads since gravel availability is become difficult.

We are grateful to our communities for the offer of right of way which has enabled us to widen most of roads. Collective efforts to engage central Government to increase the road rehabilitation grant should also be furthered.

### **10.2.3. Water and Sanitation**

The District Water and Sanitation sector has the responsibility of ensuring that Wakiso District community has access to safe, adequate, accessible and affordable water. The sector is under the department of Works. It implements Water and Sanitation program in the District. The Sub Sector Goal is to improve Public Health and general Social –Economic Development through improved access to safe and adequate Water and sanitation.

The Department implements water facilities of a wide range of technologies which include; Solar Powered Piped Water Supply Systems construction (Borehole Pumped), Borehole drilling (motorized pump), Borehole drilling (hand pump), Borehole rehabilitation and shallow well rehabilitation.

Average safe Water and Sanitation (House hold latrine) coverages are approximately 39% (46% rural & 30% urban) and 89.5% respectively with 4275 domestic Water Points. *Functional rate of Water facilities is 84%.*

#### **10.2.3.1. Achievements**

- Rehabilitated eight boreholes. This was implemented in the following Lower local Governments; Namayumba SC-2, Masulita SC-1, Kakiri SC-1, Mende SC-1, Wakiso SC-1, Bussi SC-1, Kajjansi TC-1;
- Hand pump rehabilitation under UNICEF funding (24No), works not yet started, these will be implemented in the following Lower local Governments; Kasenje (2), Katabi (2), Nsangi/Kyengera TC (2), Gombe (2), Mende (2), Nangabo (2), Masulita (2), Kakiri (1), Namayumba (2), Busukuma Div. (2), Bussi SC (5)
- Borehole drilling-Hand pump (2No) works not yet started but soon to start, these will be implemented in the following Lower local Governments; Mende SC (1), and Kyengera TC (1).
- Borehole drilling-Motorized pump/Production borehole (1No) works not yet started but soon to start, this will be implemented in Kyengera TC (1).



- **Construction of Bussi Solar Powered Piped Water System-Phase1 in Bussi Sub-County will commence after conclusion of the procurement process.**
- **District and Sub-county Planning & advocacy meeting-1 (Covered)**
- **Sensitizing communities to fulfil critical requirements, establishment and training water source and sanitation committees-(2 to be implemented in 4<sup>th</sup> quarter)**
- **Sanitation Baseline Surveys and Sanitation improvement activities in Kakiri Model LLGs**
- **Sanitation week activities will be implemented in March in Kakiri SC**
- **District water and Sanitation coordination committee Meetings (3).**
- **Inter Sub-county meeting (Extension staff quarterly review meeting (3)**

### 10.2.3.2. Challenges and Recommendations for mitigation

	<b>Challenges</b>	<b>Recommendations</b>
1.	<b>Poor computation of safe water coverage.</b> Lower Local Governments have far Lower safe water coverage's than the ones periodically computed by Ministry of Water & Environment MIS System	To work with the lower local Governments and Ministry of Water & Environment MIS Department to have data for evidence
2.	<b>High urbanization rate.</b> High population influx does not allow significant rise in Safe Water Coverage (Both Rural-Urban & Urban to rural migration) with a lot of mushrooming housing estates	Need for construction and extension of Piped Water supply systems (Solar powered and other types of piped water supply systems).
3.	All Recent housing and population Census conducted in Uganda have all the time revealed a far higher population growth rate than what is used by Ministry of Water and Environment for computing Safe Water coverage. Lower Local Governments have Lower safe water coverage's than ones periodically computed (For example in 2002 the population growth rate was 4.1 compared to 2014 with 6.61)	Need to work with Ministry of Water & Environment and Ministry of Finance to revise the allocation formulae for Wakiso funding.
4.	<b>Low capital investment in the Water Sector.</b> The Development investment budget in the water sector does not tally with the high District population and the low safe water coverage in the District.	Need by Central Govt to revise the fund allocation formulae for Wakiso District.

5.	Most of the Lower Local Governments that were turned into Urban Councils still have some rural areas with low safe water coverage. These Communities still need District support.	Need by Central Government to revise the fund allocation formulae for Wakiso District.
6.	Government conditions for water projects require community capital land contribution which is very high in Wakiso as the value of land is high; very few individuals are willing to give out free land for construction of water facilities. This complicates and delays construction of bigger projects like solar powered piped water schemes	Government and Lower Local Governments to agree on means of Land acquisition. Lower Local Councils to plan and budget for land purchase for community facilities.
7.	Inadequate Water supply in some areas covered by National Water & Sewerage Corporation i.e. Wakiso SC, Nabweru and Gombe.	Lobby NWSC to improve on their services in the poorly served areas of Wakiso District.
8.	Some Communities in the District still walk long distances (more than 1.5KM) to collect Water for domestic use.	Plan for more Piped water construction in the poorly served areas of Wakiso District.
9.	Inadequate funding for appropriate technologies in Wakiso District.	Write proposals & Lobby for funding for appropriate technologies like Min Solar Powered Piped Water Supply systems.
10.	Poor sanitation coverage's in some of the communities. No sewer lines in Urban setups. (They use on site treatment)	Plan for location & construction of future sewage treatment plants in the District.

## **11.0. TRADE, INDUSTRY AND LOCAL ECONOMIC DEVELOPMENT**

### **11.1. Introduction**

The Trade, Industry and Local Economic Development (TILED) department is a new department which was formerly Commercial Unit within the Production Department. The TILED Department was created in July 2019 and therefore youngest Department at the District whose services are derived from line Ministries of Trade, industries and Cooperatives (MTIC), Local Government, Tourism wild life and Antiquities.

#### **Mandate**

The Trade Industry and Local Economic Development is one of the departments of Wakiso District charged with the Promotion and development of:

- Trade and promotion services
- Enterprise development
- Market linkages
- Cooperative mobilization and outreach services
- Tourism product development, marketing and promotional services.
- Infrastructural development to enhance tourism
- Industrial development services focused on Industrial parks, Investment promotion, cottage industry, value addition, Buy Uganda, Build Uganda etc.
- Sector capacity building for SMEs, informal sector, farmer Associations and other groups
- Provide Business Support Services to the business Community
- Promote Local Economic Development
- Sector management and monitoring
- Construction and rehabilitation of markets
- Construction and rehabilitation of Economic Infrastructure such as Industrial Parks, Warehouses, Pack houses, bus stands, lorry parks and work spaces.

## **Institutional Collaborations**

To achieve the above, the department works with various public and private institutions with the lead organization being the Ministry of Trade, Industry and Cooperatives. The public agencies include Uganda Industrial Research Institute (UIRI), Uganda National Bureau of Standards (UNBS), Uganda Registration Services Bureau (URSB), Uganda Export Promotion Board (UEPB), Management Training and Advisory Centre (MTAC), Uganda Development Corporation (UDC), Uganda Warehouse Receipt System Authority (UWRSA), African Growth opportunities Act Secretariat (AGOA – Sec), Uganda Cleaner Production Centre (UCPC) and Operation Wealth Creation (OWC). The private sectors include the apex bodies such as PSFU, UNCCI, UMA, UCA and USSIA.

## **11.2. Achievements**

### **Local Economic Development**

- Successfully Initiated the drafting process for Local Economic Development (LED) Recommendation
- Developed a comprehensive database of the District economic profile. The updated database includes: Investors, manufacturers, warehouses, exporting firms etc. in the District.

### **Tourism Promotional Services**

- Successfully created a Tourism focal Desk at the District and recruited a Tourism Officer to spearhead Tourism development.
- Developed a comprehensive Tourism profile highlighting all key tourism sites in the District
- Initiated the drafting of the District Tourism Development Plan in line with the National Tourism Master Plan

- Promoted and Marketed Mabambaas as an eco-tourism center for Bird watching in Bussi and Kasanje Town Council
- Promoted and signaged Mukajanga tombs which is iconic for religious tourism of 3<sup>rd</sup> June Martyrs Day.
- Created data base for accommodation facilities in the District
- Promoted and created awareness of tourism in schools through initiation of wildlife clubs

### **Promotion & Development of Cooperatives**

- Successfully organized the International Cooperative Day held at Wakiso District. This ceremony attracted National and International stakeholders in the cooperative sector and it's celebrated once every year.
- Successfully organized and held the Cooperative of the Year Awards for the District. The aim of the event was to recognize the best performing cooperatives in the District and also to motivate others to improve.
- In terms of registration, the District registers approximately 72 Cooperatives per financial year on average.
- A comprehensive database of all Cooperatives in the District was compiled. A total number of registered cooperatives stands at 1,020 and this figure places Wakiso as the District with the highest concentration of registered cooperatives in the Country

### **Industrial Development Services**

- The department managed to woo Uganda small Scale Industries Association to open an office at Wakiso District for purposes supporting small scale Industries.

- Supported 4 value additions SMEs to access local supermarkets under Buy Uganda, Build Uganda Policy
- Developed a concept note providing guidelines to development of Mengo Zone Cottage Industrial Park which was submitted to State House. The idea of supporting cottage industries in an Industrial Park is aimed at creating jobs through industry

### **Staff Recruitment**

- The TILED Department successfully lobbied for the recruitment of 5 new staff as follows: Senior Commercial Officer stationed at District Headquarters, Assistant Commercial Officers for: Kyengera TC, Kajjansi TC, Kasangati TC, and Katabi TC respectively.

### **11.3. Challenges**

- Insufficient funding to enable the department execute its mandate effectively.
- Poor infrastructure of tourism sites and access to the tourism site which has greatly affected marketing the District as a tourism site
- Inadequate budget for the promotion and development of tourism products.
- Insufficient office space; the current office space is not enough compared to the number of staff.
- The department does not have an official vehicle to facilitate the field outreach services such as data collection and supervisions which are critical for effective service delivery.
- Land dilemma; The development of economic infrastructure such as industrial parks, pack houses, markets, cottage industrial parks etc. is the mandate of this department. However, the District has no land to cater for such investments even when a funder is ready.

## **11.4. Recommendations**

- **Develop Tourism Trails (Circuits) focusing on Religious/cultural Tourism.**
- **Development of mabamba into a modern tourism destination to gain a favourable international market share.**
- **Mainstreaming of tourism activities into planning and budgeting by all urban Councils**
- **Streamline & regulate new investors in the District.**
- **Initiate Public-Private Partnerships for improved service delivery & enhanced local revenue.**
- **Organizing art and craft groups for exhibition to tap into the economy.**
- **Organize District events to award and recognize new investors in projects that create jobs.**
- **Celebrating International Cooperatives, wildlife and tourism Days in the District to create awareness and improve service delivery.**
- **Organize the Annual Cooperative Awards.**
- **Organize a Trade exhibition at Wakiso District headquarters.**
- **Provide timely Market Information to farmers.**
- **Develop the Mukono -Nsangi Buganda agreement site into an iconic product of the district**
- **Market the District as a Tourist Destination**
- **Market the District as an Investment Destination**
- **Enhance entrepreneurship, vocational business and industrial development skills for MSMEs**
- **Promote development of value-added industries, especially the agro-industries**
- **Collaborate closely with the productive sectors in the areas of jurisdiction to ensure that the production is market oriented**



## **12.0. PLANNING UNIT**

### **12.1. Introduction**

The purpose of the Planning Department is to Head planning and Develop a comprehensive and integrated District plans, Monitor and Evaluate their implementation.

The key functions of the Planning department among others include;

- Formulating, developing and coordinating District plans and budgets;
- Preparing and disseminating performance standards and indicators for the District/Lower Local Governments' Development Plans and Budgets to users;
- Providing Technical support to Departments and Lower Local Governments in preparation and production of their Sector Development Plans;
- Coordinating formulation of District and LLGs' Investment Priorities;
- Monitoring and evaluating performance of District Development Plans programs and projects;
- Maintaining District Management Information System;
- Developing and maintaining an up-to-date District (Statistics) data bank;
- Appraising National and Local Government Policies; and

In line with the above mandate, under the Local Government Act CAP 243, Sec. 35 Wakiso District Council under Council minute **MIN.254/DLC/2015** developed/approved a Five-year District Development Plan (DDP II) for period 2015/16-2019/20, which is expiring along with the Annual Budget FY 2019/2020 on the 30<sup>th</sup> June 2020.

It is also on record that Wakiso District Council on 27<sup>th</sup> March 2019 under Minute 163/WAK/DLC5/2019 upheld the earlier resolution of

the Wakiso District Council of 28<sup>th</sup> May 2013 under Minute 144/DLC/2013, in which a motion to elevate Wakiso District to City Status was passed. The resolution emphasised that the entire Wakiso District be elevated to City Status. This resolution to elevate Wakiso District to City status is in tandem with Regulation 32 (a) (iii) Part VI, Third Schedule of the Local Governments Act Cap 243.

It should be noted that this FY 2019/20 is a **UNIQUE** financial year, where **two key policy documents** (The DDP II and Annual District Performance Contract (Budget/Work plan) are being reviewed for approved at the same time (March-May 2020).

## **12.2. Achievements**

During the period a number of National and Local Governments' Policies and programs have been implemented, monitored and evaluated amidst the challenges and finalizing formulation of the Third 5-year District Development (DDP III) 2020/21-2024/25 and Performance Contract, FY 2020/21 as outlined below;

**Planning Unit Status Report for FY 2019/2020 and Projected Priorities for FY  
2020/2021**

<b>Financial Year</b>	<b>FY 2019/2020</b>		<b>FY 2020/21</b>	<b>Remarks on status and the priorities</b>
<b>Performance Outputs</b>	<b>Target</b>	<b>Achieved</b>	<b>Target</b>	
District Technical Planning Committee Meetings coordinated	12	8	12	Remaining DTPC meetings; March, April, May and June
One District and 15 LLGs 5-Year Development Plans Monitored/Evaluated	16	16	16	Target of 16 Development Plans to be completed by April
Budget Framework Paper (BFP) formulated and submitted to MFPED	1	1	1	BFP (Target) FY 2020/2021 completed/submitted.
District Integrated Performance Contract/Annual work plan formulated	1	1	1	Draft for Performance Contract for FY 2020/2021 in place
District Budget Conference carried out	1	1	1	Target will be in October, 2020
Participatory Planning and Budgeting process in 15LLGs carried out	15	15	15	FY 2019/2020 to be concluded in May, 2020.
District Leaders (Political & Technical) oriented on Births Registration.	21	21	-	NIRA retained their mandate
Divisions, TCs & SCs Leaders (Political & Technical) oriented on	36	36	-	NIRA retained their mandate

<b>Births Registration</b>				
Town Clerks and SACAOs notify Registrar /NIRA and Children get Registered Birth Certificates	242	300	500	Notification Books are issued by NIRA to all TCs & SACAOs
Number of registered Children by the LLGs Registrar /Hospital Administrators got their Birth Certificates.	-	40,000	100,000	This exclude the Municipalities
LC IIs and Parish Chiefs/Town Agents Trained on Participatory Planning.	57	57	148	Including the four (4) Municipal Councils
13 District Sectors and 15 LLGs Quarterly Work plans and Budgets appraised	28	28	28	Only Q1 and Q2 appraised, as at 31 <sup>st</sup> January, 2020.
Population and Gender issues mainstreamed in the District and LLGs Development plans	16	8	16	Need to build capacity of LLGs the Economic Planners & CDOs
Donors/NGOs Off-Budget Projects and Programs integrated in PBS	25	5	5	Need for DCDO to mobilize NGOs to declare their Budgets.
District/Donor Coordination Committee (DCC) instituted and functional	1	1	1	The DCC is functional
District Staff list, Procurement plan and the Assets Inventory aligned with the PBS	100%	50%	100%	The e-process in the HRD and PDU is being improved
Local Economic Development Recommendation/Investm	1	1	1	Data collection is ongoing at District and

ent Profile formulated/updated				respective LLGs
District Midterm Review (MTR) report 2018 produced	1	1	n/a	Report produced/submitted
DEC, Finance Committee & LLGs (selected) officers Oriented on BPS (new) policies and implementation	17	17	17	LLGs selected Officers are the TC/SAS, SAA/TSR. & PBS F/Ps
Internet/Intercom, Security gadgets connected on Planning Unit Building	50%	10%	50%	Internet and Power fluctuation is still a challenge
Number of Parishes/Ward piloted Parish Community Association (PCA) Model	-	30	30	Projected the same number of Parishes/Wards from OPM.
Number of CBOs received LRDP (Luwero-Rwenzori) Development Program) Micro-project support	-	70	70	Projected the same number of CBOs support from OPM.
District and 15 LLGs 3 <sup>rd</sup> 5-Year Development Plans for FY 2020/21-2024/25 formulated and approved	-	-	16	Respective Development Plans approved by 30 <sup>th</sup> May, 2020.
Data room remodelled into a Resource Centre and Research & Management Information Systems (MIS) all departments introduced to Intranet.	1	-	1	ICT Systems, Data, Furniture, Computers and LAN upgraded.

**\*\* PBS is a Budgeting System**

### **12.3. Challenges**

- **Implementation of new fiscal policies e.g. Discretionary Development Grant (DDEG) and Integrated Personalized Paying System (IPPS) is a challenge due to conflicting Rules and Regulations like the Public Finance Management Act (PFMA) 2015, Local Government Act (LGA), 2010 and Planning Regulations, 2018.**
- **The Performance Budgeting System (PBS) being used is for the Annual Budgeting and Quarterly reporting and is still under continuous changes/upgrade. This has not only led to delayed reporting and feedback on Local Governments' emerging issues by the Centre /the PBS Support Team (MFPED), but also the system is more manual than being automated. Consequently, delays the submission of the District PBS Annual/Quarterly reports, which is contrary to the PFMA, 2015.**
- **Most of the Other Government Transfers (URF, UWEP, YLP, PCA, and LRDP) and Donor final IPFs are issued after Budget approval. Consequently, this leads to a number of Supplementary Budgets with their implementation challenges.**

### **12.4. Recommendations**

- **Orientation of DEC, Finance Committee and LLGs AO & PBS Focal Persons on the new reforms including Budget Call Circulars and Budget Execution Circular for FY 2021/22.**
- **Lobbying LRDP (5%) to facilitate Joint Monitoring of the Parish Community Association (PCA) model and the LRDP Micro-Projects support to benefited Parishes/CBOs.**
- **Participatory Planning and validation of District and 15 LLGs Five-Year Development Plans (DDP III) and 15 (SDPs III) for the period 2020/2021-2024/2025.**

- **Improving District Management Information System, Data Management (Collection, Processing, Storage/Retrieval & Reporting and Research on LGs Policies & Programs.**

## **13.0. COMMUNITY BASED DEPARTMENT**

### **13.1. Introduction**

The mandate of the Community Based Services Department is to mobilise the vulnerable people in the community, build their capacity through raising awareness and link them to private and Government programs for meaningful participation so that they contribute to national development.

#### **Key Activities**

- Mobilisation of youth to participate in national youth programs
- Mobilisation and capacity building of women to undertake projects that contribute to National development
- Support to People Living with Disabilities
- Protect employees through awareness raising on their rights and working with employers so that systems are put in place.
- Mobilisation and protection of stakeholders in child protection and build their capacity on child protection protocol

### **13.2. Probation and Social Welfare**

#### **13.2.1. Achievements**

- Supported CDOs, CFPU, and Gender focal person, Labour & DCDO to participate in harmonized CP coordination meeting to submit, discuss and share quarterly disaggregated CP data on incidences of violation, exploitation, neglect and abuse of children including violent deaths and injuries at District level during the extended DOVCC meeting.
- Supported Community development officers, PSWO and Gender focal point person to conduct community dialogue meetings with children and adolescents at risk of violence, abuse and to prevent interpersonal violence and promote



prevention and Reporting of incidences of VAC in and out of schools.

- Conducted 3 community and school dialogue meetings in lower local Governments with children and adolescents at risk of violence and abuse.
- Placed 42 children in need of alternative care with foster and adoptive families.
- The sector has a functional OVC Management information system with over 125 OVC CSOs reporting through the system each quarter with support from Mildmay Uganda.
- The District has 20 approved homes to handle cases of children who need alternative care.
- Trained all CDOs in alternative care.
- Trained 63 foster parents in parenting and foster care.
- Trained 82 managers of children homes and social workers in proper care.

### **13.2.2. Challenges**

- Increased cases of child abandonment, neglect and denial of resources
- Increased cases of children in conflict and in contact with the law
- Increased family breakdown due to Domestic violence

### **13.2.3. Recommendations:**

- Enhance the implementation of alternative care and promoting family centred approaches to child care and protection

- Strengthen coordination mechanisms

### **13.3. Uganda Women Entrepreneurship Program (UWEP)**

#### **13.3.1. Achievements**

- 65 women groups that were approved in FY 2018/2019 received funding amounting to Ushs. 650,000,000.
- In FY 2020, 115 women groups amounting to projects worth Ushs. 1,118,682,600 have been submitted to the ministry.

#### **13.3.2. Challenge**

- Inadequate IPF allocated to women to undertake development projects

#### **13.3.3. Recommendation**

- Lobby to have all the allocated annual IPF within the financial year.

### **13.4. Women Council**

#### **13.4.1. Achievements**

- Conducted four executive Council meetings
- Conducted one reflection meeting for women projects funded in the District amidst reducing funding
- Held one consultative meeting with Councillors

#### **13.4.2. Challenge**

- Decreasing functionality of LLG's women Councils due to drop out and limited capacity building

#### **13.4.3. Recommendation**

- Lobby for funding to support LLG women groups

## **13.5. PWD Council AND PWD Projects**

### **13.5.1. Achievements**

- The Council was represented at the PDW national days celebrated in different Districts in Uganda
- Held three executive meetings
- 17 projects for PWD's funded

### **13.5.2. Challenges**

- The funding given for PWD projects is relatively small to start meaningful projects
- There is limited sustainability of PWD projects because individual interests over shadow group members' interests.

### **13.5.3. Recommendations**

- Lobby for an increase in the IPF so as to address the diverse and unique needs of PWD's
- Increased sensitization on the selection criteria for beneficiaries of PWD projects
- Link PWD groups to alternative sources of income from the private sector and other Government agencies.

## **13.6. Elderly Council**

### **13.6.1. Achievements**

- The Council was represented at the Elderly national day celebration.
- 3 Elderly Council meetings held
- 17 elderly members selected in Masuliita S/C supported with bedding materials

### **13.6.2. Challenge**

- The IPF allocation to the elderly Council is too small for meaningful implementation of activities

### **13.6.3. Recommendation**

- Lobby more partners to come to the District and support elderly activities

## **13.7. Youth Livelihood Projects**

### **13.7.1. Achievements**

- 35 groups which represent funded during the reporting period.
- Recovery of YLP funds currently stands at Ushs. 256,890,207, which represents 43.58% of the funds due

### **13.7.2. Challenges**

- Poor response of the youth during recovery exercises for funds disbursed through YLP
- Inadequate staff skills to enhance recovery of funds disbursed to the youth and women groups
- Poor enterprise selection for some youth groups which escalates poor recovery of funds
- Poor business management skills for youth groups
- Irregular technical support from MGLSD

### **13.7.3. Recommendation**

- Further hold reflection meeting with stakeholders to develop sustainable recovery methods for funds disbursed to the youth

## **13.8. Youth Council**

### **13.8.1. Achievements**

- Conducted three executive meetings for the youth Council
- Conducted three extended Council meetings
- Conducted three monitoring visits for youth projects
- Funded one youth Council meeting held in Nansana

### **13.8.2. Challenges**

- Poor documentation for youth activities
- Divisions among the youth Council impacting on activity implementation

### **13.8.3. Recommendation**

- Conduct a reflection meeting for youth activities in the District to aid planning for activities that are enriching and sustainable for youth development initiatives.

## **13.9. Functional Adult Literacy**

### **13.9.1. Achievements**

- Held one reflection meeting for FAL instructors and key leaders in the District.
- Selected 7 groups to pilot intensive training and good documentation practices before scaling up in the entire District
- Refresher training for the FAL instructors conducted, with support from Ministry of Gender, Labour and Social Development.

### **13.9.2. Challenges**

- Limited interest of the community to involve in FAL activities.
- Failure to realize resources to facilitate technical staff from the centre to come and give support.

### **13.9.3. Recommendations**

- Hold a reflection meeting focusing on the current FAL interventions in the bid for sustainable planning of FAL interventions in the District with a pilot in selected LLG's. More fund-raising efforts to be intensified based on good practices.
- Enhance good documentation practices to reflect what is on ground.

## **13.10. Gender**

### **13.10.1. Achievements**

- Held gender reflection meeting targeting key stake holders.
- Conducted gender awareness meeting for Councillors.
- Held gender awareness meeting for departmental staff.
- Held Gender TOT for selected staff.
- Selected departmental focal point persons, yet to be trained.

### **13.10.2. Challenges**

- The process of constituting a gender department has taken off though challenged by generally small resource envelope.

### **13.10.3. Recommendation**

- Re-constitute a gender committee in the District for effective planning and coordination of gender issues in the District to aid gender focused planning, budgeting, activity execution, beneficiary selection and reporting.

## **13.11. Community Development Services**

### **13.11.1. Achievements**

- Successfully created working groups in the department to aid discussion of pertinent departmental issues which have been greatly affecting the department.
- Reached out to CDO's in LLG's with capacity building sessions through both office-based discussions, field tours and joint meetings with YLP/UWEP beneficiary groups
- Adequately addressed the recommended staffing structure in the District through supporting the recruitment processes and posting of staff to underserved locations.

### **13.11.2. Challenges**

- Insufficient documentation of good departmental activities and good practices due to inadequate staff capacity and absence of documentation secretariat in the department.
- Inadequate sector budgets allocation leading to disagreements amongst the stakeholders.
- Limited office space for sector heads hence failing to guarantee confidentiality for some of the cases they take on.
- Inadequate technical support and involvement in planned activities due to limited sharing of partner work plans

### **13.11.3. Recommendations**

- Enhance staff capacity through exposure visits and training.
- Equitable budgetary allocation to provide for routine monitoring and documentation of good practices.
- Scale up technical support to partner activities and promote active participation in activities organized through sharing of project work plans
- Take advantage of partner budgets to build the capacity of staff in different areas

The department is committed to the mobilization of the vulnerable groups, build their capacity and support them to contribute to National development, making use of the resources allocated from the centre while lobbying development partners to contribute to National efforts.

## **14.0. CONCLUSION**

**I want to thank the staff and all partners of Wakiso District that have enabled us to realise this commendable growth and performance. Certainly, we recognize the challenges that still stand in our way to delivering the promise of quality service provision and leadership. Every day, we continue to put our best foot forward in a transparent and good governance approach while ensuring that Wakiso District remains on top.**

**“Together We Win”**