



Training Workshop for Local Governments on the Development and implementation of Asset Management Action Plans (AMAPs)

Organized by the United Nations Capital Development Fund (UNCDF), United Nations Department of Economic and Social Affairs (UN DESA) and the Ministry of Local Government, Uganda

Gulu, Uganda, 3-7 December 2019

The training workshop will be conducted by the United Nations Capital Development Fund (UNCDF) and the United Nations Department of Economic and Social Affairs (UN DESA) in collaboration with the Ministry of Local Government (MoLG) and Ministry of Finance Planning and Economic Development (MoFPED). The workshop is part of the broader United Nations effort to strengthen financing for sustainable development at the local level through the development of municipal asset management in the Least Developed Countries (LDCs). The main objective of the workshop is to train local government officials in the formulation and implementation of an asset management action plan (AMAP) that can be effectively linked to a medium-term budget and the long-term sustainable development strategy of Ugandan local governments.

Draft Programme

Time	Activity	Responsibility Centre/Person
11:00 AM-5:00 PM	Day 1; Monday the 2 December 2019. Travel to Gulu and Night in Gulu	
	Day 2- Tuesday December 3, 2019	
8:30-10:00 AM	Courtesy Call and Tour of Gulu Municipal and Gulu District Assets Management Interventions and Practices	All workshop participants at Gulu District Council Hall

	<ul style="list-style-type: none"> ✓ Welcome Note by Town Clerk & Chief Accounting Officer ✓ Presentations on Asset Management Practices (Municipal and then District) ✓ Tour of key municipal assets in order to understand progress made and challenges encountered in their management ✓ Travel to workshop venue (Bomah Hotel) 	
10.00 -10:30 AM	Registration and Tea Break at Bomah Hotel	Hotel Management
10.30-11.00 AM	Prayer and Introduction of Participants	Workshop Participants
11: 00-11:10 AM	Workshop Overview and Objectives	MoLG/UNCDF
11:10-11:30 AM	Commentary on the Field Work moderated by MoLG	All participants
11:30-11:45 AM	Remarks from UNCDF	Head of Office UNCDF
11:45 AM-12:00 PM	Opening Remarks from Permanent Secretary MoLG	PS/ MoLG
12:00-12:30 PM	Management of Assets in Local Governments: Challenges and opportunities	MoLG
12:30:1:00 PM	Financing for sustainable development at the local level: role of asset management. Presentation by UN DESA	UN DESA
1:00-2:00 PM	LUNCH BREAK	
2:00-2:30 PM	Acquisition and disposal of assets: evaluation and contract management. Issues for LGs	PPDA
2:30-3:00 PM	Disposal of assets by LGs: Roles of the Chief Government Valuer	Chief Government Valuer
3:00-4:00 PM	The National Assets Management Framework and Policy: Key basic features of the draft asset management framework, policy-progress and challenges in its adoption and implementation	Director Assets Management, MoFPED
4:00-4:30 PM	Discussion and Input from Participants	Workshop Participants
4:30-4:45 PM	Tea Break	
4:45-5:00 PM	Aligning LG Asset Management Action Plans (AMAPs) to the National Assets Management Policy: Introduction to Day 3, 4, 5 and 6: Developing AMAPs	UN DESA/UNCDF and MoFPED
	DAY 2	
8:30-8:45 AM	Participants Registration	UNCDF Secretariat
8:45 – 10:30 AM	Asset Management Basics	UN DESA/UNCDF
10:30 – 11:00 AM	Tea Break	Hotel Management
11:00-11:30 AM	Asset Management Basics (continued)	UNDESA/UNCDF
11:30 AM – 12:30 PM	How to design an Asset Management Action Plan (AMAP): 1. The asset management framework	UN DESA/UNCDF
12:30 – 1:30 PM	Lunch Break	
1:30– 3:00 PM	Breakout sessions - LG to draft an outline for a broad asset management framework (Each Local Government works on the AMAP)	LGs

3:00 – 5:00 PM	Presentation and discussion of asset management Frameworks by LGS arising from breakaway session groups.	LGs
4:00-4:20 PM	Tea as work progresses	
5:00 – 5:30 PM	Wrap-up and end of DAY 2	UN DESA/UNCDF
	DAY 3	
8:30-8:45 AM	Participants Registration	UNCDF Secretariat
8:45-9:00 AM	Overview of Day 2	UN DESA/UNCDF
9:00-10:30 AM	How to design an Asset Management Action Plan (AMAP) 2. Identifying current asset management stakeholders and setting a performance goal for assets	UN DESA/UNCDF
10:30 – 11:00 AM	Tea Break	
11:00 AM – 12:30 PM	Break away session to set performance goals (Each Local Government works on the AMAP)	LGs
12:30 – 1:30 PM	Lunch Break	
1:30 - 3:30 PM	Group presentation and interaction on setting performance goals (<i>Each Local Government works on the AMAP</i>)	LGs
3:30-4:30 PM	How to design an Asset Management Action Plan (AMAP) 3. “Identifying current asset management stakeholders and techniques for priority asset” 4. “Making a performance assessment of asset management practices against stated performance goal and identifying gaps and areas for improvement”	UN DESA/UNCDF
4:30 – 6:00 PM	Breakaway session (tea as work progresses) 1. Municipalities to identify stakeholders and review their methods and technologies used in managing the asset 2. Make a performance assessment of asset management practices against stated performance goal and identify gaps and areas for improvement	LGs
6:00 PM	Closure of Day 3	
	DAY 4	
8:30-8:45 AM	Participants Registration	UNCDF Secretariat
8:45-9:00 AM	Overview of Day 4	
9:00- 10:30 AM	Group Presentation and Interaction	LGs
10:30-11:00 AM	Tea Break	Hotel management
11:00-11:30	Group presentation (continued)	LG
11:30 AM-12:30 PM	How to design an Asset Management Action Plan (AMAP) 5: Identify concrete actions that help address the gaps and link the management of the asset to the municipal budget.	UN DESA/UNCDF
12:30 – 1:30 AM	Lunch Break	
2:00-6:00 PM	Breakout session: LGs identify short- and long-term actions to improve asset management techniques for priority asset(s) (<i>Each Local Government works on the AMAP</i>) Tea as work progresses	LGs
6:00 PM	Closure of Day 4	

	DAY 5	
8:30-8:45 AM	Participants Registration	UNCDF Secretariat
8:45-9:00 AM	Overview of Day 4	
9:00- 10:30 AM	Group Presentation and Interaction	LGs
10:30-11:00 AM	Tea Break	Hotel Management
11:00-11:30	Group Presentation (continued)	LGs
11:30 AM-1:00 PM	Experience Sharing: Yumbe district	Team Leader Yumbe
1:00-2:00 PM	Lunch Break	
2:30-3:30 PM	Integration of AMAPs into LG Development Plans	NPA
4:15-5:00 PM	Agreements on completion of AMAPS and Workshop wrap up	UNCDF
5:00-5:30 PM	Workshop Evaluation	Participants
5:30-6:00 PM	Workshop Concluding Remarks and Closure	UNCDF and CAO

Training of Local Government Officials in Assets Management Action Plans (AMAPS) formulation

1.0 Background

The Financing for Sustainable Development Office of the United Nations Department of Economic and Social Affairs (UN-DESA) in collaboration with the United Nations Capital Development Fund (UNCDF) are enhancing financing for sustainable development at the local level through the development of Local government asset management action plans (AMAPs) in the least developed countries project. Uganda is one of the pilot beneficiaries of this project, together with Tanzania, Bangladesh and Nepal. The aim of this program is to assist Local Governments to meet a required level of basic services, in the most cost-effective manner, through the efficient and farsighted management of physical assets (land, buildings, and infrastructure) for present and future needs of the Local Governments

In Uganda, the project is partly supported through the Development Initiative for Northern Uganda Programme (DINU) funded by the European Union (EU) under the 11th European Development Fund (EDF), with the aim of building the capacities of local authorities in the core DINU districts to prepare and implement asset management plans.

The project has so far supported the Local Government of Mbale, Yumbe and Moroto and assessed their current level of asset management by reviewing their assets in a holistic and integrated way and analyzing the role and potential of different stakeholders. This was followed by a one-week training for central and local government stakeholders in the development of AMAPs in Gulu in October of 2018. Some of the local governments trained include: Districts; Amuria, Otuke, Omoro, Yumbe, Amudat. Municipalities: Moroto, Gulu, Hoima and Kasese. Of these, Yumbe, Amudat, Gulu Municipal and Kasese Municipal Council already developed draft AMAPs.

After the initial training in 2018, UN DESA and UNCDF provided Training of Trainers to central government officials to apply the UN DESA/UNCDF diagnostic tool on local asset management in additional municipalities. Following the training, central government officials applied the tool in new districts and municipalities and reapplied it in Mbale, Yumbe and Moroto. This second workshop will train all (21) municipalities where the diagnostic tool has been implemented in the formulation of AMAPs based on the findings of the tool.

1.1 Project overview

The United Nations effort to strengthen *financing for sustainable development at the local level through the development of subnational asset management frameworks in the least developed countries* project is being implemented jointly by the Financing for Development Office of the United Nations Department of Economic and Social Affairs (UN-DESA) in collaboration with the United Nations Capital Development Fund (UNCDF). The purpose of the project is to introduce the concept of proactive asset management to local governments and to provide guidance to local governments in implementing concrete asset management action plans. The project follows a three-pronged strategy, which includes:

s/n	Project strategy	Progress
1.	Helping c local governments in Uganda assess their current level of asset management by reviewing their assets in a holistic and integrated way and analyzing the role and potential of different stakeholders (e.g., central government agencies, mayor, local council, line departments, civil society and private sector).	✓ 19 local governments that includes 3 municipalities and 16 districts have had Asset Management profiling completed.
2.	Training LG officials in the formulation and implementation of a long-term, customized asset management framework, including an asset management action plan (AMAP) that can be effectively linked to a medium-term budget and a long-term sustainable development strategy	The focus of this training. Previous training was done for three local government of Yumbe, Moroto Mc and Amudati district
3.	Sharing lessons learned and general policy recommendations with other LGS.	This will come after the training and support to implement the plans. We expect one LG that was previously trained to share their experiences with the rest of the LGs

This training falls within strategy area 2 and is an effort to cascade the training to other local governments.

2.0 Rationale for the Training

Decentralisation in Uganda was ushered in as a tool that would anchor in poverty eradication through efficient and effective service delivery mechanisms in Uganda. A lot has been done under decentralization as a vehicle for poverty reduction. However, despite the reform efforts, a gulf remains between decentralization and its prospects to fight poverty through enhanced serviced delivery due to a number of challenges.

Among the areas that need to be reformed in Local Governments is asset management. The Auditor General Report and various press reports indicate that most Government assets at the local government level are not well maintained and many times even not accounted for. This is partly due to lack of financial resources or inadequate budgeting for Operations and Maintenance (O&M) costs and also lack of a good asset management system. With proper asset management systems in place, plans and decisions can be made on how to best invest local government funds, and provide the best service to the community.

The process of sound assets management principles starts from having AMAPS that are aligned to the overall strategic interests of the LG. The training will introduce participants to the concept of municipal asset management and will provide step-by-step guidance to local governments in the development and implementation of AMAPS to facilitate delivery of services and increase the financial viability of local governments.

3.0 Objectives of the Training

The objective of this training to build capacity of local governments officials to formulate Asset Management Action Plans (AMAPS) that will improve asset management system in the LGS.

3.1 Specific Objectives

- 1) To train Local Government officials in the formulation and implementation of customized asset management action plans (AMAPS) and provide a step by step guidance in the development of their AMAPS.
- 2) Present the Draft National Assets Management Policy to participant for input and alignment with LG AMAPS.
- 3) To increase dialogue between central government agencies and Local Government authorities to better understand the impact of existing policies, laws and regulations on municipal asset management.
- 4) To explore areas of reform and improvements in the existing policies that guide asset management.
- 5) To provide a forum for LGs to share their experiences in their current asset management practices and to give LGs that have begun with the implementation of AMAPS a chance to share some good practices and lessons learned.

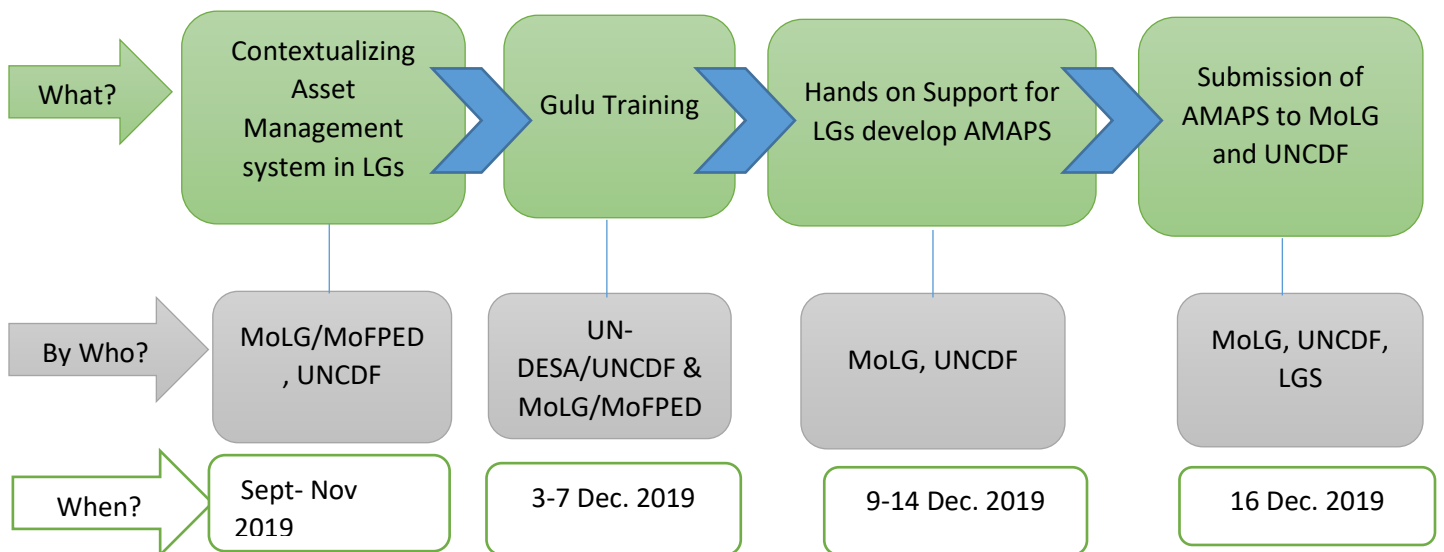
3.2 Expected Outputs

1. All the 22 LGs develop draft AMAPS.
2. Participants better understand and provide input into the National Assets Management Policy Framework and its alignment with LG AMAPS.
3. Participants appreciate the value of assets management.
4. Participants understand and are able to formulate asset management action plans .
5. Participants understand how to integrate AMAPS into the LG development plans and medium budgets.

Provide input into the national asset management policy framework

4.0 Methodology

This activity will consist of: (i) training (ii) Practical hands on session to develop AMAPS (iii), Hands on support from to support LGs Implement Asset Management system. The system of activities will be as follows:



The training will adopt several approaches including, brainstorming, case studies and experience sharing, straight lectures and groups discussions. The mix of approaches is to ensure the training is participatory and successful.

5.0 Facilitators

The training will be facilitated by trainers from UN DESA. Other facilitators will be drawn from the Ministry of Local Government, Ministry of Finance Planning and Economic development, NPA, PPDA and UNCDF.

6.0 Target Local Governments

Two categories of Local Governments and central government ministries and departments will be targeted namely:

1. **Group A: District Local Government:** Amuria, Otuke, Omoro, Amudat, Amolator, Pader, Agago, Lamwo, Kole, Adjumani, Zombo, Moyo, Napak, Abim, Kapelebyong, Yumbe, Moroto DLG, Obongi, Gulu DL
Group B: Municipal Local Government: Gulu MC, Moroto MC, Mbale MC
2. Central Government participants drawn from Ministry of Local Government, PPDA, NPA, Ministry of Finance Planning and Economic Development, Ministry of Works, Ministry of lands housing and Urban development, Ministry of Health and Ministry of Education